

RAIGANJ UNIVERSITY

RAIGANJ, UTTAR DINAJPUR

WEST BENGAL-733134



BACHELOR OF BUSINESS ADMINISTRATION

B.B.A (HONS.)

U.G. HONOURS COURSE

UNDER CBCS

(With effect from 2017-2018)

**Scheme for Choice Based Credit System (CBCS) in UG Honours Courses
B.B.A. (Hons) Course**

Sem.	Core Course(14) of 6 credits each	Ability Enhancement Compulsory Course(AECC)(2) of 8/2 Credits each	Skill Enhancement Course(SEC)(2) of 2 Credits each	Discipline Specific Elective(DSE)(4) of 6 Credits each	Elective: Generic(GE)(4) of 6 Credits each
1	Core-1	AECC1 (ENVS)			GE1
	Core-2				
2	Core-3	AECC 2 (English/MIL)			GE2
	Core-4				
3	Core-5		SEC 1		GE3
	Core-6				
	Core-7				
4	Core-8		SEC 2		GE4
	Core-9				
	Core-10				
5	Core-11			DSE-1	
	Core-12			DSE-2	
6	Core-13			DSE-3	
	Core-14			DSE-4	
No of Credits	84	8+2	4	24	24
Total	146 Credits				

Bachelor of Business Administration

Core Paper (14 Papers)

- CORE1-** Management Concept and Organisational Behaviour (MCOB)
- CORE 2-** Business Economics
- CORE 3-** Business Statistics
- CORE 4-** Business Environment
- CORE 5-** Financial Accounting
- CORE 6-** Research Methodology
- CORE 7-** Marketing Management
- CORE 8-** Financial Management
- CORE 9-** Human Resource Management
- CORE 10-** Cost & Management Accounting
- CORE 11-** Legal Aspect of Business
- CORE 12-** Operation Research
- CORE 13-** Strategic management
- CORE 14-** Grand Viva

Ability Enhancement Compulsory Course (AECC)

1. Environmental studies
2. English/MIL

Skill Enhancement Course (SEC) (Choose any 2)

1. Fundamental of Computer
2. Business Communication
3. Internet & E Commerce
4. Entrepreneurship Development

Generic Elective (GE) (Choose any 1)

1. Economics (GE1, GE2, GE3, GE4)
2. Commerce (GE1, GE2, GE3, GE4)

Discipline Specific Elective Course (DSE)

A Student would be free to choose any Four (4) papers from any One Specialization group. The Course offers **Three (3) Specialization** groups viz. **Finance, Marketing and Human Resource**.

Sl. no	FINANCE	MARKETING	HUMAN RESOURCE
DSE-1	Taxation	Advertising & Sales Promotion	Human Resource Development
DSE-2	Working Capital Management	Service Marketing	Compensation & Reward Management
DSE-3	Investment Analysis & Portfolio Management	Consumer Behaviour	Industrial Relations
DSE-4	International Finance	Sales & Distribution Management	Organisational Change and Development
DSE-5	Financial Services	<i>International Marketing</i>	Training & Development
DSE-6.	Research Project	Research Project	Research Project

Detailed Syllabus (Semester wise) and the Scheme of Examinations**Semester-I**

Subject	Paper Code	Paper Name	Total Marks	Sem. Exam	Internal	Credits
CORE-1	BBA 101	Management Concept & Organisational Behaviour	60	50	10	6
CORE-2	BBA102	Business Economics	60	50	10	6
AECC-1	BBA103	Environmental Studies	80	80	-	8
GE-1	BBA104	Economics 1/Commerce 1	60	50	10	6
TOTAL			260	230	30	26

Semester-II

Subject	Paper Code	Paper Name	Total Marks	Sem. Exam	Internal	Credits
CORE-3	BBA 201	Business Statistics	60	50	10	6
CORE-4	BBA202	Business Environment	60	50	10	6
AECC-2	BBA203	English/MIL	20	20	-	2
GE-2	BBA204	Economics 2/Commerce 2	60	50	10	6
TOTAL			200	170	30	20

Semester-III

Subject	Paper Code	Paper Name	Total Marks	Sem. Exam	Internal	Credits
CORE-5	BBA 301	Financial Accounting	60	50	10	6
CORE-6	BBA 302	Research Methodology	60	50	10	6
CORE-7	BBA 303	Marketing Management	60	50	10	6
SEC-1	BBA 304	Choose any one from the list	20	20	-	2
GE-3	BBA 305	Economics 3/Commerce 3	60	50	10	6
TOTAL			260	220	40	26

Semester-IV

B.B.A.: SYLLABUS (CBCS)

Subject	Paper Code	Paper Name	Total Marks	Sem. Exam	Internal	Credits
CORE-8	BBA 401	Financial Management	60	50	10	6
CORE-9	BBA402	Human Resource Management	60	50	10	6
CORE-10	BBA403	Cost & Management Accounting	60	50	10	6
SEC-2	BBA404	Choose any one from the list	20	20	-	2
GE-4	BBA 405	Economics 4/Commerce 4	60	50	10	6
TOTAL			260	220	40	26

Semester-V

Subject	Paper Code	Paper Name	Total Marks	Sem. Exam	Internal	Credits
CORE-11	BBA 501	Legal aspect of Business	60	50	10	6
CORE-12	BBA 502	Operation Research	60	50	10	6
DSE-1	BBA 503	Choose any one from the list	60	50	10	6
DSE-2	BBA 504	Choose any one from the list	60	50	10	6
TOTAL			240	200	40	24

Semester-VI

Subject	Paper Code	Paper Name	Total Marks	Sem. Exam	Internal	Credits
CORE-13	BBA 601	Strategic Management	60	50	10	6
CORE-14	BBA 602	Grand Viva	60	-	60	6
DSE-3	BBA 603	Choose any one from the list	60	50	10	6
DSE-4	BBA 604	Choose any one from the list (Research Project)	60	-	60	6
TOTAL			240	100	140	24

SEMESTER-I

CORE-1: BBA-101: MANAGEMENT CONCEPT & ORGANIZATIONAL BEHAVIOUR

Unit-I

Nature, Scope and process of Management: Concept of Management, Role and importance of management, Functions and levels of Management, Management – a science and an art, Distinction between Management and Administration; Classification of Managerial functions, Managerial and operative functions.

Unit-II

Evolution of Management Thought: Early contributors to Management Thought; Emergence of Management Thought; Scientific management; Administrative Theory of Management; Bureaucratic Organization; Behavioural approach (Neo Classical Theory): Human Relations Movement; Behavioral Science approach; Modern approach to management – Systems approach and contingency approach.

Unit-III

Planning and Organizing: Features of planning, Importance of planning, steps in planning, types of planning: Standing plans and single use plans, objectives, policies, strategies, procedures; Decision making; Formal and Informal organizations, organization structure: Line and Staff organization, Difference between line and staff organization, committee organization, project organization, matrix organization (overview), Delegation of Authority, Centralization and Decentralization, merits and demerits of centralization, Departmentalization: Concept and Types; Span of Management.

Unit-IV

Staffing and Directions: Features of staffing, elements of staffing; Concept of Direction, Principles of Direction, Supervision, Leadership Functions and Importance, Formal and Informal Leadership, Qualities of a good leader, Leadership Styles.

Unit-V

Coordination and Control: Concept of Coordination; Features of Coordination, Control-Nature of Control, Relationship between Planning and Control, Elements of Control System.

Unit-VI

Introduction to organizational Behaviour: Perception and Attribution: Concept, Nature, Process, Personality, Learning: Concept and Theories of Learning, reinforcement. Motivation: Concepts and their application, Need, Content & Process theories.

Unit VII

Groups and Teams: Definition, Difference between Groups and teams; Stages of Group Development, Group Cohesiveness, Types of teams. Analysis of Interpersonal Relationship: Transactional Analysis, Johari Window, Organisational Power and Politics: Nature of organisational politics. Conflict: Concept, Sources, Types, Stages of conflict, Management of conflict, Organisational Change: Concept, Resistance to change, Managing resistance to change, Implementing Change, Kurt Lewin Theory of Change. Managing Stress.

Suggested Books:

1. *L.M.Prasad; Principles of Management, Sultan Chand & sons, 6th Edition*
2. *Robbins Stephen P: Organisational Behaviour, Pearson.*
3. *Kavita Singh: Organisational Behaviour, Vikas Publication.*
4. *Y.K. Bhushan: Fundamentals of Business Organisation & Management, Sultan Chand & Sons.*
5. *Gupta, C.B; Management Theory and Practice, Sultan Chand and Sons, New Delhi.*

CORE-2: BBA-102: BUSINESS ECONOMICS

Unit-I

Introduction: Economic Terms and Basic concepts; Economic problems- Problem of Scarcity, Problem of Choice, Problem of Efficiency; Meaning, Nature and Scope of Business Economics; Comparison Business Economics and Other Allied Subjects like Economics, Statistics, Mathematics, Accountancy, Management.

Unit-II

Demand: Law of demand and its Exceptions; Elasticity of Demand- Own Price Elasticity, Income Elasticity and Cross Price Elasticity of Demand, Measurement of Elasticity Arc Price Elasticity and Point Price Elasticity, Factors Determining Demand Elasticity; Demand Distinctions; Demand Forecasting – Importance, Criteria for Good Forecasting, Methods – Survey Method, Analytical Method, Experimental Method; Different Revenue Concepts, Relations Concerning AR, MR and Price Elasticity.

Unit-III

Production and Cost: Production Function; Law of variable Proportions – Total Product, Average Product, Marginal Product and Their Relations, Iso-quant, Iso-cost Lines and Choice of Optimum Input combination, Expansion Path; Returns to Scale; Cobb-Douglas Production Function and its Important Properties; Cost Function; Short-run and Long-run Costs-Different Cost concepts and Costs Curves; Classification of Costs; Cost Estimation-Elementary methods.

Unit-IV

Market: Different Market Structures; Short-run and Long-run Equilibrium under Perfect Competition, Supply Curve of a competitive Firm; Equilibrium under Monopoly, Price Discrimination.

Unit-V

National Income: Measurement of National Income; Circular Flow of National Income; Saving-Investment Identity; Consumption Function; Saving Function; Simple Keynesian Model-Equilibriums and Stability, Investment Multiplier.

Unit-VI

Money: Definitions, Functions, Classification of Money; Different Components of Money Supply; Money Demand – Classical Quantity Theory and Keynesian Liquidity Preference Theory; Determination of Interest Rate.

Unit-VII

Banking: Function of Commercial Banks and Central Bank; Credit Creation by Commercial Banks; Monetary Policies and Their Limitations.

Unit-VIII

Public Finance: Different Source of Public Revenue, Direct and Indirect Taxes, Public Debt; Public Expenditure, Budget Deficit.

Suggested Books:

1. *Chopra, O.P. Managerial Economics, New Delhi Tata McGraw Hill,*
2. *Adhikary, M. Business Economics, New Delhi, Excel Books,*
3. *H.L.Aahuja; Modern Micro Economics, S.Chand*
4. *P.L.Meheta; Managerial Economics, Sultan Chand*

SEMESTER-II

CORE-3: BBA-201: BUSINESS STATISTICS

Unit-I

Introduction: Definition of Statistics, Importance and scope of statistics, Limitations of Statistics; Types of Data, Important Sources of Secondary Data; Collection and Presentation of Data: Different Methods of collecting Primary Data: Text, Tabular and graphical Methods of Data presentation; Frequency Distribution, Diagrammatic Presentation of Frequency data.

Unit-II

Measures of Central Tendency: simple and Weighted Arithmetic Mean – Properties, Merits and Demits; Geometric Mean and harmonic Mean – Algebraic Properties, Merits and Demerits; Relationship among A.M., G.M. and H.M.; Median and Mode – Measures, Properties, Merits and Demits.

Unit-III

Measures of Dispersion: Range, Quartile Deviation, mean Absolute Deviation and Standard Deviation – their Merits, Demerits and properties; Derivative Measures of Dispersion.

Unit-IV

Moments: Row Moments and Central Moments. Their relation; Moment Generating Functions; Different Measures of Skewness and Kurtosis.

Unit-V

Index Number: Meaning, Types and Uses of index numbers; Problems in constructing index numbers; Methods of constructing price and quantity indices; Time reversal test and Factor reversal test of index numbers.

Unit-VI

Time Series Analysis: Utility of Time Series Analysis; Causes of Variation in Time Series Data; Component of Time Series, Determination of Trend – Semi Average Method, Moving Average Method and Least Square Method for Linear Trend, Exponential Trend and Parabolic Trend.

Unit-VII

Probability Theory: Basic Concepts; Classical and Frequency Definition of Probability and Their Limitations; conditional Probability and Statistical Independence; Additive and Multiplicative Laws of Probability; Random Variable and Its Expectation and Variance.

Suggested Books:

1. *Statistics – Sancheti and Kapoor; Sultan Chand & Sons.*
2. *Basic Statistics – Goon, Gupta and Dastupta; World press.*
3. *Fundamental of Statistics (vol. 1 and 2) Goon, Gupta and Dasgupta; World Press.*
4. *Statistical Methods (vol 1 and 2) – N.G. Das.*

CORE-4: BBA-202: BUSINESS ENVIRONMENT

Unit-I

Introductory Issues: concept, nature and importance of business and business environment – Types of environment; general and task environment, internal and external environment, Basic elements of environment: socio-cultural, political, legal, economic and technological elements – Environmental analysis; objectives, process, benefits and limitations.

Unit-II

Socio-cultural Environment of Business: Concept and nature of culture – Impact of culture on business – cultural resources – Ethics and social responsibility of business – Arguments for and against social responsibility.

Unit-III

Political and Legal Environment of Business: The Constitution of India; Fundamental Rights and Directive Principles of State Policy – State intervention in economic affairs: role of the government in creating proper business environment – Economic planning in India: features and objectives of Indian Plans: The changing legal environment of business, key concepts and features – Intellectual property laws: elementary concepts and features of copy rights, patent, trade/service mark and industrial design.

Unit-IV

Economic Environment of Business: concept and elements of economic environment – Different economic systems: their meanings and characteristics – New Industrial Policy: Objectives and dimensions – Economic reforms initiated in India – Liberalization, privatization and disinvestment: concepts and trends

Unit-V

International Environment of Business: Globalization as a part of the New Industrial Policy – concept and nature of globalization – Why companies go global – Strategies for entering foreign markets: exporting, licensing and franchising, contract manufacturing, management contracting, joint venture, merger and acquisition, strategic alliance and counter trade – Merits and demerits of globalization – Globalization of Indian business – Multinational corporations: concept, features, merits and demerits.

Unit-VI

India, WTO and Trading Blocks: Role and functions of WTO – Differences between WTO and GATT – Arguments for joining WTO – WTO Agreements binding on India: Their impacts on the Indian economy – International Economic institutions like World Bank and IMF: their importance and basic functions.

Unit-VII

Technological Environment of Business: concept and features of technology – Impact of technology on business and society – Technology policy of India – Institutions and other facilities for promotion of science and technology in India.

Suggested Books:

1. *Essentials of Business Environment – Aswathapa, K; HPH.*
2. *Business Environment – Gupta, C.B.; Sultan Chand.*
3. *Economic Environment of Business – Misra and Puri; HPH*
4. *Business Environment: Text and Cases – Paul, Justin; TMH.*

SEMESTER-III

CORE-5: BBA-301: FINANCIAL ACCOUNTING

Unit-I

Definition, objectives, need for and development of Accounting; Bookkeeping and accounting; Users of Accounting Information; Branches of accounting.

Unit-II

Identification of Transactions; Golden Rule of Accountancy; Accounting Cycle; Journals, Ledgers; Cash Book; Train Balance- Bank Reconciliation Statements; Concepts of cash basis and accrual basis Accounting; Concepts of Assets and Liabilities; Concept of Capital and Revenue.

Unit-III

Explanation of different terms (principle, concept, postulate, convention etc.); Generally Accepted Accounting Principles (GAAP); Important accounting concepts: proprietary, entity, fund, money measurement, accounting period, going concern, dual aspect, matching, balance sheet equation; Important accounting conventions or doctrines: disclosure, materiality, consistency, comparability, conservatism, objectivity, historical cost.

Unit-IV

Meaning, Different concepts and Causes of depreciation; Methods of accounting for depreciation – Straight Line Method and Written Down Value method; Change in the method of Charging depreciation and provisioning for depreciation; Concept of bad debt, Accounting for bad debt and provision for bad debt, Distinction between reserve and provisions.

Unit-V

Preparation of Final Accounts (excluding for companies): Preparation of Profit and Loss Account and its sub-division-Manufacturing Account and Trading Account; Preparation of Balance Sheet; Opening entry and closing entry; Adjustment entries; Errors and their Rectification; Accounting for Non-trading Institutions.

Unit-VI

Bank Reconciliation Statement (Only simple problems)

Unit-VII

Depreciation-Meaning, causes, Types- Straight Line Method- Written Down Value Method- Insurance Claims- Average Clause.

Suggested Books:

1. *Financial Accounting – Ashok Banerjee; Excel Books.*
2. *Accounting for managers – Asish K. Bhattacharya; PHI.*
3. *Modern Accountancy-Amitabha Mukherjee & Mohammed Hanif; Tata McGraw-Hill.*
4. *S.N. Maheshwari, Introduction to Accountancy, Vikas Publishing*

CORE-6: BBA-302: RESEARCH METHODOLOGY

Unit-I

Research –an introductory approach; meaning, characteristics and importance, types of research, steps of basic research process, Exploratory Research, Descriptive Research, and Causal Research.

Unit-II

Research problems; meaning, components and steps to be followed while formulating a research problem/ criteria of a good research problem. Research Design; meaning, characteristics of good research design, components of a research design.

Unit-III

Sources of collection of Data ; primary Data ,secondary data , collection methods of primary and secondary Data.

Unit-IV

Sampling; Meaning , Steps of sampling ,Types of sampling, Sampling Design: Steps - Types of Sampling Design: Probability and Non-probability Sampling – Random, Stratified, Cluster and Multi-stage, Multi-phase and Quota Sampling - Scaling Techniques: Rating Scale, Arbitrary Scale, Differential or Thurstone – Types of Scales: Summated Scales or Likert-type Scales; and Factor Scales.

Unit-V

Editing; meaning and importance, tabulation; meaning and rules for tabulation and parts of a table, report writing; characteristics and types and formats of report.

Suggested Books:

1. Ghose , B N .*Scientific methods and social research*
2. Kothari ,C R , *Research methodology –methods and techniques .*
3. Krishnaswami, OR ,*Methodology of research in social science .*

CORE-7: BBA-303: MARKETING MANAGEMENT

Unit-I

Marketing – scope, nature, definition, core marketing concepts and marketing environment, recent trends in marketing in India.

Unit-II

Developing marketing opportunities and strategies, consumer and business buyer's behavior; Segmentation, Targeting and positioning (STP) for competitive advantage, Marketing Information System (MKIS) and Marketing Research.

Unit-III

Developing the concept of marketing mix, managing the product – types of consumer and industrial products. Product related decisions, product line, product mix, product life cycle (PLC), new product development, branding and packaging decisions.

Unit-IV

Pricing of products: Pricing considerations and approaches, strategies and methods.

Unit-V

Managing marketing channels, channel design decisions, channel dynamics, managing retailing, wholesaling and market logistics.

Unit-VI

The communication process, developing effective communication, deciding on the marketing communication mix, managing advertising, sales promotion and public relations (PR). Managing the sales force.

Unit-VII

New trends in marketing (i) Global marketing, (ii) Direct marketing, (iii) Tele marketing, (iv) Marketing on the web.

Suggested Books:

- 1. Kotler, P. and Armstrong G. Principles of Marketing (Pearson Prentice Hall: NewDelhi)*
- 2. Ramaswamy, V.S. and Namakumari, S. Marketing Management (Macmillan: NewDelhi)*

3. Saxena, R. *Marketing Management* (Tata McGraw Hill: New Delhi)

4. *Marketing Management* – Kotler, Philip; Prentice Hall of India Publications, New Delhi.

SEMESTER-IV

CORE-8: BBA-401: FINANCIAL MANAGEMENT

Unit-I

Introduction: Definition, Scope, Objectives of financial Management; The goal of a Firm: Profit Maximization vs. Wealth Maximization; Financial Functions – Financing, Investment and Dividend decisions; Role of a Finance Manager; An overview of financial markets and institutions in India.

Unit-II

Time Value of Money: Concept; compounding and Discounting Concepts; Present Value of a Single Amount; present Value of an annuity; Future value of a Single Amount; Future value of an annuity.

Unit-III

Sources of Finance – Ordinary Shares, Rights Issue of Equity Shares, Debentures, and Preference Shares, Terms Loans. Important Features, advantages and Limitations of various types of sources of fund. Retained earnings as an internal source of fund.

Unit-IV

Capital Structure Planning: capitalization Concept, basis of capitalization, consequences and remedies of over and undercapitalization.

Unit-V

Capital Budgeting: Nature of investment decisions, investment evaluation criteria, payback period, accounting rate of return, net present value, internal rate of return, profitability index; NPV and IRR comparison.

Unit-VI

Management of Working Capital: Concepts of working Capital, Approaches to the financing of current Assets, determinants of working capital. Management of Earning: Concept & relevance of Dividend decision.

Suggested Books:

1. *Financial Management* – Khan & Jain; Tata McGraw Hill.

2. *Financial Management – Prasanna Chandra; Tata McGraw Hill.*
3. *Financial Management – I.M. Pandey; Vikas Publishing House.*
4. *Financial Policy and Management Accounting – B. Banerjee; The World Press.*

CORE-9: BBA-402: HUMAN RESOURCE MANAGEMENT

Unit-I

Human Resource Management- Concept: Nature; Scope; Objectives and Importance of Human Resource Management; Evaluation of Human Resource Management; Role; function and Qualities of Human Resource Manager; Difference between Human Resource Management and Personal Management.

Unit-II

Human Resource Planning – Meaning; Objective; and importance of Human Resource Planning; Human Resource Planning Process; Recruitment – Objective and Sources of Recruitment; Meaning and Purpose of Selection – Selection Process; Steps in selections; Selection techniques, Induction.

Unit-III

Training and Development; Meaning; Importance and objective of Training; Steps in Training; Organizing Training Programmer; Training Vs Development; Training needs Assessment; Training Methods; Evaluation of Training Programmes; Meaning and Objectives of Management Development – Techniques of Management Development.

Unit-IV

Performance Appraisal – Concept, Features, Objective, Methods of Appraisal – Traditional and Modern methods; Problems with Performance Appraisal, Potential Appraisal.

Unit-V

Compensation Management – Objective of Compensation Management; Factors affecting Compensation; Job evaluation – Process, Methods of evaluation; Methods of Wage payment; component of pay structure; Fringe Benefits and Incentive Plans.

Unit-VI

Industrial Relations – meaning and Significance, characteristics, Importance of harmonious Industrial Relations; Industrial Conflicts-Forms an causes of Industrial disputes-Methods of settlement of Industrial disputes; Workers’ Participations in Management – Definition, objective and forms of workers participations in management; Collective Bargaining.

Suggested Books:

1. *Human Resource Management: Text and Concept – VSP Rao; Excel Books, New Delhi.*
2. *Khanka, S.S. Human Resource Management (S. Chand: New Delhi)*

3. *Human Resource Management – Biswajeet Pattanayek; Prentice Hall of India, New Delhi.*
4. *Human Resource Management (with cases) – A.K. Ghosh; Manas Publications, New Delhi.*
5. *A handbook of HRM practice – Michael Armstrong; Kgan Page Limited, London.*

CORE-10: BBA-403: COST & MANAGEMENT ACCOUNTING

Unit - I

Overview of Cost Accounting, Concepts and practices. Difference between Cost Accounting and Financial Accounting, Cost Accounting and Management Accounting, Management Accounting: Scope, Objects and Functions and Limitations of Management Accounting, Tools and Techniques of Management Accounting

Unit - II

Classification of Cost, Cost Center and Cost Unit, Preparation of cost sheet, Allocation and Absorption of Overhead, Preparation of Labour sum mate & Machine sum mate.

Unit - III

Marginal Costing and Cost - Volume Profit Analysis (CVP).

Unit - IV

Job Costing, Contract Costing and Process costing.

Unit - V

Budgets and Budgetary Control: Meaning, Types of Budgets, Steps in Budgetary Control, Fixed and Flexible Budgeting, Cash Budget. Responsibility Accounting: Concept, Significance, Different responsibility centers, Divisional performance – Financial measures, Transfer pricing.

Suggested Books:

1. *Cost Accounting, S. P. Jain & K.L. Narang, Kalyani Publishers.*
2. *Nigam B.M.L. & Jain, I.C., Cost Accounting An Introduction, PHI.*
3. *M.Y. Khan, and P.K. Jain, Management Accounting: Text Problems and Cases, McGraw Hill Education (India) Pvt. Ltd.*

SEMESTER-V

CORE-11: BBA-501: LEGAL ASPECT OF BUSINESS

Unit-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,

Unit-II

The Indian Contract Act 1872: Meaning and Essentials of contract; Kinds of contract- Based on: validity, formation & performance, law relating to offer and acceptance, consideration, competency to contract, free consent, Void agreements, performance of contracts, discharge of contracts, breach of contracts and quasi contract, Special contracts: contract of indemnity and guarantee, bailment and pledge, and agency.

Unit-III

The Sale of Goods Act 1930: Contract of Sales of Goods, Conditions and Warranties, Transfer of Property, Performance of a contract of sale, Rights of unpaid Seller

Unit-IV

Negotiable Instrument Act 1981: Definition of negotiable instruments .Features ,Promisory note ,Bill of exchange and cheque, Holder &holder in due course ,crossing of a cheque, Typing of Crossing , Negotiation , Dishonour of cheque , Charge of negotiable instruments.

Unit-V

Partnership Act 1932: Meaning of Partnership, Nature and kinds of Partnership, Rules regarding registration, Right and Duties of Partners Dissolution.

Unit-VI

The Companies Act 1956: Meaning and types, Incorporation, Memorandum & Articles of association, Prospectus, Issue of shares and bonus shares, rights issue, sweat equity, role of directors, share qualification, company meetings.

Unit-VII

Consumer Protection Act 1986: Objectives and machinery for consumer protection, defects and deficiency removal, rights of consumers.

Unit-VIII

The Right to Information Act 2005: Salient features and coverage of the act, definition of terms information, right, record, public authority; obligations of public authorities, requesting information and functions of PIO.

Suggested Books:

1. *M.C.Kucchal: Business Law/Mercantile Law, Vikas Publishing.House (P) Ltd.*
2. *Elements of Mercantile Law - By N. D. Kapoor - Sultanchand& Sons*
3. *Commercial Law including Company Law – Sen and Mitra; world Press.*
4. *Student’s Guide to Company Law – A.K. Mjumdar and G.K. Kapoor; Taxman.*

CORE-12: BBA-502: OPERATION RESEARCH

Unit-I

Introduction: Historical Development: Definitions of OR; Nature and scope of Study; Phases of OR; Classification of OR models; Methodology of OR.

Unit-II

Linear programming: Assumptions, Basic concepts; LP Formulation Graphical Solution – Feasible Region, Optimum Solution, special cases (unbounded solutions, infeasible solution and Alternative optima). Standard Form, Canonical form and Simplex method – maximization case, minimization case; Big – M method.

Unit-III

Transportation Problem: Transportation tableau, Mathematical Form, Methods for Finding Initial basic Feasible Solution – North West Corner Rule, Least Cost Method, VAM; Test for Optimality – MODI Method.

Unit-IV

Assignment Problem: Mathematical Statement of Problem, Comparison with Transportation Problem; Solution of Assignment Problem – Hungarian Methods.

Unit-V

Game Theory: Introduction; Two – person zero – some Games; Games with saddle Point – Pure Strategies; Rules of Dominances.

Unit-VI

Network Analysis (PERT and CPM) : Introduction; Network Construction; Critical Path Analysis – Forward Pass, Backward Pass and Float of an Activity and Event, Critical Path, Estimation of Project Completion Time.

Suggested Books:

1. *Operation Research – P. K. Gupta and D. S. Hira; S. Chand.*
2. *Operation Research: An introduction – H. A. Taha; Macmillan.*
3. *Operations Research; Theory and Applications – J. K. Sharma; Macmillan.*

4. *Quantitative Techniques*; C.R. Kothari- Vikash Publishing House
5. *Operations Research Techniques for Management*; V.K. Kapoor – -Sultan chand & Sons, Delhi.

SEMESTER-VI

CORE-13: BBA-601: STRATEGIC MANAGEMENT

Unit-I

Introduction: Strategic Management as a field of Study – Strategy; Strategic Management and related issues – Levels of Strategy – Mission and Objectives – Strategic Intent.

Unit-II

Environmental Analysis & Diagnosis: Analysis of company's external environment Environmental impact on organisations policy and strategy, organisations dependence on the environment, analysis of remote environment, analysis of specific environment- Michael E. Porter's 5 Forces model; Internal analysis: Importance of organisation's capabilities, competitive advantage and core competence, Michael E. Porter's Value Chain Analysis.

Unit-III

Formulation of competitive strategies: Michael E. Porter's generic competitive strategies, implementing competitive strategies- offensive & defensive moves. Formulating Corporate Strategies: Introduction to strategies of growth, stability and renewal, Types of growth strategies – concentrated growth, product development, integration, diversification, international expansion (multi domestic approach, franchising, licensing and joint ventures), merger & acquisitions.

Unit-IV

Strategic Framework: Strategic analysis & choice, Strategic gap analyses, portfolio analyses – BCG, GE, product market evolution matrix, experience curve, directional policy matrix, life cycle portfolio matrix, grand strategy selection matrix; Behavioural considerations affecting choice of strategy; Culture and Strategic Leadership: Implementing & operationalizing strategic choice, Impact of structure, culture & leadership, functional strategies & their link with business level strategies, Balanced Score Card; Introduction to Strategic control & evaluation, Strategic surveillance.

Suggested Books:

1. *Business Policy and Strategic Management* – L. R. Jauch and W. F. Glueck; McGraw Hill, New York.
2. *Business Policy and Strategic Management* – Azhar Kazmi; Tata McGraw Hill.
3. *Strategic Management – Text and Cases* – V. S. P. Rao and Hari Krishna; Excel Books.
4. *Strategic Management: Concepts & Cases* – Fred R. David; Pearson Education.

5. *Strategic Management, K. Aswathappa- Tata McGraw Hill.*

CORE-13: BBA-601: GRAND VIVA

The Grand Viva voce of 60 marks will be based on the entire curriculum of BBA programme. The final year students will have to appear before a board of examiners duly constituted by the University for the Grand Viva of 60 marks.

DISCIPLINE SPECIFIC ELECTIVE COURSE (DSE)

FINANCE SPECIALISATION

DSE-1: TAXATION

Unit-I

Basic Concepts & Definitions: Assessee, Person, Assessment Year, Previous Year, Income, Earned Income & Unearned Income, Casual Income, Heads of Income, Capital receipts & Revenue receipts, Capital Expenditure & Revenue Expenditure, Gross Total Income, Total Income, Agricultural Income, Basic Exemption Limit for various types of assesses.

Unit-II

Scope of Total Income & Residential Status: Residential Status and Incidence of tax; Income received or deemed to be received in India, Income which accrued or deemed to be accrued or arise in India; Problems on residential status & tax incidence.

Unit-III

Exempted Incomes: Incomes exempt under section 10, Special Income Tax provisions for newly established undertaking in Special Economic Zones (SEZs).

Unit-IV

Computation of Income under the head salary and house property.

Unit-V

Computation of Income under the head profits and gains of business.

Unit-VI

Concept of GST.

Suggested Books:

1. *Direct Tax-Law and Practice (Student's Edition)* – V. K. Singhania; Taxmann.
2. *Systematic Approach to Income Tax* – Ahuja Girish & Gupta Ravi; Bharat Law House.

3. *Direct Tax and Sales Tax – Lal & Bhashisht ; Pearson Education.*
4. *BhagwatiPrasad : Direct Taxes – Law and Practice, WishwaPrakashan.*

DSE-2: WORKING CAPITAL MANAGEMENT

Unit-I

Working Capital-Nature, Components, Types, Functions, Determinates and Significance. Factors Affecting Composition of Working Capital.

Unit-II

Working Capital Policies: Estimation of Firm's Working Capital Needs, Operating Cycle Approach, Working Capital Ratios, Behaviours of Current Assets and Pattern of Financing, Quick Sources of Finance, commercial Papers, Factoring, Bank Credit.

Unit-III

Cash management- Motives for Holding Cash, Managing cash flows; methods of accelerating cash flows; Methods of slowing cash outflows;

Unit-IV

Receivables management: Determining appropriate receivable policy; Credit selection models; Formulation of suitable credit and collection policies; Collection techniques.

Unit-V

Inventory management: Need, objectives and techniques of inventory management. Determining optimum order quantity- EOQ approach; Safety stocks.

Suggested Books:

1. *Chandra, Prasanna: Financial Managemetn, Tata McGraw Hill, New Delhi2005.*
2. *Scherr, F.C.: Modern Working Capital Management, Prentice Hall, 1989.*
3. *Hampton, J.J. and C.L.Wagner: Working Capital Management, John Wiley & Sons,*

DSE-3: INVESTMENT ANALYSIS & PORTFOLIO MANAGEMENT

Unit-I

Introduction to investment on financial assets, investment objectives; estimation of return and risk – single security and portfolio of security, risk return relationship

Unit-II

Investment decision through fundamental analysis, bond valuation; types of bond yields; bond price theorem; term structure of interest rates; duration, equity valuation – DD model; P/E ratio; bonus issue and equity valuation.

Unit-III

Portfolio analysis: portfolio risk and return, Markowitz portfolio model: risk and return for 2 and 3 asset portfolios, concept of efficient frontier & optimum portfolio. Market Model: concept of beta systematic and unsystematic risk. Investor risk and return preferences: Indifference curves and the efficient frontier,

Traditional portfolio management for individuals: Objectives, constraints, time horizon, current wealth, tax considerations, liquidity requirements, and anticipated inflation, Asset allocation: Asset allocation pyramid, investor life cycle approach,

Portfolio management services: Passive – Index funds, systematic investment plans. Active – market timing, style investing.

Unit-IV

Capital asset pricing model (CAPM): Efficient frontier with a combination of risky and risk free assets. Assumptions of single period classical CAPM model. Characteristic line, Capital Market Line, Security market Line. Expected return, required return, overvalued and undervalued assets.

Unit-V

Mutual Funds: Introduction, calculation of Net Asset Value (NAV) of a Fund, classification of mutual fund schemes by structure and objective, advantages and disadvantages of investing through mutual funds.

Suggested Books:

- 1. Fischer, D.E. & Jordan, R.J.: Security Analysis & Portfolio Management, Pearson Education.*
- 2. Sharpe, W.F., Alexander, G.J. & Bailey, J.: Investments, Prentice Hall of India.*
- 3. Singh R.: Security Analysis & Portfolio Management . Excel Books.*
- 4. Frank K Reilly & Keith C Brown: Investment Analysis and Portfolio Management, Cenage India Pvt. Ltd.*

DSE-4: INTERNATIONAL FINANCE

Unit – I

Overview of international Financial management; international finance – concepts and importance, international flow of fund – balance of payments (BOP), accounting principles in BOP, components of BOP, deficit and surplus in BOP, the international monetary system, exchange rate regimes, the international monetary fund, the European monetary system, economic and monetary union.

Unit – II

Exchange rate determination and forecasting, purchasing power parity and real exchange rates, interest rate parity and exchange rates, Purchasing power parity and Interest rate parity, relationship between PPP and IRP, reasons for deviation from PPP and IRP; theories of exchange rate determination.

Unit – III

Foreign exchange exposure and risk, transaction exposure, translation exposure and operating exposure, exchange rates, interest rates, inflation rates and exposure, hedging of transaction and operating exposure, managing translation exposure.

Unit-IV

International Investment Management: International Portfolio Investment- Issues in Foreign Investment Analysis, International Bond Investing, Strategies for Direct Investment, Bond Investment & Portfolio Investment, Optional International Asset Allocation. International project appraisal- IRR and APV methods; Managing Political Risk- Measuring Political Risk, Country Risk Analysis, Managing Political Risk, Post- expropriation Policies.

Unit-IV

Multinational capital budgeting decisions, multinational working capital management, measurement and management of political risk.

Suggested Books:

1. Buckley, Adrian, *Multinational Finance*, New York, Prentice Hall Inc.,
2. Shapiro, Alan C. *Multinational Financial Management*, New Delhi, Prentice Hall of India,
3. PG Apte: *International Finance*, TataMcgraw Hill.
4. Alan C. Shapiro: *Multinational Financial Management- Prentice Hall*

DSE-5: FINANCIAL SERVICES

Unit-I

Financial services: Concept - Nature and Scope - Types - Fund based and Fee based financial services; Non Banking Financial Companies (NBFCs): Functions - Prudential Norms for NBFCs.

Unit-II

Merchant Banking: Meaning - Types - Responsibilities of Merchant Bankers - Role of Merchant Bankers in Issue Management - Regulation of Merchant Banking in India.

Unit-III

Leasing: Lease Evaluation, Types of Lease, Structuring and Funding of Leases, Import Leasing and Cross Border Leasing, Hire Purchase Agreements- Evaluation of Hire purchase Agreements.

Unit-III

Venture Capital: Venture Capital: Growth in India - Financing Pattern - Legal Aspects and Guidelines. Leasing: Types of Leases - Funding - Depreciation and Tax aspects - Evaluation of Leasing Option Vs. Borrowing.

Unit-IV

Credit Rating: Introduction, types of credit rating, advantages and disadvantages of credit ratings, Credit rating agencies in India and their performance - Financial dimensions of credit rating methodology.

Unit-V

Insurance: concept, classification, principles of insurance, IRDA and different regulatory norms, operation of General Insurance, Health Insurance, Life Insurance.

Suggested Books:

1. *M.Y.Khan: Financial Services, Tata McGraw –Hill.*
2. *Machiraju: Indian Financial System, Vikas Publishing House.*
3. *Bhalla, V. K., Management of Financial Services, Anmol, New Delhi*
4. *Desai, Vasanth, Financial Markets Financial Services, Himalaya Publishing House*

MARKETING SPECIALISATION

DSE-1: ADVERTISING & SALES PROMOTION

Unit-I

Introduction: Definition, objectives, Functions and classification of advertising, Advertising Agency Functions & structure of modern agency, functions of the advertising department and advertising manager. Client – Agency Relationship (CAR), Selection of agency.

Unit-II

Advertising as Mass communication: the communication mix, building of advertising program: Creative strategy-Copy, message, advertising appeals, AIDA concept Creation and production in advertising: TV commercials, Radio Jingles, Print ads.

Unit-III

Advertising media, General and special characteristics of different media: Media planning, scheduling, selection and evaluation, Measuring advertising effectiveness (DAGMAR): The rationale of testing: pretesting, concurrent testing & post testing, recall and recognition.

Unit-IV

Advertising Budget: Approach and procedures for determining the size of the budget, Administration and control of budget. Regulation of Advertising: Self Regulation by advertising Media (ASCI), Ethics & Social Responsibility in Advertising, E-advertising.

Unit-V

Introduction to Sales Promotion: Meaning, nature, and functions; Limitation of sales promotion; Types of sales promotion schemes; Consumer and trade, sales promotion.

Unit-VI

Sales Promotion Schemes : Sampling; Coupon; Price off; Premium plan; consumer contests and sweeps takes; POP displays; Demonstration; Trade fairs and exhibitions; Sales promotion techniques and sales force.

Suggested Books:

1. *Kazmi & Batra, - Advertising and Sales Promotion, Excel Books*
2. *Batra, Myers & Aaker, - Advertising Management, Pearson education/PHI*
3. *Jethawaney & Jain, Advertising Management, Oxford University Press.*
4. *Arun Kumar: Marketing management, Vikas*
5. *Coundiff Still and Govani : Sales Management; Prentice Hall*

DSE-2: SERVICE MARKETING

Unit-I

Introductions to services, role of services in Indian economy, growth in service sector, types of services, difference between goods and services, characteristics of services, need for service marketing and obstacles in service marketing.

Unit-II

Service Marketing Management: Marketing management process for services organizing, marketing, planning, analyzing marketing opportunities, selecting target market - developing the service marketing mix - managing and controlling marketing efforts.

Unit-III

Customer expectations of service: Factors influencing customer expectation of service, issues involving customer service expectations, Customer perception of service -Service quality, Service recovery -Impact of service failure and recovery, customer responds to service failure. Service recovery strategies, service guarantee.

Unit-IV

Service Design and Development: Challenges of service design, stages in new service development, Service blue printing - Service standards: Factors determine service standard, customer defined standards.

Unit-V

Marketing of Services: Financial service marketing, Insurance, Bank, Mutual funds, Tourism Marketing, Hospital marketing, any hotel and hospitality marketing, other relevant services marketing.

Suggested Books

1. *Shanker, R.- Services Marketing: The Indian perspective, Excel Books.*

2. *Services Marketing- Vasont :Venugopal and Raghu N., Himalaya Publishing House*
3. *Services Marketing by - P.N. Reddy and others Pub: Himalaya Publishing House.*
4. *Services Marketing – Rajendra Nargundkar; Tata Mc Graw Hill.*
5. *Services Marketing – Govind Apte; Oxford Univ. Press.*

DSE-3: CONSUMER BEHAVIOUR

Unit-I

Introduction to Consumer Behaviour :-

Concept, Definition, Applying Consumer behavior knowledge; internal & external determinants of consumer behaviour or factors affecting consumer behavior; Application of Marketing Segmentation in Consumer Behaviour.

Unit-II

Determinants of Consumer Behaviour :-

(a) Consumer as an individual – Needs – wants, Maslow’s Hierarchy of Needs; Motivation – Definition and Process; Motivation and Consumer Behaviour; Perception – Marketers concern; perceptual risks; Learning – definition tri-component model; changing attitudes; how marketers influence attitudes.

b) Consumers in their social & cultural settings – Reference Groups & Opinion Leader; Family (importance of family influences in consumer behavior); meaning of family & its importance in marketing decision; family life-cycle; role social class concept; characteristics and influence; concept, importance of cultures, sub-cultures, marketer’s concern. Cross cultural consumer’s behavior.

Unit-III

Consumer’s Decision Making Process:-

Problem recognition; Search & Evaluation; Purchase processes; Post-purchase behaviour; personal influence & opinion leadership process; Diffusion of innovations; Models of Consumer Behaviour; Researching Consumer behaviour; Consumer research process.

Unit-IV

Organizational Buying Behaviour: Concept & differences with Consumer Buying Behaviour, nature and factors affecting industrial buying.

Suggested Books:

1. *Consumer Behaviour :Schiffman, Kanuk & Kumar, Pearson*
2. *Consumer Behaviour : S K Batra & S Kazmi, Excel Books*
3. *Consumer Behaviour & Advertising Management – Datta & Datta; Vrinda*
4. *Solomon, M.R.: Consumer Behaviour – Buying, Having, and Being, Pearson Prentice Hall.*

DSE-4: SALES & DISTRIBUTION MANAGEMENT

Unit-I

Introduction to Sales Management: Importance of sales management in present day scenario, Objectives of sales management Nature and scope of Sales Management, Personal selling: objectives - strategies, Sales Territories - Sales quotas.

Unit-II

Introduction to Distribution Management: Need and scope - Physical distribution - Distribution planning - Distribution management in international markets.

Unit-III

Sales Force: Concept of sales force - Designing strategy and structure - Determining the kind of sales people and size of the sales force - Evaluating Sales Force Performance and Controlling Sales activities - Improving Sales Productivity.

Unit-IV

Marketing Channels: Structure and Functions - Channel Design - Channels for Consumer goods, Industrial Goods, and Services - Integrated Marketing Channels: Horizontal, Vertical, Multi-channel marketing Systems - Channel Conflicts - Managing Channel Conflicts - International Marketing Channels.

Unit-V

Supply Chain Management: Concept – Significance - Components - Order processing - Material handling.

Suggested Books:

1. *Chunawalls, S. A., Sales Management, Himalaya Publishing House.*
2. *Havaldar, Krishna K., Cavale, Vasant M., Sales Distribution Management, Tata McGraw Hill*

3. Kotler, P. Armstrong, G., *Principles of Management*, Prentice Hall Inc.
4. Havaladar, Krishna K., Cavale, Vasant M., *Sales Distribution Management*, Tata McGraw Hill

DSE-5: INTERNATIONAL MARKETING

Unit-I

International Marketing: Concept - Scope & Objectives - Challenges and opportunities - Management Process – Environment - E.P.R.G framework.

Unit-II

International Market Segmentation and Positioning: Screening and Selection of Markets - International Market Entry Strategies – Exporting – licensing - Contract Manufacturing - Joint Venture - M & A - Setting-up of Wholly Owned Subsidiaries Aboard - Strategic Alliances.

Unit-III

International Product Strategies: Product Designing - Product Standardization Vs. Adaptation - Managing Product Line - International Trade Product Life Cycle - New Product Development - Adoption and Diffusion of new products - Building brands in International markets.

Unit-IV

Pricing for International Markets: Factors Affecting International Price Determination - Price Quotations and Terms of Sale - Transfer Pricing - Dumping - Price Escalation - Balance of Trade - Balance of Payments.

Unit-V

International Promotion: Advertising and other Modes of Communication - Global Advertising Regulations - Media and Message Considerations - Planning for Trade Fairs and Exhibitions.

Unit-VI

Introduction to MNC: Definition and Features - Why the MNCs go abroad? - Theory of Capital Transfer - Rationale of International Trade - Adam Smith's Theory of Absolute Advantage - Ricardo's Theory of Comparative Advantage - Foreign Direct Investment in the era of Liberalization.

Unit-VII

Emerging Trends in International Marketing: Regionalism v/s Multilateralism; Free Trade vs. Restricted Trade - Forms of Protection - Kinds of Tariff and their Effects - State Trading - Trade Blocks.

Suggested Books:

1. Varshney, R. L, and Bhattacharya, B., *International Marketing Management*, Sultan Chand & Sons
2. Cherunilam, F., *International Trade and Export Management*, Himalaya
3. P. Cateora and J. Graham, *International Marketing*, Tata McGraw Hill
4. Onkvisit, S. and Shaw, J., *International Marketing*, Pearson

HUMAN RESOURCE SPECIALISATION

DSE-1: HUMAN RESOURCE DEVELOPMENT

UNIT - I

Human Resource Development (HRD) : Concept, Origin and Need, Relationship between human resource management and human resource development; HRD as a Total System; Activity Areas of HRD : Training, Education and Development; Roles and competencies of HRD professionals.

UNIT - II

HRD Process: Assessing need for HRD; Designing and developing effective HRD programs; Implementing HRD programs; Evaluating HRD programs.

UNIT - III

HRD Interventions: Integrated Human Resource Development Systems, Staffing for HRD; Physical and Financial Resources for HRD. HRD and diversity management; HRD Climate; HRD Audit.

UNIT - IV

HRD Applications: Coaching and mentoring, Career management and development; Employee counseling; Competency mapping, High Performance Work Systems, Balanced Score Card, Appreciative inquiry. Integrating HRD with technology.

UNIT - V

Evaluating the HRD Effort; Data Gathering; Analysis and Feedback; Industrial relations and HRD. HRD Experience in Indian Organizations, International HRD experience, Future of HRD.

Suggested Books:

1. *Haldar, U. K.: Human resource development, Oxford University Press India.*
2. *A handbook of Human Resource Management Practices – Michael Armstrong; Kogan Page.*
3. *Human Resource Development – P. C. Tripathi; Sultan Chand.*
4. *Human Resource Management – Biswajeet Pattanayak; Prentice Hall of India.*

DSE-2: COMPENSATION & REWARD MANAGEMENT

Unit-I

Meaning and Concept of Wage and Salary – Concept, Nature, Scope, Objectives, Principles and importance of Wage and Salary Administration – Theories of Wage and Salary.

Unit-II

Employee Reward System: Concept, Components, Elements of Employee Reward Factors affecting the Rate of Pay – Process of Wage and Salary Determination, Wage and Salary Structure: Essentials of a sound wage and salary structure – Purpose – Types.

Unit-III

Machineries for Wages and Salary Fixation: Wage Laws in Wage Boards – Pay Commission – Adjudication – Collective Bargaining etc.

Unit-IV

Techniques for Fixation of Wage and Salary Levels: (Concept and Basic Elements only) Job Analysis – Job Description – Job Evaluation – Work Study.

Unit-V

Wage Payment System: Time Wage – Piece Wage – Balance Method; Wage Incentives: Meaning – Essentials of a sound incentive Plan – Types of Wage Incentive Plans – Indian Practices.

Unit-VI

Concept of Minimum wages, Fair Wages, Living Wages, Need Based Wages, Dearness Allowance, Fringe Benefits, Bonus and Executive Compensation.

Unit-VII

Legislation and Compensation: The Payment of Wages Act, 1936 – the minimum Wages Act, 1948 – the Equal Remuneration Act, 1976, The payment of Bonus Act, 1965 – the Payment of

Gratuity Act, 1971 – the Employee’s Provident Funds and Miscellaneous Provisions Act, 1952.

Suggested Books:

1. *Employee Rewards: Michael Armstrong; Kogan Page.*
2. *Reward Management: A Handbook of Salary Administration; Armstrong and Murlis; Kogan Page.*
3. *Understanding Wage System: A. M. Sarma.*
4. *T.N.Chhabra & Savitha Rastogi Compensation management, Sun India Publications.*
5. *Bhattacharyya, D.K.: Performance management systems and strategies, Pearson Education.*

DSE-3: INDUSTRIAL RELATIONS

Unit-I

Industrial Relations: Meaning, Characteristics, Objectives and Factors. Meaning of Industrial relations – Characteristics and objectives of Industrial relations - Factor of Industrial relations Industrial relations Prerequisites for sound industrial relations; industrial relations – Importance of harmonious industrial relations.

Unit-II

Industrial Disputes: Concept, Forms, Settlement and Prevention of industrial disputes, Meanings, Concept of industrial dispute and industrial conflicts – Forms of industrial dispute – causes of industrial dispute. The Industrial Dispute Act 1947: Settlement of Industrial disputes; strikes, lockout, gherao – Layoff, retrenchment, closure, discharge, dismissal.

Unit-III

Trade Unionism: Concept, approaches and problems of trade union, Concept, Objectives and factions of trade unions – approach to trade union – Growth and problems of trade union movement in India, The Trade Unions Act 1926: Registration of Trade Unions – Privileges of Registration of Trade Unions

Unit-IV

Bipartite and Tripartite bodies, ILO and National commission on Labour: Concept and objectives Meaning and Concept of bipartite and tripartite-different forms and objectives of bipartite and tripartite body – Concept, objectives and structure of ILO – main recommendations of the First and Second National Commission on Labour.

Unit-V

Workers' Participation in Management: Concept, objective and forms of workers participations in management. Concept and objective of workers participations in management – Various forms of workers participations in management – New Scheme of

workers' participations in management (1984) – Workers' Participation in Management Bill 1990 – prerequisites for workers' participation in management – Employee empowerment.

Suggested Books:

1. *Industrial Relations and Labour Laws* – S. C. Srivastava; Vikas Publishing House Pvt. Ltd., New Delhi.
2. *Human Resource Management* – A. K. Ghosh; Manas Publications, New Delhi.
3. *Industrial Relations : Concepts and Issues*- T. N. Chhabra & R. K. Suri; Dhanpat Rai & Co. (P) Ltd., New Delhi.

DSE-4: ORGANISATIONAL CHANGE AND DEVELOPMENT

Unit I

Change Management: The importance and nature of change. Change and human response. Introducing change effectively: Basic steps, factors influencing change- resistance to change, overcoming resistance to change

Unit II

Organization Effectiveness: Organization effectiveness: Concept, problems in measurement of effectiveness. System - level criteria of judging effectiveness.

Unit III

Organizational Development: The nature of Organizational Development (OD): Assumptions and values. Relevant systems concepts. Action research, OD Interventions: Team interventions, Inter-group interventions, personal, interpersonal and group processes interventions: A descriptive inventory of OD interventions.

Unit IV

OD Interventions: Comprehensive interventions, Structural interventions, Job enrichment and MBO, Conditions for optimal success of OD.

Unit V

Creativity & Innovation: Creativity & Innovation: Meaning, Need, Components of Creativity & Innovation, Organizational Constraints, Organizational environment for Creativity & Innovation.

Suggested Books:

1. Luthans, F. (1989). *Organizational Behaviour*. London: McGraw Hill.
2. Ramnarayan, Rao and Singh: *Organizational Development- Interventions & Strategies*, Response Books.

3. *Khandwalla, P.N. (1988). Organizational effectiveness. In J. Pandey (Ed.)*
4. *Nilakant and Ramnarayan: Managing Organisational Change, Response Books*

DSE-5: TRAINING & DEVELOPMENT

Unit-I

Meaning and Definition - Need for Training - Importance of Training, Objectives of Training, and Responsibility for Training.

Unit-II

Steps in Training Programs, Training Policy, Training courses, support material for training, Training period, Training for Different employees principles of learning.

Unit-III

Training methods: On the Job, Vestibule Training, Training by Experience Workman, Training by Supervisors, Demonstrations and examples, Simulation, Apprenticeship. Off the Job: Lecturers, Conference method, Seminar or Team Discussion, Case Studies, Role playing, Programmed Instruction, T-Group training, Audio-visual aids, Retraining.

Unit-IV

Development: Importance of Development - Management Development, Purpose and objectives of Development, Stages in development programs, Components of development program, Factors inhibiting Development.

Unit-V

Coaching and Counseling: Methods, Management syndicate, Incident process, In-Basket, Sensitivity counseling - Special Projects, Committee assignments conferences, Management games.

Suggested Books:

1. *Bhatia S.K.: Training & Development, Deep & Deep Publishers.*

2. P.Subba Rao, VSP, Rao, *Human Resource Management*; Konark Publishing Houses, Mumbai.
3. I. Dayal: *Management Training in Organisation*, Prentice Hall of India
4. R. L. Graig: *Training and Development Handbook*, Mc Graw Hill international

Skill Enhancement Course (SEC) (Choose any 2)

SEC-1: FUNDAMENTAL OF COMPUTER

Unit-I

Basics of Computer and it's evolution: A simple model of computer, Data, Instruction and Information, Characteristics of computers, Various fields of application of computers, Various components of computer (Hardware, Software and Firmware), Advantages and Limitations of computer, Block diagram of computer, Function of different units of computer, Classification of computers, Different Generation of computers (I to V), Types of software (System and Application), Compiler and Interpreter, Generation of language (Machine Level, Assembly, High Level, 4GL)

Unit-II

Data Representation: Representation of characters in computer, Different Number System (Decimal, Binary, Octal and hexadecimal) and their inter conversion (Fixed Point Only), Binary Arithmetic (Addition, Subtraction, Multiplication and Division)

Unit-III

Input and Output Devices: Keyboard, Mouse, Joystick, Digitizer, Scanner, MICR, OCR, OMR, Light Pen, Touch Screen, Bar Code Reader, Voice Input Device, Monitor and it's type (VGA, SVGA and XGA), Printer and it's type (Impact and Non-Impact with example), Plotter.

Computer Memory: Primary Memory (ROM and it's type – PROM, EPROM,EEPROM, RAM) Secondary memory- SASD, DASD Concept, Magnetic Disks – Floppy disks, Hard disks, Magnetic Tape, Optical disks – CD ROM and it's type (CD ROM, CD ROM-R, CD ROM-EO, DVD ROM) Flash Memory

Unit-IV

Operating System Concept: Introduction to operating system; Function of OS, Types of operating systems, Booting Procedure, Start-up sequence, Details of basic system configuration, Important terms like Directory, File, Volume, Label, Drive name, etc.

Unit-V

MS Office (Including Practical): MS Word – editing a document- Formatting – Spell Checking – Page setup, Using tabs, Tables and other features Mail Merge, MS Excel – building work sheet- data entry in work sheets, auto fill – working with simple problems- formula – statistical analysis, sort, charts, MS Power point – Design, Side Show – Presentation.

Unit-VII

Introduction to INTERNET: Definition of INTERNET, INTRANET EXTERNET; Hardware and software of INTERNET – Modem, Web Browser, Concept of E-mail, Web Server, Web Page, Web Sites and WWW (World Wide Web); Some important terminology – HTTP, URL, FTP, DNS; Definition of Hypertext; Basic concept of HTML and static webpage development using HTML.

Suggested Books:

1. *Balguruswami - Computer Fundamentals.*
2. *V.Rajaraman - Computer Fundamentals.*
3. *Norton, P., Introduction To Computers, TMH Publication.*
4. *Fundamental of Computers – By P. K. Sinha (B.P.B publication)*

SEC-2: BUSINESS COMMUNICATION

Unit I

Introduction to Communication: Meaning and Definition - Process - Functions - Objectives - Importance - Essentials of good communication - Communication barriers - Overcoming communication barriers

Unit-II

The non-verbal mode of communication-verbal Vs. Non-verbal communication, Importance of Non-verbal communication, Elements of Non-verbal communication

Unit-III

Business letters - Structure of a letter - Qualities of a good business letter - Business enquiries - Offer and Quotations - Orders - Execution of orders - Cancellation of orders - Letters of Complaints - Collection letters.

Unit-IV

Sales letters - Circular letters - Application for employment and resume - Report writing - Notices, Agenda and Minutes of the Meetings – Memos.

Unit-V

Modern Communication Technology: Electronic Communication System: Tele Printer, Computer, Fax, E-mail, Voice Mail, Teleconferencing, Video and Audio Conferencing - Duplication Technology-Storage Devices-Application and Utility of Various communication Technologies and Devices.

Suggested Books:

1. *Business Communication - Balasubramanyam; Vikas Publishing House, New Delhi.*
2. *Business Correspondence and Report Writing – Sharma and Mohan; Tata McGraw Hill.*
3. *Business Communication: Concepts, Cases and Applications – Chaturvdei and Chaturvedi; Pearson Education.*
4. *Business Communication Today-Bovee; Tata McGraw Hill, New Delhi.*

SEC-3: INTERNET & E COMMERCE

Unit-I

An introduction to Internet: An overview of the internet, basic network architecture and the layered model, internet architecture, network hardware and software considerations, intranets and extranets, The making of world wide web, web system architecture, ISP, URL's and HTTP, cookies.

Unit-II

Introduction to ecommerce: Meaning and concept of ecommerce, ecommerce vs ebusiness, advantages and disadvantages of ecommerce, value chain in ecommerce, Porter's value chain model, competitive advantage and competitive strategy, different types of ecommerce like B2B, B2C, C2C, C2B, G2C

Unit-III

Electronic Payment Systems, SSL & SET protocols, Security Schemes in e-Payment Systems, Basic Cryptography for enabling E-Commerce, Managerial issues for E-Payment system.

Unit-IV

Business to Business e-commerce: Meaning, benefits and opportunities in B2B, B2B building blocks and their relationship to supply chain management, key B2B models and their main functions, EDI as a B2B tool.

Unit-V

Consumer oriented e-commerce: traditional retailing and e-retailing, benefits and key success factors for e-retailing, models for e-retailing like specialized and generalized e-stores, e-mall, direct selling by manufacturer, supplementary distribution channel, e-broker and e-services like web-enabling services, matchmaking services, information selling on the web, entertainment services and auction services.

Unit- VI

Economics, Global and other issues in E-Commerce and Software Agents.

Suggested Books:

1. *P.T.Joseph – E-Commerce: A Managerial Perspective, PHI.*
2. *C.S.V.Murthy – E-Commerce, Himalaya Publishing House*
- 3.

SEC4: ENTREPRENEURSHIP DEVELOPMENT

Unit-I

Introduction: Concepts of entrepreneur, entrepreneurship and entrepreneur, Characteristics and competencies of a successful entrepreneur, General functions of an entrepreneur; Type of entrepreneurs; Role of entrepreneur in economic development; Distinction between an entrepreneur and a manager; Entrepreneur and Intreprenuer.

Unit-II

Entrepreneurial Traits: Definitions, Characteristics of Entrepreneurial Types, Functions of Entrepreneur.

Unit-III

Entrepreneurial Development in India: History, Objectives, Stages of Growth, Target Group, Programmes, Govt. Policy towards SSI's. Entrepreneurial growth - Role played by government and Non-Government agencies, Obstacles to entrepreneurship development in India, Concept and meaning of entrepreneurship development, Need for entrepreneurship development programmes (EDPs), Objectives of EDPs, Organizations for EDPs in India.

Unit-IV

Women and Entrepreneurship: Concept of women entrepreneurship; Reasons for growth of woman entrepreneurship; Problems faced by them and remedial measures.

Unit-V

Financing of Enterprise : Need for financial planning, Sources of short – term and long – term finance to entrepreneurs, Institutional finance to entrepreneurs; Commercial banks and financial institutions like IDBI, IFCI, ICICI, SIDBI, SIDCO and SFCs – their roles and activities training to the financing of small enterprises, Concept of venture capital.

Suggested Books:

1. *Management of Small Scale Industry – Vasant Desai; PPH.*
2. *Entrepreneurship and Small Business Management – C. B. Gupta and S. S. Khanka; Sultan Chand & Sons.*
3. *Lall & Sahai : Entrepreneurship,Excel Books*
4. *Vasant Desai - Dynamics of Entrepreneurial Development and Management.*