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**B.R.C.M. College**  
of Business Administration  
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<b>Course Code: BMBA11501</b>	<b>Semester: V</b>
<b>Course Name: Service Management</b>	<b>Credits: 4</b>
<b>Course Type: Professional Core Course</b>	<b>Duration: 52 Hours</b>

### Course Description:

Service marketing is a course that focuses on the unique characteristics of marketing services and how they differ from marketing physical products. The course covers topics such as understanding the services, the service marketing mix, service quality, and managing demand and capacity. Students will learn how to develop and implement effective marketing strategies for service-based businesses, including service product & branding, pricing, promotion, and distribution along with extended marketing mix elements like People, Process and Physical Evidence. The course will also include case studies, group projects, and discussions to provide students with practical experience in applying service marketing concepts.

### Course Objectives:

- To have an overview on services, its classification, factors and challenges.
- To develop the knowledge on Service Marketing Mix Strategies.
- To enhance understanding on Extended Service Marketing Mix Strategies.
- To learn about Service Quality and Methods of Measuring and improving it.
- To gain insights from understanding demand and capacity in service marketing.

### Course Learning Outcomes:

This course will enable students:

**CLO 1:** Understanding the unique characteristics of services and how they differ from physical products, and how these characteristics impact the marketing of services. Exploring different types of services with factors affecting growth of it and challenges faced for marketing.

**CLO 2:** Learning about service product & branding, pricing, promotion, and distribution strategies, and how to implement them effectively.



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**CLO 3:** To equip students with the strategy of an extended marketing mix based on People, Process and Physical Evidence.

**CLO4:** Understand the concepts and dimensions of service quality and how they are measured and the relationship between service quality and customer satisfaction and tools and techniques for measuring and improving service quality.

**CLO5:** Developing ability to understand demand and capacity management.

**Pedagogy:**

Audio-visual lectures, Video Lectures, Field Visit, Case Studies, Assignments and Presentations.

Unit	Topics	No. of Lectures	Weightage
1.	<b>Introduction to Service Management</b> <ul style="list-style-type: none"> <li>● Concept, Meaning &amp; Definition: Services.</li> <li>● Characteristics of Services</li> <li>● Factors Contributing to Growth of the Service Sector.</li> <li>● Classification of Services.</li> <li>● Challenges faced by Services.</li> </ul>	10	20%
2.	<b>Service Marketing Mix.</b> <ul style="list-style-type: none"> <li>● <b>Product:</b> Service Product, Designing the Service Concept, The Flower of Service, Branding Service Product and Experience. (Branding Strategies &amp; Challenges -Overview)</li> <li>● <b>Pricing:</b> Objectives of Pricing, Pricing Strategy on Three Foundations - Cost (Monetary and Non-Monetary Cost), Competition, Value to Customer, Revenue Management - Reserving Capacity for High Yield Customers, How Does Competitors Pricing Affect Revenue Management, Designing Rate Fences.</li> <li>● <b>Place:</b> Distribution in Services Context. <b>1.</b> What is Being Distributed? <b>2.</b> How Should Services be Distributed? <b>3.</b> Where and When</li> </ul>	16	30%



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	<p>Services are Delivered?, Franchising and Self Service Technologies.</p> <ul style="list-style-type: none"> <li>● <b>Promotion:</b> Role of Marketing Communication, Challenges of Services Communications, Marketing Communications Mix.</li> </ul>		
3.	<p><b>Extended Marketing Mix</b></p> <ul style="list-style-type: none"> <li>● <b>People:</b> Role of Employees, Frontline Work is Difficult and Stressful- Boundary Spanning, Source of Conflict, Emotional Labour, Service Culture and Leadership.</li> <li>● <b>Process:</b> Flowcharting, Blueprinting, Service Process Redesign.</li> <li>● <b>Physical Evidence:</b> Purpose of Service Environment, Servicescape Model - An Integrative Framework, Dimensions of Service Environment.</li> </ul>	10	20%
4.	<p><b>Service Quality</b></p> <ul style="list-style-type: none"> <li>● Perspectives of Service Quality</li> <li>● Dimensions of Service Quality</li> <li>● Gap Model</li> <li>● Measuring and Improving Service Quality.</li> </ul>	8	15%
5.	<p><b>Managing Demand and Capacity</b></p> <ul style="list-style-type: none"> <li>● Defining Productive Capacity</li> <li>● From Excess Demand to Excess Capacity</li> <li>● Managing Capacity</li> <li>● Understanding Demand Patterns</li> <li>● Managing Demand</li> <li>● Waiting Lines and Queuing Systems</li> </ul>	8	15%

**References:**

1. Wirtz, J., & Lovelock, C. (2011). Services marketing: People, technology, strategy. World Scientific.
2. Jauhari & Dutta, (2009). Services: Marketing, Operations and Management. Oxford Higher Education
3. Nargundkar, R. (2010). Services Marketing 3E. India: McGraw-Hill Education (India) Pvt Limited.

**Assessment Pattern:**



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<b>Continuous In-Semester Evaluation (Internal Evaluation)</b>	<b>End Semester Examination (External Evaluation)</b>
40 Marks	60 Marks

**Continuous Evaluation:**

Mid Semester Examination	10 Marks
Quiz (At the end of each module)	5 Marks
Assignment (Class Assignment / Home Assignment / Seminar / Presentation / Poster presentation)/ or any other component designed by the instructor + Practical Assignment/ Case Study / Role Play/ Statistical Report Analysis/ Portfolio Building / Field Assignment	15 Marks
Attendance	10 Marks
<b>Total Continuous In-semester Evaluation</b>	<b>40 Marks</b>



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**B.R.C.M. College**

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<b>Course Code: BMBA11502</b>	<b>Semester: V</b>
<b>Course Name: IT and GST</b>	<b>Credits: 4</b>
<b>Course Type: Foundation Core Course</b>	<b>Duration: 52 Hours</b>

### Course Details

This course will include the important provision of the Indian Income Tax, which is more useful in the practical working of calculating Tax and making effective Tax planning during assessment years

### Objectives

- To understand the taxation structure in India.
- To know the importance of taxes for the government and society.
- To know the legal framework of tax laws and their operations.

### Course learning outcome

**CLO1:** Understand the basic concept, definitions, and terms related to income tax

**CLO2:** Determine the residential status of an individual and the scope of total income

**CLO3:** Compute income under various heads namely income from salary, house property, business/profession, capital gains, and income from other sources.

**CLO4:** Calculate Tax-free income.

**CLO5:** Understand various deductions under the income tax act.

**CLO6:** Compute the net total taxable income of an individual

**Teaching Pedagogy:** Teachers are expected to impart knowledge along with traditional teaching through new and innovative pedagogical approaches like Reading, Group Discussions, Lectures, Assignments, Quizzes, Tests, Case Studies, Presentations, Participation in academic and extracurricular activities

Module	Topics	No. of Lectures	Weightage
1	<b>Income tax concepts:</b> Previous Year, Assessment Year, Person, Assesses, Income (including agricultural income), Residential Status and their incidence of tax, (Numerical) Gross Total Income, Total Income; Income which does not form part of total income, Tax Evasion, Tax Avoidance.	8	15%
2	<b>Computation of Income under the head Salary (Numerical)</b>	18	30%
3	<b>Computation of Income under the Head: (Numerical)</b>	14	35%



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	House Property and Profits and gains from Business or Profession (numerical), Computation of Income under the Head: Capital gains and Income from other sources <b>(Numerical)</b> <b>Only Theory</b> Clubbing of Income, Set-off, and carry-forward of losses, Deductions from gross total income as applicable to an individual and Business Units; Computation of total income and tax liability of an individual and Business Units, Procedure for assessment: E-filing of return		
4	<b>Indirect Tax – GST (Numerical)</b> Introduction and concept of GST, Require To Write in Detail Preliminary, Levy & Collection of Tax, Supply, Input Tax Credit, Registration, Tax Invoice +Debit Note + Credit note, Account, Record, Return	12	20%

**References:**

1. Vinod K. Singhanian, Dr. Monica Singhanian Corporate Tax Planning and Business tax procedures with case studies Taxmann
2. Ahuja & Gupta, Simplified Approach to Corporate Tax, Flair Publication Pvt. Ltd

**Assessment Pattern:**

Continuous In-Semester Evaluation (Internal Evaluation)	End Semester Examination (External Evaluation)
40 Marks	60 Marks

**Internal Evaluation:**

1	Mid Semester Examination	10 Marks
2	Quiz (At the end of each module)	05 Marks
3	Assignments (Minimum 2 per course) (Class Assignment/ Home Assignment/Seminar/Presentation/Poster presentation) Or any other component designed by the instructor	10 Marks
4	Practical/Case Study/Statistical Report Analysis/Field Assignment	05 Marks
5	Attendance	10 Marks
6	Total Continuous Evaluation	40 Marks



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<b>Course Code: BMBA11503</b>	<b>Semester: V</b>
<b>Name of the Course: Research Methodology</b>	<b>Credits: 4</b>
<b>Course Type: Professional Core Course</b>	<b>Duration: 60 hours</b>

### Course Description:

Business research is understanding research philosophies and approaches for business. It is a process of acquiring detailed information of all the areas of business and using such information in maximizing the sales and profit of the business. It is defined as gathering comprehensive data and utilizing this knowledge to determine which product/service is most profitable or in demand.

### Course Objectives:

- To gain the knowledge of process of scientific research.
- To understand primary and secondary data collection.
- To learn collection, recording, analyzing and interpretation of data to solve managerial problems.
- To understand how to use information to facilitate business- related decision-making.
- To recognize relevant factual statistics/information for smooth conduct of business.

### Course Learning Outcomes:

Students will be able to

- CLO 1:** Understand classification of business research and cultivate the ability to choose research design appropriate to research aims and objectives.
- CLO 2:** Learn when and how to use primary and secondary data.
- CLO 3:** Develop skills in quantitative data analysis.
- CLO 4:** Understand report preparation and presentation.

**Teaching Pedagogic:** To impart the knowledge of the subject traditional teaching methodology like lectures in chalk-duster mode will be used with innovative pedagogical approach like Practical examples from business world, assignments, presentations, quizzes, tests, case studies, participation in extra – curricular activities.



Unit	Topics	No. of Hours	Weight age
1	<p><b>Introduction to Business Research</b></p> <ol style="list-style-type: none"> <li>1. Concept &amp; Definition of Business Research</li> <li>2. Classification of Business research viz. Basic vs. Applied Research, Comparative vs. Absolute Qualitative vs. Quantitative Cross Sectional vs. Longitudinal Research Problem Identification vs. Problem Solving Research, Internal vs. External Research</li> <li>3. Methods of Knowing or collecting information Scientific &amp; non-scientific methods, Differences between scientific &amp; non- scientific methods, Different types of non-scientific methods: Method of tenacity, Method of appeal to authority, Method of self-evident truth, Characteristics of a good scientific research</li> <li>4. Types of research design (Exploratory and Conclusive) Exploratory: Qualitative Analysis, Secondary Analysis, Expert’s opinion, Experience Survey, Focus Group Method Conclusive: Descriptive and Causal</li> <li>5. Business Research Process</li> </ol>	13	25
2	<p><b>2 Data Collection</b></p> <ol style="list-style-type: none"> <li>1. Difference between terms: “Data” and “Information “,</li> <li>2. Difference between Primary Data &amp; Secondary Data. Their relative merits &amp; de-merits</li> <li>3. Primary Data Collection Methods Survey Methods: Personal Survey, Mail Survey, Electronic Survey and Telephonic Survey Observation Methods: Manual vs. Mechanical, Direct vs. Indirect, Natural vs. Artificial, Disguised vs. Undisguised, Structured vs. unstructured, Participative and non-Participative Experiments: Natural Experiments vs. Laboratory Experiments</li> <li>4. Comparison of four survey methods on various parameters</li> </ol>	13	25



	<p>5. secondary data: Internal &amp; External</p> <ol style="list-style-type: none"> <li>1. <b>Internal Data</b> : Ready to use data, Data require processing</li> <li>2. <b>External Data</b> :             <ol style="list-style-type: none"> <li>1. <b>Published data</b> (General sources, Government sources, International sources)</li> <li>2. <b>Computerised Databases</b> (Online database, Offline database)</li> <li>3. <b>Data selling firms</b></li> </ol> </li> </ol>		
3	<p><b>Sampling and Scaling Methods</b></p> <ol style="list-style-type: none"> <li>1. Difference between Sample and Census</li> <li>2. Sampling Methods:             <p><b>Probabilistic sampling methods:</b> Simple random sampling, Stratified random sampling, Systematic random sampling, Cluster random sampling, Multi stage random sampling.</p> <p><b>Non-Probabilistic Sampling Methods:</b> Convenience Sampling, Judgmental Sampling, Snowball Sampling, Quota sampling</p> </li> <li>3. Different types of errors in business research Different types of variables in business research Definition of hypothesis and Types of hypothesis Role of hypothesis in research Qualities of a good hypothesis Definition of terms: “Concept”, “Construct” and “Definition” in relation to business research</li> <li>4. Definition and Meaning of Scaling, Various Comparative and Non-comparative Scales,</li> <li>5. Data Analysis: Purpose of Statistical Analysis, General idea of various statistical tools like Measures of Central Tendency (Mean, Median, Mode), Measures of Dispersion (Standard Deviation, Variance)</li> </ol>	13	<b>25</b>
4	<p><b>Design of Questionnaire &amp; Data processing</b></p> <ol style="list-style-type: none"> <li>1. Definition and Objectives of Questionnaire,             <ol style="list-style-type: none"> <li>1. Process of Questionnaire Design – 11 steps</li> <li>2. Field Work to collect data: Selection, Training, Supervision of field workers and Validation, Evaluation of field work.</li> <li>3. Process of Data Preparation (Questionnaire Checking, Editing, Coding, Transcribing, Data Cleaning, Adjustment of data, selection of data analysis strategy)</li> <li>4. Report Preparation and Presentation:                 <p>Definition of Research Report, Need &amp; Importance of Research Report, Audiences/Users/Readers of Research Report: (Clients, Researchers, General Public), Types of Research Report: (Classification as per time, audience, medium), Qualities of Good Report, Content of Research Report</p> </li> <li>5. Ethics in Research</li> </ol> </li> </ol>	13	<b>25</b>



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**Reference Books:**

No.	Title of the Book	Authors	Publication and Edition
1	Business Research Methods	Donald Cooper & Schindler	Tata McGraw Hill
2	Marketing Research	Naresh Malhotra	Pearson Publications
3	Marketing Research	Churchill	Dryden Press, Harcourt Publications
4	Business Research Methods	Zikmund	Cengage Publishing
5	Business Research Methods	Saunders	Pearson Publications
6	Social Research Methods	Alan Bryman	OXFORD University Press

**Assessment Pattern:**

Continuous In-Semester Evaluation (Internal Evaluation)	End Semester Examination (External Evaluation)
40 Marks	60 Marks

**Internal Evaluation:**

1	Mid Semester Examination	10 Marks
2	Quiz (At the end of each module)	05 Marks
3	Assignments (Minimum 2 per course) (Class Assignment/ Home Assignment/Seminar/Presentation/Poster presentation) Or any other component designed by the instructor	10 Marks
4	Practical/Case Study/Statistical Report Analysis/Field Assignment	05 Marks
5	Attendance	10 Marks
6	Total Continuous Evaluation	40 Marks



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<b>Course Code: BMBA 11504</b>	<b>Semester: 5</b>
<b>Name of the course: Life and Self-management Skills</b>	<b>Credits: 02</b>
<b>Course Type: Professional Core Course</b>	<b>Duration: 26 hours</b>

### Course Description:

This course would prepare the students to compete in the global world today which has intense diversity in skills, talents, in sources of knowledge and opportunities. Lessons of Self-Management and Life Skills would enable students to efficiently use their ideas and expertise in their work. Self-Management is to regulate the behaviour, emotions and thoughts of students to let them be self-disciplined and thoroughly professional. Life skills are to let students be critical thinkers, good decision makers and better problem solvers.

### Course Objectives:

- To inculcate Self-Management and Life Skills in future managers for organisational success.
- To develop Life skills in the professionals to help them survive in the diverse and dynamic business world.
- To improve Self-Management of students in the digital world today.

### Course Learning Outcomes:

- To perform competently as managers in competitive business world.
- To practice varied Life skills in culturally diverse corporate house.
- To be self-restraint effectively in technologically advanced businesses today.

**Teaching Pedagogy:** Teachers are expected to impart knowledge along-with traditional teaching also through new and innovative pedagogical approaches like Reading, Group Discussions, Lectures, Role plays, Assignments, Quizzes, Tests, Case Studies, Presentations, Participation in academic and extra – curricular activities.



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Module	Topics covered	No. of Lectures	Weightage
1	<b>Self-awareness (self-analysis)</b> Self-esteem Motivation Creativity Values and Ethics Self-Management <b>Assertiveness</b> Positive and Negative Thinking Assertive Rights Strategies for Assertive Behaviour Indicators of Assertive Behaviour Mental Locks	09	34%
2	<b>Emotional Intelligence</b> Nature and Significance of Emotional Intelligence Strategies to enhance Emotional Intelligence <b>Learning Skills</b> Nurturing Learning Desire/ Self-regulated learning Strategies to improve the learning skills	09	33%
3	<b>Resilience Building</b> Understanding Resilience Building Resilience <b>Stress Management</b> The Basic Nature of Stress Major Causes of Stress in the workplace Adverse effects of Organisational Stress Reducing Stress: What can be done?	08	33%



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**Books:**

- The Ace of Soft Skills\_ Attitude, Communication, Etiquette for Success** by Gopalaswamy Ramesh, Mahadevan Ramesh Pearson Education 2011
- Communication Skills and Soft Skills An Integrated Approach** by E. Suresh kumar and Sreepihari Pearson Education 2011
- Business Communication** by Asha Kaul Eastern Economy Edition Prentice Hall India Publication
- Effective Business Communication** by Asha Kaul Prentice Hall India, 2004
- Soft skills: Know Yourself and Know the World** by Dr. K. Alex S.CHAND Paperback
- English and Soft skills** by S. P. Dhanavel Paperback
- Life Skills ( Jeevan Kaushal ) Facilitators' Guidelines** UGC New Delhi
- Managing Soft Skills for Personality Development** by B.N.Ghosh Tata McGraw-Hill 2012

**Assessment Pattern:**

Continuous In-Semester Evaluation (Internal Evaluation)	End Semester Examination (External Evaluation)
20 Marks	30 Marks

**Internal Evaluation:**

Mid Semester Examination	05 Marks
Quiz (At the end of each module)	03 Marks
Assignments (Minimum 2 Per course) (Class Assignment / Home Assignment / Seminar / Presentation / Poster presentation)/ or any other component designed by the instructor	07 Marks
Live/ Practical Assignment /Case Study / Role Play/ Statistical Report Analysis/ Portfolio Building / Field Assignment	
Attendance	05 Marks
<b>Total Continuous Evaluation</b>	<b>20 Marks</b>



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<b>Course Code: BMBA12505</b>	<b>Semester: V</b>
<b>Course Name: Project Financing</b>	<b>Credits: 2</b>
<b>Course Type: Managerial Elective</b>	<b>Duration: 25 Hours</b>

### Course description

This course aims to provide a detailed analysis of project finance, discussing different types of projects, characteristics, participants, and their interests with a focus on valuing and financing projects. this course is helpful in developing an analysis of working capital, cash flow operations, cash flow investing, and cash flow financing to analyse the needs of financing of projects

### Objectives

- To give an overview of project finance
- To understand necessary elements, why it is used, how it is used, its advantages, and its disadvantages.
- To identify projects that meet the essential criteria for project financing.

### Course learning outcome

**CLO1:** Understand project finance, process, structures, participants, and their interests.

**CLO2:** Discuss types of project finance and cooperation.

**CLO3:** Value projects and forecast cash flows with detailed sensitivity analysis.

**CLO4:** Analyse potential financing opportunities for project finance and evaluate forms of financing.

**Teaching Pedagogy:** Teachers are expected to impart knowledge along with traditional teaching through new and innovative pedagogical approaches like Reading, Group Discussions, Lectures, Assignments, Quizzes, Tests, Case Studies, Presentations, Participation in academic and extracurricular activities

Module	Topics	No. of Lectures	Weightage
1	<b>Introduction to Project Management and Project Finance</b> Project Finance Market, structure and participants, Project Characteristics, Risk Analysis, and Risk Management.	4	20%



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2	<b>Financial Estimates and Projections</b> Cost of Project, Means of Finance, Estimates of Sales and Production, Cost of Production, Working Capital Requirement and its Financing, Profitability Projections, Projected Cash Flow Statement, Projected Balance sheet, and Multi-year Projections.	8	30%
3	<b>Financing of Projects</b> Capital Structure, internal Accruals, Equity Capital, Preference Capital, Debentures, Term loans, Working Capital Advances, Raising Venture Capital, Credit Risk Rating	7	20%
4	<b>Financing Infrastructure Projects</b> Typical Project Configuration, key Project Parties, Project Contracts, Financial Structure, and Corporate Governance, financing a Power Project, Financing Telecommunication Projects, Managing Risk in Private infrastructure Projects,	6	30%

### References

Sr. No.	Title	Author	Publication
1	Projects	L M Prasad	Tata Mcgraw hill
2	Projects – Planning and Analysis	Prasanna Chandra	Tata Mcgraw hill
2	Projects Finance in Theory and Practice	Stefano Gatti	Elsevier
3	Principles of Project Finance	E.R. Yescombe	Elsevier

### Assessment Pattern:

Continuous In-Semester Evaluation (Internal Evaluation)	End Semester Examination (External Evaluation)
20 Marks	30 Marks



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**Continuous Evaluation:**

Mid Semester Examination	5 Marks
Quiz (At the end of each module)	3 Marks
Assignment (Class Assignment / Home Assignment / Seminar / Presentation / Poster presentation)/ or any other component designed by the instructor + Practical Assignment/ Case Study / Role Play/ Statistical Report Analysis/ Portfolio Building / Field Assignment	7 Marks
Attendance	5 Marks
<b>Total Continuous In-semester Evaluation</b>	<b>20 Marks</b>



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<b>Course Code: BMBA12506</b>	<b>Semester: V</b>
<b>Course Name: Franchising</b>	<b>Credits: 2</b>
<b>Course Type: Managerial Elective</b>	<b>Duration: 26 Hours</b>

### Course Description:

This course will provide an overview of franchising and its various components. Topics covered will include: Franchising as strategy, pros and cons of franchising, modes of franchising, developing and evaluating franchising and managing franchising - financing aspects and relationship.

### Course Objectives:

- To give an overview on franchising as a strategy.
- To develop and evaluate a franchising system.
- To manage franchising - financial aspects and relationships.

**Course Learning Outcomes:** This course will enable students:

**CLO1:** Understand the core of franchising from a business expansion point of view.

**CLO2:** Enable the development and evaluation of franchising.

**CLO3:** Managing the franchising business.

### Pedagogy:

Audio-visual lectures, Video Lectures, Field Visit, Case Studies, Assignments  
Discussion based on Local Franchise and Presentations.

Unit	Topics	No. of Lectures	Weightage
1.	<b>Basics of Retail Franchising</b> <ul style="list-style-type: none"> <li>• Meaning of Franchising</li> <li>• Franchising as a Strategy</li> <li>• Retailing and Vertical Marketing System</li> <li>• Pros and Cons of Franchising System</li> <li>• Modes of Franchising</li> </ul>	7	30%
2.	<b>Developing and Evaluating a Franchise System</b>	6	20%



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	<ul style="list-style-type: none"> <li>• Preparing for Franchise</li> <li>• Assessing a Potential Franchisee</li> <li>• Investigating and Evaluating a Franchise</li> </ul>		
<b>3.</b>	<b>Managing Franchising</b> <ul style="list-style-type: none"> <li>• Financial Aspects of Franchising</li> <li>• Estimating Financial Requirements</li> <li>• Managing Franchise Relationship</li> <li>• Dynamics of Relationship</li> <li>• Trust as Relationship Builder</li> <li>• Cultural Aspects of Relationship</li> <li>• Stages of Relationship Building Process</li> <li>• Building a Long Term Relationship</li> </ul>	<b>13</b>	<b>50%</b>

**References:**

1. Sidhpuria. M, Retail Franchising. (2009). India: McGraw-Hill Education (India) Pvt Limited.

**Assessment Pattern:**

<b>Continuous In-Semester Evaluation (Internal Evaluation)</b>	<b>End Semester Examination (External Evaluation)</b>
20 Marks	30 Marks

**Continuous Evaluation:**

Mid Semester Examination	5 Marks
Quiz (At the end of each module)	3 Marks
Assignment (Class Assignment / Home Assignment / Seminar / Presentation / Poster presentation)/ or any other component designed by the instructor + Practical Assignment/ Case Study / Role Play/ Statistical Report Analysis/ Portfolio Building / Field Assignment	7 Marks
Attendance	5 Marks
<b>Total Continuous In-semester Evaluation</b>	<b>20 Marks</b>



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<b>Course Code: BMBA12507</b>	<b>Semester: VI</b>
<b>Name of the course: Negotiation and Team Management</b>	<b>Credits: 2</b>
<b>Course Type: Managerial Elective</b>	<b>Duration: 26 hours</b>

### Course Description:

The purpose of this course is to equip students with team management and negotiation skills which are imperative skills for effective managers. Students will be imparted with theoretical knowledge and abilities that enable the highly competitive environment by increasing teamwork in the organisation. Moreover, this course will help to understand the theory and processes of negotiation in a variety of settings.

### Course Objectives:

- ☞ To learn importance of high performing team in management
- ☞ To enable students to develop effective goals for teams
- ☞ To acquire strategies for effective negotiation
- ☞ To ensure listening, trust and collaboration for effective team management

### Course Learning Outcomes:

This course will enable students to:

<b>CLO 1</b>	Understand importance and characteristics of high performing team
<b>CLO 2</b>	Identify the effective goals for team management
<b>CLO 3</b>	Work in a team and establish effective interaction and feedback
<b>CLO 4</b>	Understands and implement common tactics used in negotiations
<b>CLO 5</b>	Learn importance of listening, trust and collaboration in team

**Teaching Pedagogy:** Teachers are expected to impart knowledge along-with traditional teaching through new and innovative pedagogical approaches like Reading, Lectures, Role plays, Assignments, Quizzes, Tests, Case Studies, Games, Exercises, Participation in academic and extra – curricular activities



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Module	Topics covered	No. of Lectures	Weightage
1	<ul style="list-style-type: none"> <li>■ The advantages of teams</li> <li>■ attributes of high performing teams</li> <li>■ developing credible team</li> <li>■ Establish S.M.A.R.T. and Everest goals</li> <li>■ Assigning advantageous roles</li> <li>■ Unproductive Roles</li> <li>■ Rules for effective team feedback</li> <li>■ Management skills for high performing teams</li> <li>■ Exercises on team performance/ management</li> </ul>	8	33%
2	<ul style="list-style-type: none"> <li>■ Negotiation</li> <li>■ Negotiation Strategies</li> <li>■ The negotiation process</li> <li>■ The four essentials of negotiators</li> <li>■ The uses of power in negotiation</li> <li>■ Perceived power in negotiation</li> <li>■ Closing deals</li> </ul>	9	33%
3	<ul style="list-style-type: none"> <li>■ Listening as a team skill</li> <li>■ Trust and Collaboration</li> <li>■ Social and Cultural Etiquette</li> <li>■ Exercises on team management and Negotiation</li> </ul>	9	34%

**Books:**

Sr. No.	Title of the Book	Authors	Publication and Edition
1	Developing Management Skills	David A. Whetten, Kim S. Cameron	Pearson publication 9 <sup>th</sup> Edition
2	Essentials of Organizational Behaviour	Robbins, Stephen Judge, Timothy	13 <sup>th</sup> Edition Pearson Education India.
3	Life Skills (Jeevan Kaushal) Facilitators' Guidelines	-	UGC
4	Negotiation	Brian Tracy	American Management Association
5	Negotiation	David S. Hames	Sage Publication



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6	Training in Interpersonal Skills: Tips for Managing People at Work	Stephen P. Robbins Phillip L. Hunsaker	Pearson, 6/E
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**Assessment Pattern:**

<b>Continuous In-Semester Evaluation (Internal Evaluation)</b>	<b>End Semester Examination (External Evaluation)</b>
20 Marks	30 Marks

**Internal Evaluation:**

Mid Semester Examination	05 Marks
Quiz (At the end of each module)	03 Marks
Assignment (Class Assignment / Home Assignment / Seminar / Presentation / Poster presentation)/ or any other component designed by the instructor + Practical Assignment/ Case Study / Role Play/ Statistical Report Analysis/ Portfolio Building / Field Assignment	07 Marks
Attendance	05 Marks
<b>Total Continuous In-semester Evaluation</b>	<b>20 Marks</b>



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<b>Course Code: BMBA12508</b>	<b>Semester: V</b>
<b>Course Name: Brand Management</b>	<b>Credits: 4</b>
<b>Course Type: Managerial Elective</b>	<b>Duration: 52 Hours</b>

### Course Description:

The course would help students in developing understanding on Brand Building, Measuring and Managing Brand Equity. The students will be able to understand the basics of branding in terms of elements, options and tactics along with the process to build it. It will also develop the learners mindset for brand equity and building strong brands & value chains. The course will make students versed with the concept of Secondary Associations and Brand Extension. It will also enhance understanding in managing brands over a period of time.

### Course Objectives:

- To equip students with basics of branding along with understanding the difference between product and brand, importance of brand and challenges in creating brand.
- To enhance students' understanding on Customer Based Brand Equity. To update students with ideas to build a strong brand and value chain for branding.
- To make students knowledgeable about leveraging the power of secondary associations.
- To make students aware about brand extension and managing brands over time.

### Course Learning Outcomes:

This course will enable students:

**CLO 1:** Learning branding concepts and theories.

**CLO 2:** Understanding of how to build a strong brand identity.

**CLO 3:** Skill in developing and implementing a brand strategy.

**CLO 4:** Competency in managing brand equity.



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**Pedagogy:**

Audio-visual lectures, Video Lectures, Field Visit, Case Studies, Companies Brand Strategies and Elements, Assignments and Presentations.

Unit	Topics	No. of Lectures	Weightage
1.	<b>Brands and Brand Management</b> <ul style="list-style-type: none"> <li>● Brands</li> <li>● Brand Elements</li> <li>● Criteria for Choosing Brand Elements</li> <li>● Options and Tactics for Brand Elements</li> <li>● Brand versus Products</li> <li>● Importance of Brand for Consumer and Firm</li> <li>● Scope of Branding: Commodities, Physical Goods, Services, Retailers and Distributors, Digital Brands, People and Organization, Sports, Arts &amp; Entertainment, Geographic Locations, Ideas and Causes.</li> <li>● Branding Challenges and Opportunities</li> <li>● Strategic Brand Management Process</li> </ul>	16	30%
2.	<b>Customer Based Brand Equity (CBBE) &amp; Building Strong Brand.</b> <ul style="list-style-type: none"> <li>● Brand Equity Concept</li> <li>● Defining CBBE</li> <li>● Brand Equity as a bridge</li> <li>● Sources of CBBE: Brand Awareness &amp; Brand Image</li> <li>● Building Strong Brand: Salience, Performance, Imagery, Judgements, Feelings and Resonance.</li> <li>● Brand Value Chain: Marketing Program Investment, Customer Mind-Set, Market Performance, Shareholders Value.</li> </ul>	16	30%
3.	<b>Leveraging Secondary Associations to Build Brand Equity</b> <ul style="list-style-type: none"> <li>● Conceptualizing the Leveraging Process: Creation of New Brand Associations, Effects of Existing Brand Knowledge.</li> </ul>	10	20%



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	<ul style="list-style-type: none"> <li>Secondary Associations: Company, Country of Origin and Other Geographic Areas, Channel of Distributions, Co-Branding, Licensing, Celebrity Endorsement, Sporting, Cultural and Other events, Third Party Sources.</li> </ul>		
4.	<b>Brand Extension and Managing Brands Over Time</b> <ul style="list-style-type: none"> <li>Brand Extensions</li> <li>Advantages of Brand Extensions</li> <li>Disadvantages of Brand Extensions</li> <li>Reinforcing Brands</li> <li>Revitalizing Brands</li> <li>Adjustment to Brand Portfolio</li> </ul>	10	20%

**References:**

- Keller, K. L., Swaminathan, V., Parameswaran, M. G., & Jacob, I. (2020). Strategic Brand Management: Building, Measuring, and Managing Brand Equity. Pearson Education India.

**Assessment Pattern:**

<b>Continuous In-Semester Evaluation (Internal Evaluation)</b>	<b>End Semester Examination (External Evaluation)</b>
40 Marks	60 Marks

**Continuous Evaluation:**

Mid Semester Examination	10 Marks
Quiz (At the end of each module)	5 Marks
Assignment (Class Assignment / Home Assignment / Seminar / Presentation / Poster presentation)/ or any other component designed by the instructor + Practical Assignment/ Case Study / Role Play/ Statistical Report Analysis/ Portfolio Building / Field Assignment	15 Marks
Attendance	10 Marks
<b>Total Continuous In-semester Evaluation</b>	<b>40 Marks</b>



<b>Course Code: BMBA12509</b>	<b>Semester: V</b>
<b>Name of the course: Portfolio Management and Financial Derivatives</b>	<b>Credits: 4</b>
<b>Course Type: Managerial Elective</b>	<b>Duration: 52 Hours</b>

### Course Description:

This course will help the student to enhance their financial literacy in terms of investment management and basic of financial derivatives. This course will assist students in construction of the portfolio with appropriate diversification and hedging using financial derivatives. Content of this course will also be useful in identifying and preparation of research project.

### Course Objectives:

- To enhance the financial literacy in terms of investment management and financial derivatives
- To describe the portfolio construction and management process
- To make students aware of concept of financial derivatives
- To discuss about the uses and application of financial derivatives

### Course learning Outcomes:

- CLO 1.** Learn the calculation of Risk and Return of securities in portfolio management process and understand the whole process of portfolio management applying the diversification.
- CLO 2.** Apply various portfolio management approaches and theory in portfolio construction and evaluation
- CLO 3.** Understand the basics of financial derivatives viz. future and options. Gain the knowledge to read price quotes of financial derivatives.
- CLO 4.** Understand the mechanism of financial derivatives operations and final payoff on settlement

**Teaching Pedagogy:** Teachers are expected to impart knowledge along-with traditional teaching through new and innovative pedagogical approaches like Reading, Lectures, Class room activities, Assignments, Quizzes, Tests, Case Studies, Presentations, etc.

Module	Contents	Lectures	Weight
1	<b>Introduction to Risk, Return and Portfolio Management</b> <ul style="list-style-type: none"> <li>• Concept of Investment (Revision from Financial Literacy)</li> <li>• Concept of Risk and Return (Revision from Financial Literacy)</li> </ul>	13	25%



	<ul style="list-style-type: none"> <li>• Calculation of Realised return and Expected Return</li> <li>• Calculation of Risk (Standard Deviation, Alpha and Beta)</li> <li>• Meaning of Portfolio and Diversification</li> <li>• Types and forms of Diversification</li> <li>• Concept of Mutual Fund as a well-diversified Portfolio</li> <li>• Phases of Portfolio Management</li> <li>• Security Analysis: Concepts of Fundamental Analysis, Technical Analysis and Efficient Market Hypothesis</li> </ul>		
<b>2</b>	<p><b>Portfolio Construction and Evaluation</b></p> <ul style="list-style-type: none"> <li>• Modern Portfolio Theory (Markowitz Model) – Theory and Numerical</li> <li>• CAPM Model - Theory</li> <li>• Single Index Model (Sharpe Model) – Theory and Numerical</li> <li>• Evaluation of Mutual Funds using Factsheet: Fund Manager, NAV, Expense Ratio, Portfolio Turnover Ratio, Exit Load, alpha, beta, r-squared, standard deviation, and the Sharpe ratio, Bench Mark Index,</li> </ul>	<b>13</b>	<b>25%</b>
<b>3</b>	<p><b>Introduction to Financial Derivatives</b></p> <ul style="list-style-type: none"> <li>• Meaning of Derivatives and Financial Derivatives</li> <li>• Uses of Derivatives</li> <li>• Factors Contributing to the Growth of Derivatives in India (Patwari D.C. &amp; Bhargava A.)</li> <li>• Meaning of Forward, Futures, Options and Swap</li> <li>• Forward Contracts: Advantages and Problems of Forward Contract, Concept of Forward contract in Commodity Market, Currency and Interest Rate</li> <li>• Future Contact Vs Forward Contract (Patwari D.C. &amp; Bhargava A.)</li> <li>• Terminology in Future and Option: Underlying Assets, Lot and Contract size, Maturity Date, Contract Cycle, Option Style, Strike Price, Margin requirement: Initial Margin, Mark to Market Margin, Exposure margin, Ad-hoc margin, Open Position/Open Interest, Put and Call.</li> <li>• Participants in the Future and Options Market: Trading Participants, Intermediary Participants, Institutional Framework</li> <li>• How to read price quotes in the derivative market</li> </ul>	<b>13</b>	<b>25%</b>



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<b>4</b>	<p>Operations in Financial Derivatives (With all possible examples)</p> <ul style="list-style-type: none"> <li>• Contract Specification: Future</li> <li>• Contract Specification: Option</li> <li>• Payoff: Future</li> <li>• Payoff: Option</li> <li>• Moneyness in Option</li> <li>• Hedging (Stock and Index): Using Future</li> <li>• Hedging (Stock and Index): Using Option</li> <li>• Speculation (Stock and Index): Using Future</li> <li>• Speculation (Stock and Index): Using Option</li> <li>• Arbitrage: Over-priced and Under-priced Future</li> <li>• Arbitrage: Put-Call parity violations.</li> </ul>	<b>13</b>	<b>25%</b>
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**Reference Books:**

Sr. No.	Title	Author	Publication
1.	Investment Management – Security Analysis and Portfolio Management	V.K.Bhalla	S.Chand
2.	Security Analysis and Portfolio Management	S. Kevin	PHI Learning Pvt Ltd
3.	Options & Futures – An Indian Perspective	D.C.Patwari & Anshul Bhargava	JAICO PUBLISHING HOUSE
4.	Futures and Options	N.D.Vohar & B.R.Bagri	Tata McGraw Hill Education Pvt Ltd
5.	Derivatives Module Work Book	NSE	NSE

**Assessment Pattern:**

Continuous In-Semester Evaluation (Internal Evaluation)	End Semester Examination (External Evaluation)
40 Marks	60 Marks

**Internal Evaluation:**

Mid Semester Examination	10 Marks
Quiz (At the end of each module)	05 Marks
Assignments (Minimum 2 Per course) (Class Assignment / Home Assignment / Seminar / Presentation / Poster presentation)/ or any other component designed by the instructor	10 Marks
Practical Assignment (One per course) Case Study / Role Play/ Statistical Report Analysis/ Portfolio Building / Field Assignment	05 Marks
Attendance	10 Marks
<b>Total Continuous In-semester Evaluation</b>	<b>40 Marks</b>



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<b>Course Code: BMBA12510</b>	<b>Semester: V</b>
<b>Name of the course: Contemporary Issues in HRM</b>	<b>Credits: 4</b>
<b>Course Type: Managerial Elective</b>	<b>Duration: 52 hours</b>

### Course Description:

This course is designed to introduce students with contemporary challenges of HR professionals in the organization. The constantly changing workplaces are posing challenges to the fundamentals of HR functions and bringing unique issues for HR managers. Young HR professionals are required to understand and evaluate such challenges to the field of HR in order to find better workable solutions.

### Course Objectives:

- ☞ To understand the changing nature of work in modern organization
- ☞ To learn to administer the ideal performance management system
- ☞ To study about effective compensation system and practices
- ☞ To understand the HRM practices in virtual organisation and small firms

### Course Learning Outcomes:

This course will enable students to:

<b>CLO 1</b>	Identify recent challenges in modern workplaces
<b>CLO 2</b>	Understand future trends of working in the organisation
<b>CLO 3</b>	Learn HRM practices in virtual organisation
<b>CLO 4</b>	Examine relation between compensation and performance
<b>CLO 5</b>	Learn about various employee separation practices and its related challenges
<b>CLO 6</b>	Explain HRM practices in small firms

**Teaching Pedagogy:** Teachers are expected to impart knowledge along-with traditional teaching through new and innovative pedagogical approaches like Reading, Lectures, Class room activities, Assignments, Quizzes, Tests, Case Studies, Presentations, etc.



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Module	Topics covered	No. of Lectures	Weightage
1	<p><b>Contemporary challenges in HRM</b> ■ HR department under siege ■ Outsourcing HR activities ■ Disruptive technology ■ HR metrics and predictive analytics ■ Feminising workforce ■ HRM in Mergers and Acquisitions ■ Changing demographics of workforce ■ Changed employee expectations ■ HR during downturns ■ HRM in high performing organisations</p> <p><b>Future of work</b> ■ Contingent Workers ■ Flexible Work Schedules ■ The Mobile Workplace ■ Gig-working and its classification ■ Issues of Gig-workers</p>	13	25%
2	<p><b>Human Resource Management in Virtual Organisation</b> ■ Meaning and characteristics of Virtual Organization ■ Types of Virtual Organisation ■ Models of Virtual workplace ■ Types of virtual teams ■ Difference between a Virtual and a Traditional Organization ■ Human Resource Management and Virtual Organizations ■ HR Activities Required for Virtual Organizations ■ Benefits and limitations of Virtual Organisations</p> <p><b>Performance Management</b> ■ Defining Performance ■ Determinants of Performance ■ Performance Dimensions ■ Approaches to measuring Performance ■ Ideal performance</p>	13	25%



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Module	Topics covered	No. of Lectures	Weightage
	management system ■ Performance Management around the world		
3	<ul style="list-style-type: none"> <li>■ The Elements of Total Compensation</li> <li>■ The Nine Criteria for Developing a Compensation Plan (in brief)</li> <li>■ Pay for Performance: The Challenges</li> <li>■ Meeting the Challenges of Pay-for-Performance Systems</li> <li>■ Types of Pay-for-Performance Plans</li> <li>■ Designing Pay-for-Performance Plans for Executives</li> <li>■ Pay-For-Performance Programs in Small Firms</li> </ul>	13	25%
4	<p><b>Managing Employee Separations, Downsizing and Outplacement</b></p> <ul style="list-style-type: none"> <li>■ What are employee separations?</li> <li>■ Types of Employee Separations</li> <li>■ Managing Early Retirement</li> <li>■ Managing Layoff</li> <li>■ Outplacement</li> </ul> <p><b>Human Resource Management in a small-firms</b></p> <ul style="list-style-type: none"> <li>■ Meaning of small business unit</li> <li>■ Problems of small business unit</li> <li>■ Unique features of the MSME workplace</li> <li>■ Challenges in introducing HR practices</li> <li>■ Prevailing HR practices</li> <li>■ HR strategies for MSME</li> </ul>	13	25%



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**Books:**

Sr. No.	Title of the Book	Authors	Publication and Edition
1	Human resource management: Text and cases.	Aswathappa, K.	Tata McGraw-Hill Education. (2013)
2	Human Resource Management.	Durai, P.	Pearson Education India. (2011).
3	Performance Management	Aguinis, Herman	Pearson Education Limited
4	Managing Human Resources	Gómez-Mejía, Luis R.; Balkin, David B.; Cardy, Robert L.	Pearson Education

**Assessment Pattern:**

Continuous In-Semester Evaluation (Internal Evaluation)	End Semester Examination (External Evaluation)
40 Marks	60 Marks

**Internal Evaluation:**

Mid Semester Examination	10 Marks
Quiz (At the end of each module)	05 Marks
Assignments (Minimum 2 Per course) (Class Assignment / Home Assignment / Seminar / Presentation / Poster presentation)/ or any other component designed by the instructor	10 Marks
Practical Assignment (One per course) Case Study / Role Play/ Statistical Report Analysis/ Portfolio Building / Field Assignment	05 Marks
Attendance	10 Marks
<b>Total Continuous In-semester Evaluation</b>	<b>40 Marks</b>



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<b>Course Code: BMBA12511</b>	<b>Semester: V</b>
<b>Course Name: Advance Marketing Management</b>	<b>Credits: 4</b>
<b>Course Type: Managerial Elective</b>	<b>Contact Hours: 52 Hours</b>

### Course Description:

The course would enable a student to understand the basics of Integrated Marketing Communications. The course further enables students to understand various Integrated Marketing Tools like Advertising, Sales Promotion, Direct Marketing, Public Relation, Publicity, and Corporate Advertising.

### Course Objectives:

- To develop orientation amongst students towards Integrated Marketing Communication.
- To make students understand the concept of Advertising and role of different types of advertising.
- To make students understand the concept of Sales Promotion and Direct Marketing and the role of different types of sales promotion techniques.
- To make students understand the concept Public Relation, Publicity and Corporate Advertising and its role.

### Course Learning Outcomes:

On successful completion of the course, the students will be able to:

- CLO1** Demonstrate strong conceptual knowledge in the area of Integrated Marketing Communication.
- CLO2** Design Advertising Strategy for the firm.
- CLO3** Design Sales Promotion and Direct Marketing Strategy for the firm.
- CLO4** Design Public relation Publicity and Corporate Advertising Strategy for the firm.



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**Teaching Pedagogy:** Lecture, Presentation, Case Discussion, Role Play, Field Assignments, Class Tests

Unit	Topics	No. of Lectures	Weightage
1.	<p><b>Introduction to Integrated Marketing Communication</b></p> <ul style="list-style-type: none"> <li>● The Growth of Advertising and Promotion</li> <li>● The Role of Marketing Mix: The Marketing Mix</li> <li>● Integrated Marketing Communications: The Evolution of IMC, A Contemporary Perspective of IMC, Reasons for the Growing Importance of IMC, The Role of IMC in Branding</li> <li>● The Tools of IMC: Advertising, Sales Promotion, Personal Selling, Publicity/Public Relations, Direct Marketing, Internet Marketing</li> <li>● The IMC Process: Review of the Marketing Plan, Promotional Program Situation Analysis, Analysis of the Communication Process, Budget Determination, Developing the Integrated Marketing Communication Program, Monitoring, Evaluation and Control</li> <li>● Case Discussion</li> </ul>	<b>13</b>	<b>(25%)</b>
2.	<p><b>Advertising</b></p> <ul style="list-style-type: none"> <li>● Meaning of Advertising</li> <li>● Television Advertising: Advantages and Limitations of TV Advertising, Buying Television Time</li> <li>● Radio: Advantages and Limitations of Radio, Buying Radio Time, Time Classifications, Audience Information</li> <li>● Print Media: The Role of Magazines and Newspapers               <ul style="list-style-type: none"> <li>○ Magazines: Classifications, Advantages, Disadvantages, Circulation and Readership, Audience Information and Research for</li> </ul> </li> </ul>		



	<p>Magazines, Purchasing Magazine Advertising Space, The Future for Magazines</p> <ul style="list-style-type: none"> <li>○ Newspapers: types, Types of Newspaper Advertising, Advantages and Limitations, The Audience, Purchasing Newspaper Space, Newspaper Rates, The Future for Newspapers, Online Delivery</li> <li>● Support Media: The Scope of the Support Media Industry <ul style="list-style-type: none"> <li>○ Traditional Support Media: Outdoor Advertising, Alternative Out of Home Media, In Store Media, Miscellaneous Outdoor Media, Transit Advertising, Measurement of Out of Home Media, Other Traditional Support Media - Advertising in Movie Theatre</li> <li>○ Non-Traditional Support Media: Branded Entertainment, Guerrilla Marketing, Other Media</li> </ul> </li> </ul>	<b>13</b>	<b>25 (%)</b>
<b>3.</b>	<p><b>Sales Promotion and Direct Marketing</b></p> <ul style="list-style-type: none"> <li>● The Scope and Role of Sales Promotion</li> <li>● The Growth of Sales Promotion: Reasons for the Increase in Sales Promotion, Concerns about the Increased Role of Sales Promotion</li> <li>● Consumer Oriented Sales Promotion: Objectives, Techniques: Sampling, Couponing, Premiums, Contests and Sweepstakes, Refunds and Rebates, Bonus Packs, Price off Deals, Loyalty Programs, Event Marketing</li> <li>● Trade Oriented Sales Promotion: Objectives, Types: Contest and Incentives, Trade Allowances, Display and</li> </ul>	<b>13</b>	<b>(25%)</b>



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	<p>Point of Purchase Materials, Sales Training Programs, Trade Shows, Cooperative Advertising</p> <ul style="list-style-type: none"> <li>● Direct Marketing: Meaning and Growth of Direct Marketing,</li> <li>● The Role of Direct marketing in the IMC Program</li> <li>● Direct Marketing Objectives</li> <li>● Direct Marketing Strategies and Media</li> <li>● Direct Selling</li> <li>● Evaluating Effectiveness of Direct Marketing</li> <li>● Advantages and Disadvantages of Direct marketing</li> <li>● Case Discussion</li> </ul>		
4.	<p><b>Public Relations, Publicity and Corporate Advertising</b></p> <ul style="list-style-type: none"> <li>● Public Relations: Traditional Definition of PR, The New Role of PR, Integrating PR into Promotional Mix, Marketing Public Relations Functions</li> <li>● The Process of Public Relations: Determining and Evaluating Public Attitudes, Establishing PR plan, Developing and Executing the PR Program, Advantages and Disadvantages of PR, Measuring the effectiveness of PR</li> <li>● Publicity: The Power of Publicity, The control and Dissemination of Publicity, Advantages and Disadvantages of Publicity, Measuring the Effectiveness of Publicity</li> <li>● Corporate Advertising: Objectives of Corporate Advertising, Types of Corporate Advertising, Advantages and Disadvantages of Corporate Advertising, Measuring the Effectiveness of Corporate Advertising</li> </ul>	13	(25%)



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	• Case Discussion		
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### Suggested Reading

1. Advertising and Promotion, An Integrated Marketing Communication Perspective – Belch & Belch, McGraw Hill Publication
2. Advertising and Promotion, An IMC Perspective – Kruti Shah, McGraw Hill Publication

### Assessment Pattern:

Continuous In-Semester Evaluation (Internal Evaluation)	End Semester Examination (External Evaluation)
40 Marks	60 Marks

### Continuous Evaluation:

Mid Semester Examination	10 Marks
Quiz (At the end of each module)	5 Marks
Assignment (Class Assignment / Home Assignment / Seminar / Presentation / Poster presentation)/ or any other component designed by the instructor  +	15 Marks
Practical Assignment/ Case Study / Role Play/ Statistical Report Analysis/ Portfolio Building / Field Assignment	
Attendance	10 Marks
<b>Total Continuous In-semester Evaluation</b>	<b>40 Marks</b>



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**B.R.C.M. College**  
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<b>Course Code: BMBA12512</b>	<b>Semester: V</b>
<b>Name of the course: Advance Financial Management</b>	<b>Credits: 4</b>
<b>Course Type: Managerial Elective</b>	<b>Duration: 52 hours</b>

**Course Description:**

The course would make the students understand the critical financial aspects for a company while managing the financial capital and its allocation for précised financial decision.

**Course Objectives:**

- To make students understand importance and methods for valuation of various financial assets of a company.
- To sensitize students towards cost of capital and its influence in financial decision.
- To induce ability to use various investment and capital budgeting decision in varying risk and return situation.

**Course Learning Outcomes:**

This course will enable students:

**CLO 1:** To understand the concept and importance of valuation of financial assets and its methods.

**CLO 2:** To know about various sources of finance and their cost to determine the lowest cost while borrowing fund.

**CLO 3:** To know the importance of dividend decision for the company while raising capital.

**CLO 4:** To assist in optimum investment decision making and analyse the impact of change on risk and return of company’s investment decision.

**Teaching Pedagogy:** Teachers are expected to impart knowledge along-with traditional teaching through new and innovative pedagogical approaches like Reading, Group Discussions, Lectures, Assignments, Quizzes, Tests, Case Studies, Presentations, Participation in academic and extra – curricular activities



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Unit	Topics	No. of Hours	Weightage
<b>1</b>	<b>VALUATION OF SECURITIES (NUMERIC)</b>	<b>15</b>	<b>30%</b>
	Concept of value, Importance of Valuation, Bond Valuation: Basic bond valuation, semi-annual interest payment, effect of relation between required rate of return & coupon rate on bond values, effect of years to maturity on bond values, yield to maturity, perpetual bonds. Equity valuation: Dividend capitalization (Single period/ Multi period), Earnings capitalization Techniques (Numeric).		
<b>2</b>	<b>COST OF CAPITAL AND CAPITAL STRUCTURE(NUMERIC)</b>	<b>13</b>	<b>25%</b>
	Meaning & significance, Explicit & implicit cost, Cost of debt, equity and retained earnings, Cost of equity through dividend capitalization approach, CAPM & earning price method, Weighted average cost of capital. Meaning and Significance of Capital Structure, Components of Capital Structure, NI, NOI and MM approach of Capital Structure.		
<b>3</b>	<b>DIVIDEND POLICY</b>	<b>11</b>	<b>20%</b>
	Meaning of dividend, forms of dividend, stable and unstable dividend policy, Factors affecting dividend policy. types of dividend dates – Ex date, due date, announcement date  The irrelevance of dividends: MM hypothesis, Relevance of dividends: Walter's model, Gordon's model.  Numerical: MM hypothesis, Walter's model, Gordon's model		



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4.	<b>INVESTMENT DECISION UNDER RISK &amp; UNCERTAINTY(NUMERIC)</b>	<b>13</b>	<b>25%</b>
	Significance, Measurement of risk, Sensitivity Analysis, Simulation Analysis, Risk Evaluation: - Risk-adjusted Discount R-4 method, Certainty equivalent method, Decision- tree approach.		

**Books:**

Sr. No.	Title of the Book	Authors	Publication and Edition
1	Financial Management	I.M. Pandey	Vikas Publishing House Pvt. Ltd, 11e
2	Financial Management	P K Jain and M Y Khan	Tata McGraw-Hill Publication
3	Financial Management – Theory and Practice	Prasanna Chandra	Tata McGraw Hill Publication.

**Assessment Pattern:**

Continuous In-Semester Evaluation (Internal Evaluation)	End Semester Examination (External Evaluation)
<b>40 Marks</b>	<b>60 Marks</b>

**Internal Evaluation:**

Mid Semester Examination	10 Marks
Quiz (At the end of each module)	05 Marks
Assignments (Minimum 2 Per course) (Class Assignment / Home Assignment / Seminar / Presentation / Poster presentation)/ or any other component designed by the instructor	10 Marks
Live/ Practical Assignment /Case Study / Role Play/ Statistical Report Analysis/ Portfolio Building / Field Assignment	05 Marks
Attendance	10 Marks
<b>Total Continuous Evaluation</b>	<b>40 Marks</b>



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<b>Course Code: BMBA12513</b>	<b>Semester: V</b>
<b>Name of the course: Employee Relations</b>	<b>Credits: 4</b>
<b>Course Type: Managerial Elective</b>	<b>Duration: 52 hours</b>

### Course Description:

This course is designed to explain the processes used to maintain effective and cordial relationships between employees and management. The focus is to understand the role of all the actors in maintaining smooth Industrial Relations. The course explores various strategies of preventing and settling industrial disputes.

### Course Objectives:

- ☞ To understand the concepts of Industrial and Employee Relations
- ☞ To explore the role of trade union in maintaining Industrial Relations
- ☞ To describe the importance and strategies of effectual collective bargaining
- ☞ To explore the role of labour welfare, social security and labour code in employee relations

### Course Learning Outcomes:

This course will enable students to:

<b>CLO 1</b>	Understand the importance of smooth industrial relations
<b>CLO 2</b>	Assess the role and condition of trade union in India
<b>CLO 3</b>	Examine the shift from Industrial relations to employee relations
<b>CLO 4</b>	Understand Strategies of collective bargaining
<b>CLO 5</b>	Learn the strategies to prevent and settle the industrial dispute
<b>CLO 6</b>	Recognize the role of labour welfare and social security in IR
<b>CLO 7</b>	Understand the labour codes in India

**Teaching Pedagogy:** Teachers are expected to impart knowledge along-with traditional teaching through new and innovative pedagogical approaches like Reading, Lectures, Class room activities, Assignments, Quizzes, Tests, Case Studies, Presentations, etc.



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Module	Topics covered	No. of Lectures	Weightage
1	<p><b>Introduction to Industrial Relations (IR)</b></p> <ul style="list-style-type: none"> <li>■ The evolution of IR</li> <li>■ Definitions</li> <li>■ Factors influencing IR</li> <li>■ Objectives</li> <li>■ Essential features of IR</li> <li>■ Participants of IR System</li> <li>■ Basic characteristics of IR system in India</li> <li>■ Impact of ILO on Indian Labour Relations</li> <li>■ Challenges to IR</li> </ul> <p><b>Trade Unionism and Trade Unions</b></p> <ul style="list-style-type: none"> <li>■ The concept of Trade Unionism</li> <li>■ Reasons for joining a Trade Union</li> <li>■ Objectives of Trade Unions</li> <li>■ Functions of Trade Unions</li> <li>■ Classification of Trade Unions</li> <li>■ Rights of recognised trade union</li> <li>■ Problems of Trade Unions</li> </ul>	13	25%
2	<p><b>From Industrial Relations to Employee Relations (ER)</b></p> <ul style="list-style-type: none"> <li>■ Shift in focus from IR to ER</li> <li>■ Definition of ER</li> <li>■ Why Employee Relations Management?</li> <li>■ Factors influencing ERM</li> <li>■ Principles of effective ERM</li> <li>■ Scope of ER</li> <li>■ Objectives of ER</li> <li>■ Conditions for healthy ER</li> <li>■ Measures for promoting ER</li> <li>■ Role of ER manager</li> <li>■ The future of ER</li> <li>■ Conducting Domestic Enquiry</li> </ul>	13	25%
3	<p><b>Collective Bargaining</b></p> <ul style="list-style-type: none"> <li>■ Meaning and definition</li> <li>■ Importance of Collective Bargaining</li> <li>■ The collective bargaining process</li> <li>■ Productivity Bargaining</li> <li>■ Cases of productivity bargaining in India</li> </ul>	13	25%



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Module	Topics covered	No. of Lectures	Weightage
	Collective agreements ■ Hurdles to collective bargaining in India <b>Industrial Dispute: Prevention and Settlement</b> ■ Industrial disputes and its causes ■ Different forms of strike ■ Management actions to counter strikes ■ Types of disputes ■ The classification of disputes ■ Prevention of industrial dispute ■ Settlement of industrial dispute		
4	<b>Labour welfare and Social Security</b> ■ Concept of labour welfare ■ Objectives of labour welfare ■ Types of labour welfare ■ Concept of social security ■ Social security for unorganised workers <b>Labour Codes</b> ■ Industrial Relations (IR) Code, 2020 ■ The Code on Wages, 2019 ■ Social Security Code, 2020 ■ OSH Code (Occupational, Safety, Health and Working Conditions Code) – 2020	13	25%

**Books:**

Sr. No.	Title of the Book	Authors	Publication and Edition
1	Employee Relations Management	Singh, P N; Kumar, Neeraj	Pearson Education, Latest Edition
2	Industrial Relations and Labour Laws	Gosh, Piyali; Nandan, Shefali	McGraw Hill, Latest Edition



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3	Industrial Relations, Trade Unions, and Labour Legislation	Sinha, P. R. N.; Sinha, Indu Bala and Shekhar, Seema Priyadarshini	Pearson Education, Third Edition
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**Assessment Pattern:**

Continuous In-Semester Evaluation (Internal Evaluation)	End Semester Examination (External Evaluation)
40 Marks	60 Marks

**Internal Evaluation:**

Mid Semester Examination	10 Marks
Quiz (At the end of each module)	05 Marks
Assignments (Minimum 2 Per course) (Class Assignment / Home Assignment / Seminar / Presentation / Poster presentation)/ or any other component designed by the instructor	10 Marks
Practical Assignment (One per course) Case Study / Role Play/ Statistical Report Analysis/ Portfolio Building / Field Assignment	05 Marks
Attendance	10 Marks
<b>Total Continuous In-semester Evaluation</b>	<b>40 Marks</b>



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<b>Course Code: BMBA14514</b>	<b>Semester: V</b>
<b>Course Name: Summer Internship</b>	<b>Credits: 4</b>
<b>Course Type: Professional Ability and Skill Enhancement Course</b>	<b>Duration: 6-8 Weeks</b>

## OBJECTIVES

**SIP is designed for students to:**

- Transfer their analytical, integrative, team skills honed in the classroom to the workplace;
- Understand the complexities of the corporate world first hand;
- Identify opportunities for networking with people in industry/ corporates/ organizations;
- Aim for pre-placement offers where feasible/appropriate.

## DURATION

SIP is scheduled during the summer between the Second and the Third year. It generally spans for six to eight weeks.

### Beginning Stage

- Every student will be allotted a faculty mentors (FM) from college. The FM will be the friend/philosopher/guide to the student during SIP. Any problem related to SIP faced by the student must be reported to his/her FM only.
- Every student must submit an Initial Internship Report (IIR) on or before the second Monday post starting of internship to his/her faculty mentor (FM).

### During SIP

- Students will abide by the applicable policies and norms of the Organization during the period of internship.
- The students are expected to first understand the organization and the industry/field in which the organization is operating, in order to make a meaningful difference with the quality of his/her work.
- The organization has the right to terminate students from the internship at any time due to inappropriate behaviour and/or non-cooperation with the internship process and/or continued non-performance in assignment or any other reason the organization deems fit.
- Therefore, it is strongly advised that a student takes this internship with utmost seriousness.
- The students are expected to concentrate on the specific topic of study, its objectives, its rationale, and adopt a methodology and identify a suitable analysis procedure for the completion of the study.
- It is expected that all students will adhere to the proper standards of intellectual honesty and professional propriety in their conduct.



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- g) Students are advised not to do anything directly or indirectly which may create a poor impression about the University or BRCM College. Any student found disregarding any of the norms would be liable for disciplinary action, including rustication depending upon the verity of the offence.
- h) The students should abide by the dress code and other professional norms of their internship organization. Punctuality is a quality that is appreciated by professionals across all organizations.
- i) The students should ensure that the data and other information used in the study report is obtained with the permission of the institution concerned.
- j) Every student must submit an Internship Progress Report (IPR) (Exhibit II) on every alternate Monday post submission of IIR to his/her faculty mentor (FM).

#### **Completion Stage**

- a) At the end of the internship, the student intern shall prepare Internship Completion Report (ICR).
- b) The student may be required to make a presentation to the Industry Mentor (IM).

#### **After completion**

- a) The student intern shall submit the SIP Report (including completion certificate) to the Faculty Mentor within 1 week of commencement of the Fifth semester.
- b) The student must make a detailed presentation before the faculty committee on SIP at the beginning of Fifth semester.

#### **FACULTY SUPERVISION, REPORTING & EVALUATION**

- a) The FMs are to ensure that the interns can deliver as expected and explore the possibility of converting the SIP opportunity into a long-lasting association, collaborations for research, executive education, and consultancy projects etc.
- b) During the internship, the student intern may seek telephonic / email interactions with FM to receive support if necessary.
- c) Completion of the summer internship is a degree-awarding requirement for the BBA program of BRCM College of Business Administration, Sarvajanik University. For any foreseeable or unforeseeable reasons, if a student is unable to complete the internship in the intended year, he or she should be allowed to complete the internship requirements at the end of the requisite course work of the program he or she has enrolled for. It should be noted that as SIP is a Professional Ability and Skill Enhancement Course, non-completion of SIP would entail No degree.
- d) Absenteeism, premature abandonment, non-submission of reports, misconduct at the workplace, unprofessional behaviour, etc. are non-exhaustive examples of serious misconduct during the program. In case the student intern is found to have indulged in serious misconduct, the student intern is liable for any of the punitive actions, including cancellation of internship or rustication from the program/university, depending on the severity of inappropriate conduct.



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## EVALUATION OF SIP

The internship evaluation will have three components:

- The report will be assessed by both FM and external viva taker for content and compliance. These will carry 20 marks and 20 marks respectively towards the final evaluation.
- The Presentation will be assessed by FM and external viva taker for content presented. These will carry 10 marks and 20 marks respectively towards the final evaluation.
- The Viva-voce will be carried at the time of presentation by both FM and external viva taker for knowledge gained and clarity about different departments. These will carry 10 marks and 20 marks respectively towards the final evaluation.

## Topics to be covered for Summer Internship Project

### Chapter 1: Executive Summary:

- Summary of whole report (Should not be more than 3 pages)

### Chapter 2: Industrial Sector Profile:

- Brief description of particular industry.
- Different Companies in that industry sector.
- PESTEL Analysis.
- Top 10 Companies and market share of each company in the same industry sector.
- Growth & Opportunities in industry sector.
- Share of that particular industry sector in total.

### Chapter 3: Company Profiles:

- Name & Location of Company
- Name & Location of other branches
- Year of Establishment
- Brief History
- Name of Founders and Promoters
- Vision Statements
- Mission Statement and Values statement
- Organizational Structure / Hierarchy (*if available*) (*along with diagram, also explain the same in brief*)
- Controlling System (*if available*)
- SWOT analysis of the companies (individually)
- Any other specific detail



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## Chapter 4: Production / Operations Department

### If Manufacturing Firm is there

- Production and Operations process.
- Turnover in terms of units manufactured
- Plant Location analysis
- Inventory Policies and its model used by the company
- Layouts used
- Production plan and scheduling
- Products Produced
- Raw materials used
- Machines / Equipment used
- Process used (Process in brief)
- Quality Maintenance and standards
- Specific Operations policies for production
- Services provided
- Any other
  - Man -Machine calculation.
  - allowances to production staff for different times.

### If Service Firm is there

- Core Service
- Supplementary Services
- Role of Employees
- Various Equipment being used
- Distribution Channel Used
- Service Process / Blueprint
- Quality Maintenance
- Specific Operations policies for service
- Calculation of Service Pricing
- Physical Evidences used
- Any other
  - Calculation of Man power for continuous availability of workforce.



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## Chapter 5: Marketing Management

- 4Ps of Marketing with competitors 4Ps (At least 3 Competitors)
- Other possible segments which can be targeted
- Identify the types of goods and services
- Identify the Target Market
- Identify the points of difference for each company
- Identify the market share and served market share of the company
- Process of packaging and labeling
- Alternative distribution channels (if any)- Justify it
- Factors influencing consumer/business buying
- Pricing methods used and price discrimination
- Identify the promotional / marketing tools used by the company
- Change in marketing practices/strategy due to / during pandemic
- Ethical issues in marketing (if any observed)
- Sales force management, Types of intermediaries.

## Chapter 6: Financial Management:

- Analysis of financial statements (At least last 3 years):
  - Prepare Comparative Statement, Trend Analysis and Common size statement of company and write its interpretation.
  - For the company calculate all the ratios (Discussed during the subject of Management Accounting), For individual ratios, write its interpretation (individual charts can be prepared for selected ratios).
- Calculate Working Capital requirement and change in working capital requirement of all the companies and their comparison.
- Calculate Operating cycle for two years for all the companies and make the comparison.
- Identify whether companies are declaring the dividend or not. If so, calculate the various dividend related ratios e.g., Dividend per Share, Dividend Payout Ratio, Retained Earnings Ratio.
- Calculate the Operating leverage, financial leverage and Combined leverage of all the companies and do the comparison.
- Collect the information regarding CSR activities done by the company and tally its expenses from the profit and loss account.
- Different Accounting Standards followed by company based on guidelines of Income Tax act.



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## Chapter 7: Human Resource Management

- Company's vision and mission about their employees, core values of the organization
- Applicability of labor codes to the organization
- Provisions applied by the organization
- Recruitment initiatives taken by the organization
- Process of Recruitment using their website
- Job analysis of different positions (Hint: refer to job openings on their website)
- Training initiatives taken by the organization
- Employee benefits and facilities
- Health and safety related programs and practices
- Diversity, Equality and inclusion practices done by the organization
- CSR practices of the organization
- HR practices used as a part of their sustainability initiatives
- Transformations in HR department due to COVID 19 pandemic in the organization
- Any news appeared in international or national media/newspapers due to the company's HR policies, practices and system in the last five years.
- Performance evaluation methods, its techniques
- Promotions and transfer policies
- Employee discipline rules and policies, grievance redressal system
- HRIS used by the company
- Employee separation functions
- Salary slip Performa and other documents related to HR

## Chapter 8: Learning's & Value Addition:

- Learning's & Value addition during training.
- Difference between practical exposure and theoretical work.
- Challenges faced by you during your internship.
- Usefulness of training should also be highlighted.

## Chapter 9: Recommendations & Suggestions:

- The suggestions which you would like to give to company related to:
  - Their operations & functions.
  - The techniques and methodology.
  - Their policies & program where there is a need for improvement.

**Annexure:**

**As required.**



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### **STRUCTURE OF SUMMER TRAINING REPORT**

<b>Sr. No.</b>	<b>Particulars</b>
1	Title Page
2	Report Completion Certificate (College and Company)
3	Declaration
4	Acknowledgements
5	Index
6	Chapters 1 to 9
7	Bibliography
8	Annexure

### **FORMATTING GUIDELINES**

- Font Type: Times New Roman
- Font Size (Main Heading): 16
- Font Size (Sub Heading): 14
- Font Size (Body Text): 12
- Line Spacing: 1.5
- Alignment: Justified
- Margin: Left Side 1.5 Inch., Right side 1 Inch, Top and Bottom 1 Inch.
- Page Number in Footer and on right side.
- Name of College in footer with Left alignment.
- Name of Sector / Company in Header with left alignment.
- References: APA Style.
- Copies: All Hard Bound, 1 for College (Black Cover) and 1 each for each student (Must be available at the time of viva / Presentation)