

VEER NARMAD SOUTH GUJARAT UNIVERSITY  
Second Year B.B.A. (Semester -IV)  
Computer Application - IV  
(Syllabus effective from December 2012)

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**Objective:**

- To familiarize students with the Architecture of Internet.
- To familiarize students with the process of E-commerce and security concerns while using E-commerce in business management

**Pedagogic Tools**

Lectures, Assignment and Presentation, Practical (Laboratory)

<b>Unit</b>	<b>Course Inputs</b>	<b>Weightage</b>
1	<b>Internet Architecture</b> <ul style="list-style-type: none"><li>a. Client Server Architecture</li><li>b. Address Mechanism<ul style="list-style-type: none"><li>i. IP Address</li><li>ii. Domain Name &amp; DNS</li></ul></li><li>c. Services<ul style="list-style-type: none"><li>i. www</li><li>ii. e-mail</li><li>iii. chat</li><li>iv. BBS</li><li>v. Telnet</li><li>vi. Search Engine &amp; Meta Search Engine</li><li>vii. Blog</li><li>viii. PING</li></ul></li></ul>	<b>50%</b>
2	<b>Ecommerce Process and E-security</b> <ul style="list-style-type: none"><li>a. Change Management</li><li>b. Business Process Reengineering</li><li>c. Cryptography<ul style="list-style-type: none"><li>i. Symmetric Key</li><li>ii. Asymmetric Key (Public Key, Private Key)</li><li>iii. Digital Signature</li></ul></li><li>d. Secure Electronic Transaction (SET)</li><li>e. Secure Socket Layer (SSL)</li></ul>	<b>50%</b>

**Reference Books:**

- 1) E-commerce, The cutting edge of Business, K.K.Bajaj&D.Nag-TMH
- 2) Electronic Commerce, David Kosiur-PHI

- 3) E-Commerce, An Indian perspective, P.T. Joseph
- 4) Computer Networks, Andrew S. Tanenbaum
- 5) ABC of Internet, Dyson –BPB
- 6) How Internet Works, Gralla-Tech Media
- 7) Internet Marketing E-commerce and Cyber Loss, Asit Narayan & L.K. Thakur-Author Press
- 8) Ecommerce (Concepts, Models, Strategies) ,By C.S.V. Murthy, Himalaya PublishingHouse

**Note:**

1. 6 Lectures per week: (From the above contents the practical oriented topics be covered up suitably in computer laboratory and assignments be given to the students based on the practical study)
2. Assignment Work should also include Static Web Site Designing using HTML Editor  
(Formatting, Tables, List, Form, Hyperlink, Images, Buttons, Frame)

VEER NARMAD SOUTH GUJARAT UNIVERSITY  
 Second Year B.B.A. (Semester -IV)  
 Quantitative Methods IV  
 (Syllabus effective from December 2012)

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**Objective:**

The course is designed to impart the basic knowledge of statistics, to acquaint the students with the practical utility of the subject with special reference to business and commerce and equip them with those statistical tools and techniques which shall provide them the necessary background for the applications of these techniques in different areas of management.

**Pedagogic Tools**

Lectures, Practical examples from business world, assignments & presentations.

Unit	Course Inputs	Weightage
1.	<b>Testing of Hypothesis</b> <ul style="list-style-type: none"> <li>• Large sample test: for one sample and two samples (About the parameters mean, standard deviation, proportion)</li> <li>• Small sample test: for one sample and two samples-(t-test, F-test, <math>\chi^2</math>-test, Z-test) (About the parameters mean, standard deviation, correlation coefficient)</li> <li>• ANOVA</li> </ul>	<b>60%</b>
2	<b>Sampling Methods</b> <ul style="list-style-type: none"> <li>• Definition and methods of Simple random sampling with and without replacement</li> <li>• Examples on Simple random sampling</li> <li>• Definition and explanation of Stratified sampling</li> <li>• Examples on Stratified sampling</li> </ul>	<b>15%</b>
3	<b>Statistical Quality Control</b> <ul style="list-style-type: none"> <li>• General Theory</li> <li>• X-R Chart (for quantitative data)</li> <li>• p-np chart (for defective articles in a lot with same sample size)</li> <li>• C-chart (for number of defects)</li> </ul>	<b>20%</b>
4	<b>Decision Theory</b> <ul style="list-style-type: none"> <li>• Introduction of Basic Theory</li> </ul>	<b>5%</b>

**Reference Books:**

1. Fundamentals of statistics : S.C. Gupta
2. Statistics for management : Richard I. Levin and David S. Rubin
3. Complete Business Statistics : Amir D. Aczel and Jayavel Sounderpandian
4. Statistics for Management : Anand Sharma
5. Statistics for Business and Economics : R P Hooda

VEER NARMAD SOUTH GUJARAT UNIVERSITY  
Second Year B.B.A. (Semester -IV)  
Management Accounting II  
(Syllabus effective from December 2012)

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**Objective:**

- To acquaint the students with the concept of management accountancy
- To develop in them the ability to evaluate and use accounting data as aid to decision making for management as a whole.

Unit	Course Inputs	Weightage
1	<b>BUDGET AND BUDGETARY CONTROL</b> <ul style="list-style-type: none"> <li>• Meaning, Significance and Limitation of budgetary control</li> <li>• Cash budget &amp; Flexible budget and Zero based budgeting</li> </ul>	<b>20%</b>
2	<b>STANDARD COSTING AND VARIANCE ANALYSIS</b> <ul style="list-style-type: none"> <li>• Definition: Standard Costing and Variance</li> <li>• Standard costing v/s Budgetary Control</li> <li>• Analysis of Variance, Computation of Variance: Material Cost Variance, Labour Variance, Overhead Variance</li> </ul>	<b>30%</b>
3	<b>COST VOLUME PROFIT ANALYSIS</b> <ul style="list-style-type: none"> <li>• Meaning &amp; significance of marginal costing</li> <li>• Break even Analysis (example including one key factor)</li> </ul>	<b>25%</b>
4	<b>DECISION MAKING</b> Differential cost, relative cost, application of differential cost analysis through case study in the following decision making areas: <ol style="list-style-type: none"> <li>1. Make or buy decision,</li> <li>2. Determination of Product Mix,</li> <li>3. Dropping a product line &amp; expand or contract.</li> </ol>	<b>25%</b>

**Reference Book**

1. Cost and Management Accounting – M. N. Arora, Himalaya Pub. House
2. Cost & Management Accounting – Ravi M. Kishore, Taxmann
3. Management Accounting – R.S.N. Pillai, Bagavathi, S.Chand
4. Management Accounting – N. Vinayakan & G. B Gupta
5. Cost and Management Accounting – S. N. Maheshwar Grewal
6. Management Accounting – Hingorani & Ramnathan
7. Management Accounting – Khan & Jain

VEER NARMAD SOUTH GUJARAT UNIVERSITY  
 Second Year B.B.A. (Semester -IV)  
 Organizational Behaviour II  
 (Syllabus effective from December 2012)

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**Objective:**

- To make the students understand why human beings react as they do and the importance of behaviour in shaping the personality.
- To help develop a sense of empathy while dealing with people for organizational excellence.
- To help develop credibility and transparency when two or more persons communicate with each other.
- To mold the young people at appropriate age to transform them into good citizens.

**Pedagogic Tools**

- Lecture, Case Study, Group Discussion, Role play, Practical Exercises,
- Presentation and Assignment

Unit	Course Inputs	Weightage
1	<b>ATTITUDE</b> <ul style="list-style-type: none"> <li>• Concept &amp; meaning of attitude</li> <li>• Factors affecting formation of attitude</li> <li>• Types of job attitude</li> <li>• Characteristics of attitude</li> <li>• Functions of attitude</li> <li>• Attitude, values and behaviour</li> </ul>	<b>40%</b>
2	<b>GROUP DYNAMICS:</b> <ul style="list-style-type: none"> <li>• Concept and Meaning</li> <li>• Process of Formation of Groups</li> <li>• Types of Groups</li> <li>• Usefulness of Groups in Organisation</li> <li>• Pitfalls of groups</li> <li>• Determinants of group behavior</li> <li>• Group Structuring (leadership, roles, cohesiveness, size, norms, tasks, status congruence)</li> <li>• Difference between groups and teams</li> </ul>	<b>30%</b>
3	<b>CONFLICT MANAGEMENT</b> <ul style="list-style-type: none"> <li>• Concept and Meaning</li> <li>• Process Development of Conflict</li> <li>• Ego States (Transaction Analysis)</li> <li>• Levels of Conflict</li> <li>• Conflict Resolution</li> <li>• Managerial Implication</li> </ul>	<b>30%</b>

**Case Study, for all Topics**

**SUGGESTED TEXT BOOK:** Organisational Behaviour K. Ashwathappa  
Himalaya Publishing House

**BOOKS FOR REFERENCE:**

1. Organisational Behaviour, L.M. Prasad, Sultan Chand and Sons
2. Organisational Behaviour, Stephen Robbins, Pearson Education
3. Organisational Behaviour, Hellriegel, Slocum, Woodman, South Western Publication
4. Organisational Behaviour, S.S. Khankha, S. Chand & Co.
5. Organisational Behaviour, Fred Luthans, McGraw Hill International
6. Organisation Behaviour, Angelo Kinicki & Robert Kreitner, Tata McGraw Hill
7. Behaviour In Organisations, Jerald Greenberg & Robert Baron PHI
8. Organisational Behaviour, Uma Sekaran, The McGraw Hill Company (Text & Cases)
9. Organisational Behaviour Saju Nair Himalaya Publishing House
10. Organisational Behaviour V.S.P Rao, Excel Books
11. Organisational Behaviour Stephen Robbins, Timothy Judge & Seema Sanghi, Pearson Education

VEER NARMAD SOUTH GUJARAT UNIVERSITY  
 Second Year B.B.A. (Semester -IV)  
 Marketing Management II  
 (Syllabus effective from December 2012)

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**Objective:**

To sensitize students to the different orientations of marketing and help them assimilate philosophy of Marketing, so as to better approach process of Marketing Management.

**Pedagogic Tools:**

Lectures, assignments, Case studies, Practical examples from corporate & business world, projects & presentations.

Unit	Course Inputs	Weightage
1	<b>Introduction to Marketing Mix</b> <ul style="list-style-type: none"> <li>• Meaning, Elements of Marketing Mix</li> </ul>	<b>30</b>
2	<b>Product</b> <ul style="list-style-type: none"> <li>• Concept-levels, classification, Product line and Product Mix, Concept of Product life cycle (PLC) and Marketing strategies,</li> <li>• Objectives and functions of Packaging and Labeling</li> </ul>	
3	<b>Pricing</b> <ul style="list-style-type: none"> <li>• Objectives and Importance and factors affecting pricing decisions, Steps in Pricing,</li> <li>• Price Discounts and allowances, Discriminatory pricing</li> </ul>	<b>15</b>
4	<b>Place (Distribution)</b> <ul style="list-style-type: none"> <li>• Meaning, Importance and Functions, Levels, of channel of Distribution, Types of intermediaries, Factors affecting choice of channel of distribution, Channel Management Decisions, Retailing and Wholesaling- Meaning and Marketing strategy Physical Activities involved in Distribution system (Logistics)</li> </ul>	<b>30</b>
5	<b>Promotion</b> Meaning of Promotion, Elements of Promotion Mix, Meaning, Role/Importance of Integrated Marketing Communication, process of effective Integrated Marketing Communication	<b>25</b>

**Note: At least 20% of the question paper should carry case study or applied questions.**

**Reference Books:**

1. Marketing Management: Philip Kotler, Kevin KELLER, Abraham Koshy, Mithileshwar Jha. Pearson

2. Marketing Management: Ramaswamy and Namakumari, 4<sup>th</sup> Edition, McMillan
3. Marketing Management: Etzel and Others Tata McGraw hill
4. Marketing Management: Rajan Saxena



VEER NARMAD SOUTH GUJARAT UNIVERSITY  
 Second Year B.B.A. (Semester -IV)  
 Human Resource Management - II  
 (Syllabus effective from December 2012)

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**Objective:**

To expose students to the dynamic field of HRM and develop in them an understanding of the need for every manager to be a HR manager. To enable students to comprehend the key and vital issues of HRM in a dynamic environment. To introduce students to theory, contemporary issues and practical examples from the corporate world for effective study of HRM.

**Pedagogic Tools:**

Lectures, Case studies, Practical examples from corporate & business world, assignments, projects & presentations

Chapter	Course Inputs	Weightage
1	<b>Internal Mobility</b> <ul style="list-style-type: none"> <li>• Internal mobility need &amp; purpose</li> <li>• Meaning &amp; objective of promotion Types, purpose &amp; benefits of promotion Meaning &amp; objectives of transfer</li> <li>• Reasons, types, benefits &amp; problems of transfer</li> <li>• Demotion: reasons &amp; principles</li> </ul>	<b>40%</b>
2	<b>Performance Appraisal</b> <ul style="list-style-type: none"> <li>• Concept &amp; objectives of performance appraisal</li> <li>• Use of performance appraisal</li> <li>• Problems in performance appraisal</li> <li>• Essentials of effective performance appraisal system</li> <li>• Methods of performance appraisal               <ol style="list-style-type: none"> <li>1. Graphic rating scale</li> <li>2. Ranking method</li> <li>3. Checklist method</li> <li>4. Essay method</li> <li>5. Confidential Report</li> <li>6. Critical Incident method</li> <li>7. Assessment centers</li> <li>8. MBO</li> </ol> </li> <li>• Process of performance appraisal (system)</li> </ul>	<b>30%</b>
3	<b>Wage &amp; salary administration</b> <ul style="list-style-type: none"> <li>• Objectives of wage &amp; salary administration</li> <li>• Overview of state regulation of wages (minimum wages act, payment of wages act, wage boards, equal remuneration act payment of bonus act)</li> <li>• Principles of wage &amp; salary administration</li> <li>• Components of wage &amp; salary administration</li> <li>• Factors affecting wages</li> <li>• Methods of wage payments</li> <li>• Executive compensation</li> </ul>	<b>30%</b>

**Note: About 15-20 percentage of total paper should be allocated to case study or application based questions.**

- **TEXT BOOK:** Essentials of Human Resource Management and Industrial Relations  
P. Subba Rao (Himalaya Publishing House)

**Reference Books:**

1. Human Resource Management by C. B. Gupta
2. Human Resource Management by Dr. S.S. Khankha
3. Human Resource & Personnel Management by K. Ashwathappa

VEER NARMAD SOUTH GUJARAT UNIVERSITY  
Second Year B.B.A. (Semester -IV)  
Financial Management-II  
(Syllabus effective December 2012)

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Unit	Course Inputs	Weightage
1	<p><b>CAPITAL BUDGETING (COMPULSORY EXAMPLE)</b></p> <ul style="list-style-type: none"> <li>● Importance, Process of Capital Budgeting</li> <li>● Concept of Capital Rationing (Theory)</li> <li>● Time Value of Money, Present Value and Future Value</li> <li>● Investment Appraisal tools: NPV, Benefit-cost Ratio, IRR, Payback Period, ARR</li> <li>● Estimation of cash flow based on Straight Line Depreciation &amp; Written-Down value method: Single Proposal, Replacement Situation, Mutually exclusive situation</li> </ul>	40%
2	<p><b>WORKING CAPITAL MANAGEMENT</b></p> <ul style="list-style-type: none"> <li>● Introduction: Concept of Working Capital (Gross/Net), Need, Operating Cycle, Estimation of WC Requirement (Compulsory Examples), Relative asset Liquidity &amp; Relative Finance Liquidity</li> <li>● Cash Management: Need for Cash, Process of Cash Management, Cash Budget, Receipt &amp; Payment Method, Monitoring Collection &amp; Disbursement, Avenues for investing surplus Cash (Examples).</li> <li>● Inventory Management: Need for Inventory, Type of Inventory, EOQ Model, Order Point, Pricing &amp; Valuation of Stocks (Brief Idea), Monitoring &amp; Control of Inventories (ABC Analysis)</li> <li>● Receivable Management (Theory Only): Need for Receivable Management, Credit Policy, Variables, Credit Evaluation Methods (traditional, numerical credit scoring, risk classing, discriminate analysis), Monitoring receivable (Days Sales Outstanding, Aging Schedule, Collection Matrix)</li> <li>● Sources of Working Capital Finance: Accruals, Trade Credit, Public Deposits, Inter-corporate Deposit, Commercial Paper, Factoring, Maximum Bank Permissible Finance</li> </ul>	60%

**Reference Books**

1. Financial Management Theory Practice by Prasanna Chandra, Tata McGraw Hill Publication)
2. Financial Management Theory and Practice by Khan & Jain (Tata McGraw Hill Publication)

3. Financial Management by I.M. Pandey (Vikas Publication)
4. Financial Management by D. Chandra Bose (PHI Learning Private Limited, 2001)
5. Essentials of Business Finance by R.M. Shrivastava (Himalaya Publishing House)

VEER NARMAD SOUTH GUJARAT UNIVERSITY  
 Second Year B.B.A. (Semester -IV)  
 Production Management II  
 (Syllabus effective from December 2012)

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**Objective:**

To expose students with the basics of Operations Management. They should understand basic management of manufacturing processes. They must appreciate that fundamentals of Operations Management are also applicable to production of services. They should also understand various aspects of production planning & control techniques. They should know various techniques of optimum utilization of resources like time, inventory, machine etc. They should also be exposed to quality assurance techniques.

**Pedagogic Tools**

Lectures, Case studies, Practical examples from corporate & business world, assignments & presentations, Industrial trips

Chapter	Course Inputs	Weightage
1.	<p><b>Work study and value analysis</b></p> <p><b><u>Work study:</u></b></p> <ul style="list-style-type: none"> <li>• Introduction to Work-study. Definition of Work-study</li> <li>• Importance of work study to productivity. Explain with the help of learning curve.</li> <li>• Two components of Work-Study: Method Study &amp; Work Measurement (Time-study)</li> <li>• Definition of Method study. The process of Method Study (Steps of Methods Study)</li> <li>• Various Recording techniques of Methods-study.               <ul style="list-style-type: none"> <li>A. Various Flow Process Chart (Men type, Material type, Man &amp; Machine type, two handed flow process chart etc.)</li> <li>B. Various Flow Diagrams</li> <li>C. Photographic Techniques</li> </ul> </li> <li>• Practical problems construction of flow process charts</li> <li>• Definition of Work-Measurement. The Process of Work Measurement (Time Study)</li> <li>• Equipments &amp; instruments of Time-Study.</li> <li>• Numerical problems of Work-Measurement (time-Study)</li> <li>• Techniques of In-direct time study</li> <li>• Concept &amp; Definition of Value Analysis. Importance of Value Analysis.</li> <li>• Objectives of Value Analysis</li> <li>• Process of Value Analysis</li> <li>• Techniques of Value Analysis</li> </ul>	<b>40%</b>
2	<p><b>Overview of Operations Planning (Production Planning) &amp; Operation Scheduling</b></p> <ol style="list-style-type: none"> <li>1. Definition of Operation (production) Planning. General idea explanation of Production Planning</li> </ol>	<b>40%</b>

	<ol style="list-style-type: none"> <li>2. Three levels of Production Planning: Strategic Planning, Tactical Planning &amp; Operational Planning.</li> <li>3. Idea of Master Scheduling</li> <li>4. Idea of Material Requirement Planning. The process of MRP with flow diagram. Inputs &amp; output of MRP system. Bill of Material as heart of MRP process. Types of Bill of Materials. Numerical examples on MRP &amp; Bill of Material.</li> <li>5. Idea of capacity Requirement Planning, the process of CRP with flow diagram. Methods of capacity adjustments.</li> <li>6. Definition of Production Scheduling &amp; general idea</li> <li>7. Scheduling Strategies. Idea of Forward &amp; Backward Scheduling</li> <li>8. Various types Gantt Charts</li> <li>9. Various Mathematical techniques of scheduling: Johnson's Rule &amp; Assignments Techniques.</li> <li>10. Other priority rules (FCFS, LS, RS, LPT, SPT, EDD, PCO Critical ration rule) &amp; numerical problems for these models.</li> <li>11. Definition of Operations Contro; Priority Control &amp; Dispatching.</li> <li>12. Status Control &amp; Follow-up</li> </ol>	
3	<p><b>Quality &amp; Cost Control:</b></p> <ol style="list-style-type: none"> <li>1. Definition Quality &amp; Quality Control</li> <li>2. Objectives of Quality control</li> <li>3. Methods of Quality control</li> <li>4. Acceptance Sampling for in-coming &amp; out-going material quality</li> <li>5. Types of various cost of manufacturing, cost components, cost types, cost control techniques, Cost Standard for Labour, material &amp; overhead costs</li> <li>6. Concept of Budget with emphasis on Production Budget or Manufacturing Budget. Fixed &amp; flexible budget.</li> </ol>	<b>20%</b>

**Note:** Numerical problems should be asked from chapter no 1 and 2 only

**Reference Books:**

- 1) Operations Management - by Joseph Monks, McGraw Hill
- 2) Operations Management - by Everett Adams, PHI
- 3) Operations Management – by Martinich, PHI
- 4) Operations Management – by Krajewski – PHI
- 5) Operation Management – William Stevenson, McGraw Hill
- 6) Operation Management by Russell & Taylor