



## VIVEKANAND COLLEGE, KOLHAPUR

(Autonomous)

Affiliated to Shivaji University

NAAC Rescrediated "A" | College with Potential for excellence | ISO 9001 : 2015

#### B. B.A. Part – III, Semester V & VI, CBCS

Syllabus with effect from June, 2020

Semester	V	Total credit	4
Course code	CC-1377E	Credit pattern	L-60 HRS T-40 MARKS
			P- 0
Course title	Financial Manage	ement Paper I	

Course Objective The objective of the course is to helps student learns and understand nature and Scope of Financial Management'

	Course Outcome - Financial Management Paper I CC-1377E
CO 1	Understand the concepts in Financial Management
CO 2	Prepare statement of Working Capital
CO 3	Demonstrate calculations of Leverage.
CO 4	Understand the concepts Capitalization

Module	Content	Teaching
		hours
MODULE 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.	15
MODULE II	<b>Financial Planning: Meaning</b> , Objectives, Characteristics, Steps, And Types of financial plans, Capitalization: Concept, Theories of capitalization, Over - capitalization and under - capitalization.	15
MODULE III	Management of Working Capital: Meaning and Concept, Importance of adequate working capital, Types of working capital, Determinants of working capital, Computation of	15

		100
	working capital (Practical Problems) Operating and	CA MUN
	Financial Leverage: Meaning, Concept, EBIT &EPS	- Collection
	,Measurement of leverages,	
MODULE	Mutual Funds: Concept, importance, Types of Mutual Funds	15
IV	open ended and close ended-Money Market Funds, Income	
	Funds, Bond Funds, Balanced Funds, Equity Funds,	
	International Funds, Specialty Funds, Index Funds, Exchange-	
	Traded Funds Present position of Mutual Funds in India.	

Learni	ng Recourses	
1.	Reference Books	1.Financial Management: Prasanna Chandra 2.Financial Management: Text and Problems: M. Y. Khan and P. K. Jain 3.Financial Management: I. M. Pandey 4.Taxman's Financial Management: Ravi M. Kishore 5.Financial Management: Principles and Practice: S. N.
		Maheshwari

### **Nature of Question Paper - For All Semesters**

**Duration: 2Hours-**

Total Marks – 40]

Instructions: - 1) All Questions are compulsory

	Nature of Questions	Marks
Q.1	Broad Question	14
	OR	
Q.1	Broad Question	14
Q.2	Write Short Answers(Any Two)	16
	a)	
	b)	
	c)	
	d)	
Q.3	Write Short Notes(Any Two)	10

a)	PARUE ALTO
b)	7.30
d)	

Semester	VI	Total credit	4
Course code	CC-1377F	Credit pattern	L-60 HRS T-40 MARKS
			P- 0
Course title	Financial Mana	gement Paper II	

Course Objective The objective of the course is to helps student learns and understands nature and Scope of Financial Management'

	Course Outcome - Financial Management Paper I CC-1377F
CO 1	Understand the concepts in Cost of Capital
CO 2	Understand the Techniques of evaluation of capital budgeting proposals
CO 3	Demonstrate calculations of Cost of Capital
CO 4	Understand the concepts Corporate Restructuring

Module	Content	Teaching hours
MODULE I	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.	15
MODULE II	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 averages cost of capital. (Practical Problems)	15
MODULE III	Capital Budgeting Decision: Meaning, Importance, Techniques of evaluation of capital budgeting proposals - Payback period, Accounting rate of return, Net percent value, Internal rate of return, Profitability index (practical problems)	15



MODULE	Corporate Restructuring	TAUTO
IV	Merger & acquisition- motives& benefits ,merger negotiations ,significance of P/E Ratio & EPS Analysis	15

Reference	1 Financial Management P
	1. Financial Management: Prasanna Chandra
Books	K. Jain K. Jai
	3. Financial Management : I. M. Pandey
	4. Taxman's Financial Management : Pavi M. Vista
	5. Financial Management: Principles and Practice: S. N.
	Maheshwari

# Nature of Question Paper - For All Semesters

Duration: 2Hours-

Total Marks – 40]

Instructions: - 1) All Questions are compulsory

	Nature of Questions	Marks
Q.1	Broad Question	14
	OR	17
Q.1	Broad Question	14
Q.2	Write Short Answers(Any Two)	16
	a)	
	b)	
	c)	
	d)	
.3	Write Short Notes(Any Two)	10
	a)	[1]
	b)	
	c)	
	d)	

Semester	V	Total credit	4 1964
Course code	GEC-1376E	Credit pattern	L-60 HRS T- 40 MARKS P- 0
Course title	Recent Trends	in Marketing - Pap	

**Course Objective:** The objective of the course is to develop an understanding of recent marketing trends with emphasis on various aspects of marketing.

	Course Outcome - Recent Trends in Marketing -I - GEC-1376E
CO 1	To understand importance of marketing information.
CO 2	To describe marketing communication and future medium of communications
CO 3	To find out reasons of customer dissatisfaction and delight
CO 4	To distinguish between rural marketing and agro marketing

Marks-50	Lectures-60	Credit-4
MODULE		LECTURES
1	Marketing Information System - Meaning and Characteristics, Elements or Components of MIS, Need for MIS, Benefits of MIS.	15
II	Marketing Communication and Direct Marketing - Meaning and Concept of Marketing Communication, Process of Integrated Marketing Communication, Factors determining - Marketing Communication Mix, Future Medium of Communication - WEBS & INTERNET.  Direct Marketing - Meaning, Forms of Direct Marketing	15
III	Customer Relationship Management (CRM) - Meaning, Changing, Nature of Customer relationship, Customer relation, Customer dissatisfaction and delight, e-CRM, Customer strategy for building customer relationship.	15
IV	Rural Marketing - Meaning, Definition, Concept, Characteristics of Rural Market, Reasons for growth of Rural Market, Segmenting & Targeting Rural Markets, Problems in Rural Marketing.  Agro Marketing — Objectives and challenges in agricultural marketing.	15



Dofonous	
Reference	1. Principles of Marketing - Philip Kotler Gavy Armstrong -
Books	Tollice Hall I for the
	2. Warketing Management (Text & coops in I. 1)
	context) - Dr. Karunakaran - Himalaya Publishing House,
	3.Rural Marketing - Pradeep Kashap - Pearson-Prentice Hall Ltd., Delhi.
	4.Rural Marketing - CSG Krishna - Marharyulud, Lalita Rama - Krishanan - Pearson-

# Nature of Question Paper - For All Semesters

**Duration: 2Hours-**

Total Marks - 40]

Instructions:- 1)All Questions are compulsory

	Nature of Questions	Marks
Q.1	Broad Question	
	OR	14
Q.1	Broad Question	
Q.2		14
<u></u>	Write Short Answers(Any Two)	16
	a)	
	b)	
	c)	
	d)	
,3	Write Short Notes(Any Two)	
	a)	10
	b)	
	c)	
	d)	



Semester	VI	Total credit	4
Course code	GEC-1376F	Credit pattern	L-60 HRS T- 40 MARKS P- 0
Course title	Recent Trend	s in Marketing – Pap	oer II

Course Objective: The objective of the course is to develop an understanding of recent marketing trends with emphasis on various aspects of marketing.

	Course Outcome - Recent Trends in Marketing -I - GEC-1376E	
CO 1	To understand the concepts of online and digital marketing	
CO 2	To elaborate about retailing	
CO 3	To understand need have study of global marketing	
CO 4	To understand emerging payment modes	

Marks-50	Lectures-60	Credit-4
MODULE	TITLE	LECTURES
I	Online Marketing - Meaning and Concepts, Merits of online marketing, Demerits of online marketing, Online Marketing Domains, Setting up an online marketing Presence.  Digital Marketing- Mobile marketing	15
II	Retail Marketing - Meaning and Functions of retailing, Characteristics of retailing, types of retailing, Retail marketing strategy, Retail Management Activities, Retail Organization Structure, Retailing Scene in India.	15
III	Global Marketing / International Marketing - Meaning, Definition, Objectives / reasons for global marketing, difference between domestic and global marketing, global marketing environment, Marketing -mix strategy for global marketing (i.e. Product, Price, Promotion, Distribution, Strategies.)	15
IV	Emerging payment modes- QR, online And other-advantages and disadvantages  News In Marketing - Holistic Marketing, Emotional Marketing experiential marketing, Event Marketing, Consumerism, Marketing Ethics.	15



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Duration: 2Hours-

Total Marks – 40

Instructions:- 1)All Questions are compulsory

	Nature of Questions	Marks
Q.1	Broad Question	14
	OR	
Q.1	Broad Question	14
Q.2	Write Short Answers(Any Two)	16
	a)	10
	b)	
	c)	
	d)	
2.3	Write Short Notes(Any Two)	10
	a)	
	b)	
	c)	
	d)	

Semester	3.7	To the state of th	
Semester	V	Total credit	4

Course code	GEC-1381	Credit pattern	L-60 HRS T- 40 MARKS
			P- 0
Course title	Research Method	dology	

Course Objective: To understand some basic concepts of research and its methodologies. Prepare a project proposal (to undertake a project)

	Course Outcome - Research Methodology GEC-1381
CO 1	To understand the basic idea of research
CO 2	To choose proper sample design
CO 3	To analyze data
CO 4	To write research report

Marks-50	Lectures-60	Credit-4
MODULE	TITLE	LECTURES
I	Introduction to Research Methodology - Meaning, definition, objective and types of research, significance of research, selection of research problem.  Research Design: Meaning, steps in research design, characteristics of good research design.	15
II	Sampling Design and Data Collection - Meaning of sampling, characteristics of good sample design, Types of sample design. Data collection-Meaning, types, of data, methods of collecting primary data- observation, interview questionnaire and schedules, Sources of secondary data.	15
III	Processing and Analysis of data - Classification of data, types of classification, Tabulation, parts of table, types of tables, Graphical presentation of data- Bar —diagram, pie-chart and curves. Analysis and Interpretation of data-meaning, methods of data analysis, techniques of interpretation.  Practical- preparing questionnaire, collection of data, use of MS-excel and introduction to SPSS	15
IV	Report Writing  Meaning, significance, steps in writing report, logout of the research report, Types of report, mechanics of writing a research report, Precautions for writing research report, Uses of computer in research.  Practical- writing a research paper	15

12

12

12

Learning Recourses



1	Reference	1. Principles of Marketing - Philip Kotler Gavy Armstrong - Pearson-Prentice
	Doole	Hall Ltd., Delhi.
	Books	2.Marketing Management (Text & cases in Indian context) - Dr.
		Karunakaran - Himalaya Publishing House, Mumbai
		3.Rural Marketing - Pradeep Kashap - Pearson-Prentice Hall Ltd., Delhi.
		4.Rural Marketing - CSG Krishna - Marharyulud, Lalita Rama - Krishanan -
		Pearson-

#### **Nature of Question Paper - For All Semesters**

**Duration: 2Hours-**

Total Marks – 40

Instructions:- 1)All Questions are compulsory

Nature of Questions	Marks
Broad Question	14
OR	
Broad Question	14
Write Short Answers(Any Two)	16
a)	
b)	
c)	
d)	6.
Write Short Notes(Any Two)	10
a)	
b)	
c)	
d)	
	Broad Question  OR  Broad Question  Write Short Answers(Any Two)  a)  b)  c)  d)  Write Short Notes(Any Two)  a)  b)  c)

Semester	V	Total credit	4
Course code	GEC1378E	Credit pattern	L-60 HRS T- 40 MARKS
			P- 0



П		
İ	Course title	Fundamentals of Business Laws and Tax Laws V Paper I

Course Objective: understand some basic concepts of Fundamentals of Business Laws

	Course Outcome - Research Methodology GEC-1381
CO 1	To understand the Philosophy of Law
CO 2	To understand Sale of goods
CO 3	To analyze Tax Laws
CO 4	To describe Classification of Taxes

Module	New Syllabus	Lectures
MODULE I	Introduction to Business Law - Meaning and Philosophy of Law - Object of Law - Classification of Law - Justice Delivery System in India - Classification of Courts in India - Meaning and Sources -	15
	Business Law.	15
MODULE II	The Indian Contract Act 1872 - Definition of Contract -	13
	Essentials of Valid Contract - Consideration - Free Consent -	
	Void Contracts - Performance of Contract - Termination and	
	Discharge of Contract - Breach of contract and remedies for	
ontact of	breach	
	(20 Periods)	
MODULE	Sale of Goods Act 1930 - Definition of Contract of Sale of	15
<b>II</b> I	goods - Agreement to sell - Essentials of Contract of Sale -	
	Condition and Warranty - Transfer of Property - Transfer of	
	Title - Performance of Contract of Sale - Unpaid Seller and	
	his	
	(10 Periods)	
MODULE	Tax Laws - Sources of Government revenue - Meaning of	15
IV	Tax - Objectives of Taxes - Classification of Taxes - Tax	
	Laws applicable to Business. (10 Periods)	

rights.



Learnin	ng Resources	
1	Reference	1. Elements of Mercantile Law - By N. D. Kapoor - Sultanchand &
	Books	Sons 2 Indian Contract Act - By Avtar Singh - Eastern Book Company 3. Business Law for Managers - Prof. (cmde) P. K. Goel, Biztantra 4. Business Law - By M. C. Kuchal Vikas Publication

### Nature of Question Paper - For All Semesters

**Duration: 2Hours-**

Total Marks – 40

**Instructions:**- 1)All Questions are compulsory

	Nature of Questions	Marks
Q.1	Broad Question	14
	OR	
Q.1	Broad Question	14
Q.2	Write Short Answers(Any Two)	16
	a)	
	b)	
	c)	
	d)	
Q.3	Write Short Notes(Any Two)	10
	a)	
	b)	
	c)	
	d)	

Semester	VI	T-4.1	19
		Total credit	4
Course code	GEC1378F	Credit pattern	1 (0 )
		ordan panem	L-60 HRS T- 40 MARKS
			P- 0
Course title			
	Fundamentals of	of Business Laws and Ta	DV I come V DA DED
Course Objective:	The objective of the	The course is to helps	AX Laws V PAPER II

Course Objective: The objective of the course is to helps student learns and understand Fundamentals of Business Laws

	Course Outcome - Research Methodology GEC-1381
CO 1	To understand the Tax Laws
CO 2	To understand Negotiable Instrument Act
CO 3	To describe Intellectual Property Rights
CO 4	To study Consumer Protection Act

# Fundamentals of Business Laws and Tax Laws Semester - VI (Paper - II)

MODULE MODULE	1 ten Synabus	LECTURES
MODULE	Indian Companies Act 1956 - Definition and Characteristics of Company - Classification of Company - Procedure of Incorporation - Memorandum of Association - Articles of Association - Prospectus - Share Capital - Management of Companies - Qualifications - Appointments - Removal of directors - Company Meetings - Winding up of a Company.	15
П	Negotiable Instrument Act 1881 - Definition - Features of Negotiable Instruments - Types of Negotiable Instruments - Holder and Holder in due Course- Negotiation - Assignment - Endorsement of Negotiable Instrument Crossing of Cheque - its Kind - Dishonour and Discharge of Negotiable Instruments.	15
MODULE III MODULE	The Consumer Protection Act 1986 - Definitions - Consumer - Service - Complaint - Complainant - Fair and Unfair Trade - Prachces - Consumer dispute - Consumers dispute redressal agencies.	15
V	Intellectual Property Rights and Right to Information Act - Intellectual Property Rights - Trade Marks - Patents - Copy Rights - Industrial Design (Only Concepts) Right to Information Act -Nature and Scope - Right to Information Act	15

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Learning Resourses				
1	Reference	1. Elements of Mercantile Law - By N. D. Kapoor - Sultanchand &		
	Books	Sons 2 Indian Contract Act - By Avtar Singh - Eastern Book Company 3. Business Law for Managers - Prof. (cmde) P. K. Goel, Biztantra 4. Business Law - By M. C. Kuchal Vikas Publication		

### Nature of Question Paper - For All Semesters

**Duration: 2Hours-**

Total Marks - 40

Instructions:- 1)All Questions are compulsory

	Nature of Questions	Marks
Q.1	Broad Question	14
	OR	
Q.1	Broad Question	14
Q.2	Write Short Answers(Any Two)	16
	a)	
	b)	
	c)	
	d)	
Q.3	Write Short Notes(Any Two)	10
	a)	
	b)	
	c)	
	d)	

Semester	V	Total credit	4
Course code	CC3-1375 E	Credit pattern	L-60 HRS T- 40 MARKS

		P- 0	18010
Course title	Practices in Modern Man	agement	

Course Objective: To understand the concept of modern management and its Different approach of modern management

	Course Outcome - Research Methodology GEC-1381
CO 1	To knowledge about various modern management thoughts.
CO 2	To understand the application of management techniques to solve various Management problems.
CO 3	To Interpret concept of internal and external organizational environment.
CO 4	To Understand the concept of Future manager and its challenges.

Module	Lectures			
Module-I	Development of Management Thought: Different Approaches	15		
	to Management- Classical, Functional, Behavioral, Human			
	relation, Contingency and System Approach. Management by			
	Objectives	15		
Module-	Module- Contribution of Michel Porter: Competitive Advantage- Cost leadership, differentiation – and Focus.			
	Contribution of C.k.Pralhad- Core competency			
Module-	Organizational Environment: Internal and External	15		
Ш	Environment, Environment Analysis- SWOT Analysis,			
	Applicability of SWOT to individual and organization			
	Corporate Governance-concept and importance			
Module- Management in future: management: Challenges and tasks		15		
IV	skills needed by manager in future, changes in managerial			
	functions and evolving new managerial systems.			

Lea	rning Resourse	es
1	Reference Books	<ol> <li>Management: Concept and Strategies by J. S. Chandan, VikasPublishing</li> <li>Business Environment and Policy – A book on Strategic</li> </ol>



Management/Corporate Planning By Francis Cherunilam Himalaya
Publishing House 2001Edition

- 3) Principles & practice of management Dr. L.M.Parasad, Sultan Chand & Sons New Delhi
- 4) Business Environment and Policy A book on Strategic Management/Corporate Planning By Francis Cherunilam Himalaya Publishing House 2001Edition
- 5) Principles & practice of management Dr. L.M.Parasad, Sultan Chand & Sons New Delhi
- 6) Principles and Practices of management byshejwalkar Essential of management by Koontz H and Weitrich Principles and practices of Management by T. N.Chabra Management theory and practice,
- 7) Dr.C.B.Gupta Sultan Chand and sons Publication New Delhi

#### **Nature of Question Paper**

**Duration: 2Hours-**

Total Marks – 40

**Instructions:**-1) All Questions are compulsory

	Nature of Questions	Marks	
Q.1	Broad Question	14	
	OR		
Q.1	Broad Question	14	
Q.2	Write Short Answers(Any Two)	16	
	a)		
	b)		
	c)		
	d)		
Q.3	Write Short Notes(Any Two)	10	



a)
b)
c)
d)

Course code	CC3-1375 F	Credit pattern	L-60 HRS T- 40 MARKS P- 0
Course title	Practices in M	lodern Management	

Course Objective: To understand the concept of modern management and its Different approach of modern management

	Course Outcome - Research Methodology GEC-1381
CO 1	To Get knowledge about Social responsibility and Ethical Issues.
CO 2	To Describe the concept of Time and event management.
CO 3	To Interpret concept Stress and Disaster management.
CO 4	To Understand the concept of Strategic management.

Module	Title of the Topic	Lectures		
I	Social Responsibilities and Business Ethics: Concept of Social Responsibility – Areas of Social Responsibility.  Concept of Ethics, Ethical issues in business.			
II	<b>Time and Event Management:</b> Meaning, Importance and Techniques of Time Management, Concept and Importance of Event Management, Types of Events. (Case Study)			
III	Stress and Disaster Management: Definition, causes, types of Stress, Management of stress. Meaning of Disaster, Types of Disaster and managing Disaster. (Case Study)			
IV	Strategic Management: Introduction, Definition, Meaning Nature, Scope and Importance of StrategicManagement, Levels of Strategies, Process of strategic management, Different phases of strategic management	15		



### **Nature of Question Paper**

**Duration: 2Hours-**

Total Marks - 40

Instructions:- 1)

All Questions are compulsory

Nature of Questions	Marks



Q.1	Broad Question	14
	OR	
Q.1	Broad Question	14
Q.2	Write Short Answers(Any Two)	16
	a)	
	b)	
	c)	
	d)	
Q.3	Write Short Notes(Any Two)	10
	a)	
	b)	
	c)	
	d)	GEC-1379E

Semester	V	Total credit	4
		G 11:	L-60 HRS T-40 MARKS
Course code	GEC-1379E	Credit pattern	P- 0
Course title	FOUNDATION OF HUMAN SKILLS		

# Course Objective: To understand concept of Basics human skills

	Course Outcome - Research Methodology GEC-1381
CO 1	To develops different human skills among
CO 2	To enhance quality behavior.
CO 3	To increase Emotional Quotient by learning values.
CO 4	To Understand communication skills and personal ability.

Module	New syllabus	Lectures
I	Basics Of Human Skills	15
	Introduction to Human skills, Types of human skills – Reading, Writing,	

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	Listening, Speaking.  Basic abilities – Muscular, sensor, mental, social and conceptual.  Use of basic abilities in organizational life.	
II	Understanding Self And Others Understanding self and others through Johari Window. Journey of self discovery. Analysis of strength and weakness. Goal settings to overcome weakness.  Learning – Concepts, Principles of learning, learning through reinforcement, learning through feedback's, learning by observations, learning through experience.	15
III	Human Attitudes And Values  Attitudes – concept, components of attitudes. The attitude formation process.  Values- Importance of values, sources of values, five universal values (Truth, Righteous conducts, Peace, Love, Non-violence) & sub values.	15
IV	Communication  Meaning- Four functions of communication-control, Motivation, Emotional expression, Information, Characteristics of communication. Written communication- preparation of Resume. Oral communication- Facing an Interview.	15

Lear	Learning Resourses			
I	Reference Books	Basic Managerial Skills For All- E.H. McGrath (Prentice Hall of India Ltd.)  Human Values For Managers- Chakraborthy  Organizational Behavior Through - M.N. Mishra (Himalaya Publishing House)  Indian Philosophy- S.D. Bagade (Himalaya Publishing House)  Total Quality Management - Luthans Fred  Organizational Behavior- Tilak Raj Bhardwaj		



(A Mittal Publication)	100 Aug. 100
Education to Human Values - Edwin Flippo	

### **Nature of Question Paper**

**Duration: 2Hours-**

Total Marks – 40

**Instructions:**-1) All Questions are compulsory

2) Figures to the right indicate full marks.

	Nature of Questions	Marks
Q.1	Broad Question	14
	OR	
Q.1	Broad Question	14
Q.2	Write Short Answers(Any Two)	16
	a)	
	b)	
	c)	
	d)	
Q.3	Write Short Notes(Any Two)	10
	a)	
	b)	
	c)	
	d)	

Semester	VI	Total credit	4
Course code	GEC-1379F	Credit pattern	L-60 HRS T- 40 MARKS P- 0
Course title	FOUNDATION OF HUMAN SKILLS		

Course Objective: To understand concept of Basics human skills

	Course Outcome - Research Methodology GEC-1381
I	

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CO 1	Describe new skills in management.
CO 2	Elaborate the concept of personality and different Theory of personality.
CO 3	Understand skill development method and interpersonal skill.
CO 4	Understand the concept of career management.

Module	New syllabus	lectures
I	New Skills In Management Creative style – Emotional Intelligence (E.Q.) – Leadership skills, work style- sales competencies, sports mental skills, conflict management, stress management, Team role skills critical thinking skills, computing skills.	15
П	Personality Meaning- Aspects of personality, Development of personality: Erickson's eight life stages, Jung's Personality Theory, Traits in fluencing organizational behavior. Locus of control. Problem solving styles.	
III	Skills Development Decision making skills, Methods used to develop decision making skills- In the basket, Business games, case studies. Interpersonal skills- Meaning, Methods Used to develop interpersonal skills-role playing, Behavior modeling, sensitivity Training, Transactions Analysis – structural Insight.	
IV	Utilizations of skills  Career Management – Career stages model, basic career – Anchors – Security.  Autonomy, creativity, Functional competence, Managerial Competence, factors affecting career choices, career opportunities in management.	1.5

Learning Resourses		
1	1 Reference Books	Basic Managerial Skills For All- E.H. McGrath (Prentice Hall of India Ltd.) Human Values For Managers- Chakraborthy
		Organizational Behavior Through - M.N. Mishra (Himalaya Publishing House) Indian Philosophy- S.D. Bagade (Himalaya Publishing House)
		Total Quality Management - Luthans Fred

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Organizational Behavior- Tilak Raj Bhardwaj	
(A Mittal Publication)	ĕ
Education to Human Values - Edwin Flipp	

#### **Nature of Question Paper**

**Duration: 2Hours-**

Total Marks - 40

**Instructions:**-1) All Questions are compulsory

2) Figures to the right indicate full marks.

	Nature of Questions	Marks
Q.1	Broad Question	14
	OR	
Q.1	Broad Question	14
Q.2	Write Short Answers(Any Two)	16
	a)	
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	c)	
	d)	
Q.3	Write Short Notes(Any Two)	10
	a)	
	b)	
	c)	
	d)	

# INTERNAL MARKS

BBA- III
FOR ALL SUBJECTS



#### **INTERNAL MARKS**

10 marks

Home assignments

05 marks

Seminars

05 marks

