

Bachelor of Business Administration (B.B.A.)

Need and Aim of the BBA Programme:

1. To provide adequate basic understanding about Management Education among the students and to equip them with theoretical concepts, good communication skills and adequate business knowledge.
2. To prepare students to exploit opportunities being newly created in the Management Profession. The graduates turn out to be well versed to opt for higher education or entry level managerial assignments
3. The program imparts intensive training for developing the overall personality and communication skills so as to inculcate self confidence and team-spirit among the students. The program also imparts requisite creative and ethical competency through intensive training for developing overall personality, thereby inculcating self confidence and team spirit in the student.
4. The training pedagogy comprises of Case Analysis Presentations, Group Discussions, Problem Solving Techniques appraising the real life business problems with analytical ability and thus the students will be prepared to meet the expectations of the industry under fast changing virtual business environment.
5. To develop appropriate skills in the students so as to make them competent and provide themselves self-employment.

Academic System:

1. It is a three-year full time program.
2. It adopts a Semester system consisting of six semesters with two semesters in an academic year.
3. Each semester has 5 papers of 100 marks.
4. The total marks for BBA course shall be 3000.
5. The course structure includes Core Management subjects along with Functional electives in the areas of Finance, Marketing and Human Resources Management. The programme follows a combination of Progressive and End Semester Evaluation of student performance.
6. There will be two components of evaluation: Continuous Internal Assessment and an End-Semester examination. In a course marks assigned for internal assessment may vary from programme to programme.

THE BBA COURSE STRUCTURE

First Year

Subject Code	SEMESTER 1	Subject Code	SEMESTER 2
101	Principles of Management	106	Organisational Behaviour
102	Introduction to Business Accounting	107	Environmental Science
103	Business Communication	108	Business Statistics
104	Fundamentals of Computer Application with Lab	109	Introduction to Marketing
105	Business Economics	110	Business Ethics

Second Year

Subject Code	SEMESTER 3	Subject Code	SEMESTER 4
201	Human resource Management	206	Research Methodology
202	Legal aspects of Business	207	Management Information System
203	Basics of Cost Accounting	208	Basics of Management Accounting
204	Indian Economy	209	Fundamentals of Operations Research
205	Personality Development & Communication Skills	210	Taxation

Third Year

Subject Code	SEMESTER 5	Sr. No.	SEMESTER 6
301	Strategic Management	306	Project Management
302	Financial Management	307	Entrepreneurship Development
303	Fundamentals of International Business	308	Talent and knowledge management
304	Elective-I	309	E-commerce
305	Project & viva	310	Elective-II

In Elective-I select any one subject from the group of subjects in Elective I and in Elective-II select any one subject from Elective II out of the following groups:

MARKETING SPECIALIZATION

1. Fundamentals of buying behaviour (Elective-I)
2. International Marketing (Elective-II)

OR

Creative Advertising & Sales

FINANCE SPECIALIZATION

1. Banking Concepts & Practice (Elective-I)
2. Securities & Securities Analysis(Elective-II)

OR

International Finance

HUMAN RESOURCE SPECIALIZATION

1. Manpower Planning (Elective-I)
2. Industrial Relation (Elective-II)

OR

Industrial & Labour Legislation

SEMESTER 1

Paper-101

PRINCIPLES OF MANAGEMENT

Max. Marks: 100

External Assessment: 70

Internal Assessment : 30

Objectives:

The course aims at providing fundamental knowledge and exposure to the concepts, theories and practices in the field of management

Course Contents:

Unit 1

Introduction to Management:

Definition, Nature, Role of Managers, Managerial skills and Levels, Basic Functions of Management, Management as an Art, Science or Profession

Unit 2

Evolution of Management Theory:

Scientific Management F.W. Taylor, Henry L Gantt, Frank and Lillian Gilbreth, Theory of Henry Fayol, Fayol's vs Taylor's comparison. Behavioural Model of Management (Hawthorne studies), Modern Theories of Management (Systems Management School, Situational Approach School)

Unit 3

Planning:

Definition, Nature, Importance, Types of Planning, Steps in Planning , Planning Premises. Types of plans; Planning process; Business forecasting; MBO; Concept, types, process and techniques of decision-making

Organising:

Concept, Definition, Formal and Informal Organisation, Organisational Structure (Functional Organisation, Product/ Market Organisation and Matrix Structure), Span of Management , Delegation of authority.

Unit 4

Staffing:

Definition, Factors affecting Staffing—The External and Internal Environment Identification of Job Requirements, Job Design, Recruitment, Selection (process and limitations of Selection Process), Nature and importance of Staffing

Unit 5

Motivating and Leading: Meaning, Nature and Importance of motivation; Types of motivation; Theories of motivation-Maslow, Herzberg, X, Y and Z; Leadership – meaning and importance; Traits of a leader; Leadership Styles .

Unit 6

Controlling: Nature and Scope of control; Types of Control; Control process; Control techniques – traditional and modern; Effective Control System.

Text Books:

1. Koontz, H. and Wehrich, H, Essentials Of Management (Tata McGraw Hill: New Delhi)
2. Bose, D. Chandra, Principles of Management and Administration, (Prentice Hall India: New Delhi)
3. Stoner, Freeman and Gilbert, Management (Prentice Hall of India: New Delhi)
4. Principles and Practices of Management, Haynes, W., New Central Book Agency, Calcutta.

Paper-102

INTRODUCTION TO BUSINESS ACCOUNTING

Max. Marks: 100

External Assessment: 70

Internal Assessment : 30

Objectives:

The primary objective of the course is to familiarize the students with the basic accounting principles and techniques of preparing and presenting the accounts for user of accounting information.

Course Contents:

Unit 1

Accounting Principles & Processes

Basics of Accounting, Accounting Mechanics- Double Entry System, Classification, Rules of Debit and Credit, Meaning of Accounting Principles.

Journal, Ledger and Trial Balance, sub division of Journal, Ledger Meaning, sub-division, Mechanics of Posting, balancing ledger accounts

Cash Book and subsidiary books of Accounting, Kinds of Cash Bank, Purchase day book, Sales day Book, Bills Receivable Book, Bills payable Book.

Unit 2

Final Account including adjustments, Trading Account, Profits & loss Account, Adjustments, Balance Sheet, Assets & their classification, liabilities and their classification, uses & limitations.

Unit 3

Depreciation- Meaning, Determinant factors, Methods & Significance.

Unit 4

Basic concepts of hire purchase and Instalments.

Unit 5

Company Accounts – Issue of Shares, Debentures, Forfeiture and reissue of shares

Text Books:

1. Maheshwari, S.N. and S. K. Maheshwari; *An Introduction to Accountancy*, Eighth Edition, Vikas Publishing House, 2003.
2. Goyal & Goyal – *An Introduction to Accounting Principles & Practices*.
3. Gupta, R.L. and V.K. Gupta; *Financial Accounting: Fundamentals*, Sultan Chand Publishers, 2003.
4. Monga, J.R., *An Introduction to Financial Accounting*, First Edition, Mayoore Paperbooks, 2005.
5. S.A Siddiqui-*Comprehensive Accounting*
6. Monga, J.R. and Girish Ahuja; *Financial Accounting*, Eighteenth Edition, Mayoore Paper Backs, 2003.

Paper -103

BUSINESS COMMUNICATION

Max. Marks: 100

External Assessment: 70

Internal Assessment : 30

Objectives:

To understand the concept, process and importance of communication and its application in the business world .To help students develop skills of effective communication - both written and oral.

Course Contents:

Unit 1:

Introduction to Communication

Meaning and Definition, Process, Functions, Objectives, Importance, Essentials of good communication

Communication barriers, overcoming communication barriers

Unit 2:

Types of Communication

Written, Oral, Face-to-Face, Silence - Merits and limitations of each type

Oral Communication

Meaning, Nature and scope, Principles of effective oral communication, Techniques of effective speech, Media of oral communication

The art of listening, Principles of good listening, Listening on the job: Definition, levels and types of listening, Listening barriers for effective listening

Unit 3:

Business Letters

Need and functions of business letters, Planning & layout of business letter, Kinds of business letters, Essentials of effective correspondence

Drafting of business letters

Enquiries and replies, Placing and fulfilling orders, Complaints and follow-up

Sales letters, Circular letters, Application for employment and resume

Report writing - Notices, Agenda and Minutes of the Meetings - Memos

Unit 5:

Application of Communication Skills

Group Decision-Making , Conflict and Negotiations , Presentation and Interviews , Speeches - Customer Care/Customers Relations ,Public Relations (Concept, Principles, Do's and Don'ts etc. to be studied for each type).

Unit 6:

Non-verbal communication

Definition, Importance, inevitability, Kinetics, Body movements, facial expressions, posture, Eye Contact, etc

Communication with outside world

Letter Writing- Types of letters, Report Writing-Types of Reports, Need for writing effective reports.

Text Books:

1. Business Communication - K. K. Sinha - Galgotia Publishing Company, New Delhi.
2. Media and Communication Management - C. S. Rayudu - Himalaya Publishing House, Bombay.
3. Essentials of Business Communication - Rajendra Pal and J. S. Korlhalli - Sultan Chand & Sons, New Delhi.
4. Business Communication (Principles, Methods and Techniques) Nirmal Singh - Deep & Deep Publications Pvt. Ltd., New Delhi.
5. Business Communication - Dr. S.V. Kadvekar, Prin. Dr. C. N. Rawal and Prof. Ravindra Kothavade - Diamond Publications, Pune.
6. Business Correspondence and Report Writing - R. C. Sharma, Krishna Mohan – Tata McGraw-Hill Publishing Company Limited, New Delhi.

Paper-104

FUNDAMENTALS OF COMPUTER APPLICATION

Max. Marks: 100

External Assessment: 70

Internal Assessment : 30

Objectives:

This paper aims to familiarize the students with computer and its applications in the relevant fields and expose them to other related papers of IT.

Course Contents:

Unit 1

Basics of Computer and its evolution

Evolution of computer, Data and Information, Characteristics of computers, Various fields of application of computers, Various fields of computer (Hardware, Software, Human ware and Firmware), Advantages and Limitations of computer, Block diagram of computer, Function of different units of computer, Classification of computers
Types of software (System and Application), Compiler and Interpreter, Generation of language (Machine Level, Assembly, High Level, 4GL)

Unit 2

Input and Output Devices,

Computer Memory:

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

Unit 3

Operating System Concept:

Introduction to operating system; Function of OS, Types of operating systems, Booting Procedure, Start-up sequence, Dos – History, Files and Directories, Internal and External Commands, Batch Files

Unit 4

Editors and Word Processors 5

Basic Concepts: MS-Word, Introduction to desktop publishing

Spreadsheets and Database packages: Purpose, usage, commands - MS-Excel

Creation of files in MS-Access, MS -PowerPoint

Unit 5

Concept of Data Communication and Networking:

Networking Concepts, Types of networking (LAN, MAN AND WAN), Communication Media, Mode of Transmission (Simplex, Half Duplex, Full Duplex), Analog and Digital Transmission. Synchronous and Asynchronous Transmission, Different Topologies

Text Books:

1. Leon and Leon; *Introduction to Information Technology*, Leon Tech World.
2. Microsoft Office-2000 Complete- BPB Publication.
3. Sinha, Kr. Pradeep and Preeti Sinha; *Foundations of Computing*, BPB Publication.
4. Jain, V.K.; *Computers and Beginners*

COMPUTER LAB

Lab would be based on the following topics:

1. Introduction to GUI using Windows Operating System

2. Introduction to MS-Word:

Introduction to Word Processing, it's Features, Formatting Documents, Paragraph formatting, Indents, Page Formatting, Header and Footer, Bullets and Numbering, Tabs, Tables, Formatting the Tables, Finding and Replacing Text, Mail Merging etc.

3. Introduction to Spreadsheets and Database packages:

Introduction to Electronic Spreadsheets, Feature of MS-Excel, Entering Data, Entering Series, Editing Data, Cell Referencing, ranges, Formulae, Functions, Auto sum, Copying Formula, Formatting Data, Creating Charts, Creating Database, Sorting Data, Filtering etc. Creation of files in MS-Access, MS -PowerPoint

Paper-105

BUSINESS ECONOMICS

Max. Marks: 100

External Assessment: 70

Internal Assessment : 30

Objectives:

The objective of this subject is to give understanding of the basic concepts and issues in business economics and their application in business decisions.

Unit 1

Nature and scope of Business Economics:

Meaning and Characteristics, Scope of Micro and Macro Economics Purpose of Managerial Economics in Business Decision Making

Unit 2

Theory of Consumer Behavior:

Cardinal Utility Theory (assumptions, law of diminishing marginal utility, law of equimarginal utility, consumer's equilibrium, derivation of demand curve), Ordinal Utility Theory (assumptions, meaning and properties of indifference curve, marginal rate of substitution, consumer's equilibrium, income & substitution effects of normal goods under Hicksian approach), Revealed preference theory

Unit 3

Demand:

Law of Demand-Demand Curve, Movement vs Shift of the Demand Curve, Determinants of Demand, Elasticity of Demand (Types-price, income and cross elasticity, Measurement of elasticity of demand)

Demand Forecasting:

Purpose, Techniques (survey method, statistical method-trend fitting, econometric regression method)

Supply & Law of Supply

Unit 4

Theory of Production:

Production Function (meaning), Law of Diminishing Returns, Three stages of Production in Short Run, Producer's Equilibrium in Long Run, Law of Returns to Scale

Unit 5

Theory of Cost:

Types, Short Run Cost Curves, Long Run Average Cost Curve, Economies and Diseconomies of scale

Concept of Revenue: Total, Average and Marginal Revenue

Unit 6

Market Structure:

Perfect Competition (features of pure and perfect competition, determination of price, short and long run equilibrium of a firm, shut down point and its significance), Monopoly (features, causes, short run equilibrium of a firm, concept & conditions of Price Discrimination, Third degree price discrimination), Monopolistic Competition (features, short and long run equilibrium of a firm)

Text Books:

1. Dwivedi, D. N, *Managerial Economics* (Vikas Publishing House: New Delhi)
2. Varshney & Maheshwari, *Managerial Economics* (Sultan Chand & Sons: New Delhi)
3. Dholakia & Oza, *Microeconomics for Management Students* (Oxford University Press: New Delhi)
4. Managerial Economics-Udipto Roy(Asian Book: Kolkata)
5. Samuelson,N., *Economics* (Tata-McGraw Hill: New Delhi)

SEMESTER 2

Paper-106

ORGANISATIONAL BEHAVIOUR

Max. Marks: 100

External Assessment: 70

Internal Assessment : 30

Objectives:

The course aims to provide an understanding of basic concepts, theories and techniques in the field of human behaviour at the individual, group and organizational levels in the changing global scenario.

Course Contents:

Unit 1

Introduction: Concept, Nature and Significance of Organizational behaviour; Contributing disciplines to the field of O.B.; O.B. Models; Need to understand human behaviour; Challenges and Opportunities.

Unit 2

Individual & Interpersonal Behaviour: Biographical Characteristics; Ability; Values; Attitudes-Formation, Theories, Organisation related attitude, Relationship between attitude and behavior;

Personality – determinants and traits; Emotions; Motivation and Leadership

Learning- Theories and reinforcement schedules, Perception –Process and errors.

Unit 3

Group Behaviour & Team Development: Concept of Group and Group Dynamics; Types of Groups; Formal and Informal Groups; Stages of Group Development, Theories of Group Formation; Group Norms, Group Cohesiveness; Group Think and Group Shift. Group Decision Making; Inter Group Behaviour; Concept of Team Vs. Group; Types of teams; Building and managing effective teams.

Unit 4

Organization Culture and Conflict Management: Organizational Culture- Concept, Functions, Socialization; Creating and sustaining culture; Managing Conflict – Sources, types, process and resolution of conflict; Managing Change; Managing across Cultures; Empowerment and Participation, Organisational Development

Text Books:

1. Prasad, L.M.; *Organizational Behaviour*, Sultan Chand & Sons, 2003.
2. Stephen P., Robbins; *Organizational Behaviour*; “Prentice Hall of India Pvt. Ltd.”, New Delhi, 2003.
3. Luthans, Fred; *Organizational Behaviour*, Tata McGraw Hill, New Delhi, 2003.
4. Chhabra, T.N. & Singh, B.P., *Organization Behavior*, Sultan Chand & Sons.
5. Khanka, S.S.; *Organizational Behaviour*, Sultan Chand and Sons, New Delhi.
6. Joseph, Weiss; *Organization Behaviour and Change*, Vikas Publishing house, 2004.

Paper-107

ENVIRONMENTAL SCIENCE

Max. Marks: 100

External Assessment: 70

Internal Assessment : 30

Objectives:

To gain an understanding of the concepts fundamental to environmental science, the complexity of ecosystems and possibly how to sustain them. To gain a better understanding of the relationships between humans and the environment, the major environmental problems including their causes and consequences.

Course Contents:

Unit 1

Ecosystems and how they work: Structure and function of an ecosystem, Types of Ecosystems, Producers, Consumers and Decomposers, Food chains, food webs and ecological pyramids, Energy flow in the ecosystem.

Introduction, Types, Characteristic features, Structure and Function of Forest ecosystem, Desert ecosystem, Aquatic ecosystems

Lithosphere, Biosphere and Hydrosphere, Major issues of Biodiversity, Biosphere reserves, National Parks and sanctuaries.

Unit 2

Concept of sustainability and international efforts for environmental protection:

Concept of Sustainable Development, Emergence of Environmental Issues, International Agreement on Environmental Management.

Human Population Growth and its effects on the environment: Problem of Population growth, poverty and environment, Population Explosion, Family Welfare Programme

Unit 3

Renewable and non-renewable resources: Defining resources, classification of resources, soil and land degradation, economic development and resources use, natural resources accounting.

Energy needs, renewable and non renewable energy resources, Solar energy and its availability, wind power and its potential, hydropower as a clean source of energy, coal, oil, natural gas etc., bio fuel.

Unit 4

Pollution and Public Policy

Water Pollution: Water resources of India, Hydrological Cycle, methods of water conservation and management, ground and surface water pollution.

Recycling and management of water and wastewater (domestic and industrial). Water borne diseases and health related issues.

Air Pollution: Air pollution and air pollutants, sources of air pollution, its effect on human health and vegetations. Green house effect, global warming and climate change.

Ambient air quality standards, steps taken by Government to control air pollution.

Noise pollution and its impacts on human health.

Solid Waste: Municipal Solid Waste Management, segregation, disposal methods, composting, land fill sites etc. Hazardous waste management, biomedical waste management.

Unit 5

Environmental Impact Assessment (EIA) and Environmental Management System

(EMS): Introduction to EIA, its impact and case study, environmental information system (EIS), role of information technology in environment.

Unit 6

Indian Environmental laws: Legal framework: Constitutional provisions, the Indian Penal Code, Role of Judiciary in Environmental Protection, Wild Life (Protection) Act, 1972, Water (Prevention and Control of Pollution) Act, 1974, Environment (Protection) Act, 1986, Air (Prevention & Control of Pollution) Act, 1981, Forest Conservation Act

Text Books:

1. Gupta N.C.; *Social Auditing of Environmental Law in India*, edited book, New Century Publications, Delhi-2003.
2. Divan, Shyam and RosenCeranz; *Armin. Environmental Law and Policy in India, Cases, materials and statutes*, second edition, Oxford University Press, 2001.
3. Uberoi, N.K.; *Environmental Management*, Excel Books, New Delhi, 2000.
4. Agarwal, A, Narain; *S. State of India's Environment*, Published by Centre for Science and Environment, New Delhi, 1999.
5. Ambasht, R.S. and P.K. Ambasht; *Environment and Pollution-An Ecological Approach*, third edition, CBS Publishers, New Delhi, 1999.

Paper-108

BUSINESS STATISTICS

Max. Marks: 100

External Assessment: 70

Internal Assessment : 30

Objectives:

To apply the concepts of Statistics and Mathematics in Business.

Unit 1

Introduction

Definition of Statistics, Importance and Scope of Statistics, Limitation of Statistics, Descriptive and Inferential Statistics

Unit 2

Collection, Editing and Presentation of Data

Statistical data, Primary and Secondary data, Methods of collection of data, **Survey sampling** population parameters and sample statistics, principles of sampling, sampling methods (probability sampling methods & non-random sampling methods), concept of sampling distributions

Presentation of data: textual and tabular presentations; Construction of a table and the different components of a table. Frequency distribution, Diagrammatic Representation of frequency distribution, Diagrammatic representation of data: Line diagrams, Bar diagrams, Pie charts and divided-bar diagrams

Unit 3

Measures of Tendency

Meaning of central tendency, Common measures of central tendency, Relationship among A.M, G.M and H.M, Weighted means, Quartiles, Deciles, Percentiles

Unit 4

Measures of Dispersion

Meaning and objective of dispersion; Characteristics of a good measure of dispersion; Different measures of dispersion – Range, Quartile deviation, Mean deviation, Mean Absolute deviation, Standard deviation; Comparison of the different measures of dispersion. Measures of relative dispersion – Coefficient of Variation. Combined mean and standard deviation, Graphical measure of dispersion

Unit 5

Correlation and Regression: Analysis of Bivariate data. Correlation Analysis – Meaning of correlation; Scatter Diagram; Karl Pearson's coefficient of linear correlation; Calculation of the correlation coefficient from grouped data; Properties of the correlation coefficient; Advantages and limitations of the coefficient of correlation; Idea of rank correlation; Spearman's rank correlation coefficient.

Regression Analysis – Two lines of regression; Some important results relating to regression lines; Correlation Coefficient and the two Regression Coefficients; Coefficient of determination; Concept of multiple regression.

Unit 6

Index Number

Meaning of Index Number, Problems in construction of Index Number, Type of Index Numbers, Different formulae, Cost of living index number, Uses of index numbers

Text Books:

1. Gupta, S.P, Gupta, M.P Gupta (Sultan Chand & Sons)
2. Statistics for Management – Richard Levin, David S. Rubin
3. Das, N.G. Statistical Methods(.M. Das & Co.: Kolkata).
4. Hogg, Introduction to Mathematical Statistics (Pearson: New Delhi)
5. Miller, John E.Freud's Mathematical Statistics with Application 7/e (Pearson: New Delhi)

Paper-109

INTRODUCTION TO MARKETING

Max. Marks: 100

External Assessment: 70

Internal Assessment : 30

Objectives:

The objective of this paper is to identify the foundation terms and concepts that are commonly used in marketing. It also identifies the essential elements for effective marketing practice. This course will give complete relationship between marketing and other management functions

Course Contents:

Unit1

Introduction to Marketing: Definition of Market and Marketing, Core Concepts of Marketing, Marketing and Selling (concepts and differences), Relationship of marketing with other functional areas of Management

Unit 2

The Marketing Environment: Elements of Company's Micro and Macro environment
Market Segmentation: Concept, Needs, Variables/Bases for Segmenting Consumer Market, Attributes of Effective Segmentation, Concept of Target Market, Selection of Target Market, Marketing Mix

Unit 3

Product Management: Definition of Product, Classification of Product and Levels of Product, Concept of Product Line, Product Line Decisions, Product Mix Definition, Definition of Brand and Brand Equity, Selection of Brand Name,

Product Lifecycle: Concept, Stages in PLC. Strategies for Managing Different Stages in the Lifecycle.

Unit 4

Pricing Decisions: Concept of Price, Factors Influencing Pricing, Methods of Pricing (Cost based and Competition oriented), Price Adaptations

Unit 5

Channel Management: Concept and Importance of Distribution Channels, Functions of Marketing Channel, Types of Marketing Intermediaries, Channel Design Decision, Channel conflicts

Introduction To Retail Management

Text Books:

1. Kotler, P. and Armstrong G. *Principles of Marketing* (Pearson Prentice Hall: New Delhi)
2. Ramaswamy, V.S. and Namakumari, S. *Marketing Management* (Macmillan: New Delhi)
3. Saxena, R. *Marketing Management* (Tata McGraw Hill: New Delhi)
4. Stanton, W.J., *Fundamentals of Marketing*

Paper-110

BUSINESS ETHICS

Max. Marks: 100

External Assessment: 70

Internal Assessment : 30

Objectives:

The basic objective of this paper is to make the students realize the importance of values and ethics in business. This course endeavours to provide a background to ethics as a prelude to learn the skills of ethical decision-making and, then, to apply those skills to the real and current challenges of the information professions.

Unit 1

Introduction:

Ethics in Business – meaning & concept; nature of business ethics, sources of ethics, myths about ethics, importance of ethics in business, ethical dilemmas, current issues in corporate ethics

Principles & Models of Ethical Issues

Moral standards & ethical decision making; Consequentialist & Non-Consequentialist Principles; Egoism, Utilitarianism, Right & Justice principles; Trusteeship theory of Mahatma Gandhi

Unit 2

Value & Ethics

Ethical & unethical behaviour, benefits of managing ethics in organization, essential features, types & relevance of values in ethical business; Importance of values in formulation of an ethical organization.

Unit 3

Code of Ethics

Meaning and concept; conditions for making codes effective, code of conduct, establishing priority between norms & beliefs; the ethical responsibilities of senior management.

Unit 4

Corporate Social Responsibility of Business

Historical background, meaning & concept, why business should assure social responsibility, changing vies of management's responsibility, the social responsibility of business involves ethics; the stakeholder engagement: a key to success.

Unit 5

Corporate Governance

Meaning & concept, basic ingredients for good Governance, reasons for recent interest in corporate governance, role of codes (CII, SEBI etc.), promoting value based Governance in organization.

Text Books:

1. Kaur, Tripat; *Values & Ethics in Management*, Galgotia Publishers.
2. Chakraborty, S.K.; *Human values for Managers*
3. Chakraborty, S.K.; *Ethics in Management: A Vedantic Perspective*, Oxford University Press.
4. Business Ethics & Managerial Values – S.K.Bhatia

SEMESTER 3

Paper-201

HUMAN RESOURCE MANAGEMENT

Max. Marks: 100

External Assessment: 70

Internal Assessment : 30

Objectives:

The objective of the course is to familiarize students with the different aspects of managing Human Resources in the organization through the phases of acquisition, development and retention.

Unit 1

Introduction: Concept, nature, scope, objectives and importance of HRM; Evolution of HRM; Challenges of HRM; Personnel Management vs HRM, Difference between HRM and Personnel Management

Unit 2

Acquisition of Human Resources:

HR Planning: Definition, Objectives, Need, Importance and the Process

Job analysis – job description and job specification; recruitment – sources and process; selection process – tests and interviews; placement and induction. Job changes – transfers, promotions/demotions, separations.

Unit 3

Training and Development: Concept and importance of training; types of training; methods of training; design of training programme; evaluation of training effectiveness; executive development – process and techniques; career planning and development.

Unit 4

Compensation and Maintenance: Compensation: Elements of Compensation, Base Compensation, factors Affecting Compensation, Fringe Benefits, Time Wage and Piece Wage Systems

Job evaluation – concept, process and significance; components of employee remuneration – base and supplementary;

Unit 5

Performance and Potential appraisal – concept and objectives; traditional and modern methods, limitations of performance appraisal methods, 360 degree appraisal technique; Maintenance: overview of employee welfare, health and safety, social security.

Unit 6

Worker's Participation in Management: Concept and Evolution

Trade Unionism (TU): Meaning, Objectives and Criticism

Text Books:

1. Chhabra, T. N; *Human Resource Management*; Dhanpati Rai and Co. Pvt. Ltd New Delhi 2003.
2. Dr. Gupta, C. B.; *Human Resource Management*, Sultan Chand and Sons, New Delhi, 2003.
3. Rao, V S P, *Human Resource Management, Text and Cases*, Excel Books, 2004.
4. Aswathappa, K.; *Human Resource and Personnel Management (Text and Cases)*, Tata McGraw Hill Publishing Company, New Delhi, 2003
5. Flippo, Edwin B., *Personnel Management*, Tata McGraw Hill

Paper-202

LEGAL ASPECTS OF BUSINESS

Max. Marks: 100

External Assessment: 70

Internal Assessment : 30

Objectives

To acquaint the student with a basic and elementary knowledge of the subject.

Unit 1

Nature, Meaning and Significance of law, Society, state and Rule of law, sources of Business Laws

Indian Contract Act, 1872 (Fundamental Knowledge) Essentials of valid contract, discharge of contract, remedies for breach of contract. Contracts of Indemnity, Guarantee, Bailment, Pledge and Agency.

Unit 2

Indian Partnerships Act, 1932: Definition and Nature of partnership, Relation of partners INTERSE with Third parties, Incoming and outgoing partners, Desolution of firms, Registration of Firms

Unit 3

Sale of Goods Act 1930 Meaning of Sale and Goods, Conditions and Warranties, Transfer of Property, Rights of an unpaid seller, Remedies for breach of contract of sale of goods, Auction Sales

Unit 4

The Negotiable Instruments Act 1881 – Essentials of a Negotiable instruments, Kinds of Negotiable Instrument Holder and Holder in Due Course, Negotiation by endorsements, Promissory Notes, Bills of Exchange and cheques, Parties to Negotiable Instruments, crossing of a cheque and Dishonour of a cheque.

Unit 5

The Companies Act 1956 (Basic elementary knowledge) Essential characteristics of a company, types of companies, memorandum and articles of association, prospectus, shares – kinds, allotment and transfer, debentures, essential conditions for a valid meeting, kinds of meetings and resolutions. Directors, Managing Directors-their appointment, qualifications, powers and limits on their remuneration, prevention of oppression and mismanagement.

Text Books:

1. Maheshwari, S.N. and S.K. Maheshwari; *A Manual of Business Law*, 2nd Edition, Himalaya Publishing House, 2004.
2. Kuchhal M.C., "Modern Indian Company Law", 2004, Shree Mahavir Book Depot.
3. Kuchhal, M. C.; *Business Law*, Vikas Publishing House, New Delhi, 2004.
4. Kapoor, N. D.; *Elements of Mercantile Law*, Sultan Chand & Sons, New Delhi, 2003
5. Gulshan S.S. and Kapoor G.K., "Business Law including Company Law", 2003, New Age International Private Limited Publishers.
6. Aggarwal S.K., "Business Law ,2003", Galgotia Publishing Company.
7. Kapoor, N. D.; *Elements of Company Law*, Sultan Chand & Sons, New Delhi, 2003.

Paper-203

BASICS OF COST ACCOUNTING

Max. Marks: 100

External Assessment: 70

Internal Assessment : 30

Objectives:

To impart the knowledge of basic cost concepts, element of cost & preparation of Cost Sheet and the important methods & techniques of costing.

Unit 1:

Introduction of Cost Accounting Concepts

Concept of cost, costing, cost Accounting & Cost Accountancy, Limitations of Financial Accounting, Origin and objectives of cost Accounting, Advantages and Limitations of Cost Accounting, Difference between Financial and Cost Accounting, Cost Unit & Cost Centre

Unit 2:

Elements of Cost & Overheads

Elements of Cost: Elements of cost, Material, Labour and other Expenses, Classification of cost & Types of Costs, Preparation of Cost Sheet

Overheads: Meaning and Classification of Overheads – Treatment of specific items of overheads in cost accounts – stages involved in distribution of overheads – methods of absorption of overheads – treatment of under and over absorption of overheads

Unit 3:

Methods of Costing

Job Costing – Meaning, Features, Advantages and Limitation , Contract Costing – Basic Concepts , Process Costing - Meaning, Features, Normal and Abnormal Loss/ Gains , Operating Costing – Meaning, Features & Objectives Techniques of Costing

Unit 4:

Budget and Budgetary Control

Definition, Meaning and objectives of Budgetary control Advantages and disadvantages of Budgetary Control Types of Budget

Unit 5 :

Marginal Costing

Meaning and Various Concepts - Fixed Cost Variable Cost, Contribution, P/V Ratio, Break Event Point, Margin of Safety

Unit 6:

Standard Costing

Definition and Meaning of Various Concepts ,Advantages and limitations of Standard Costing , Variance Analysis – Material and labour Variances only

Area of Practical Problems:

Simple Problems on

- 1) Cost Sheet
 - 2) Techniques of Costing
 - 3) Marginal Costing
 - 4) Budget and Budgetary Control – Flexible and Cash Budget
 - 5) Standard Costing – Material and Labour Variances only
-

Text Books –

- 1.Maheshwari, S. N. and S. N. Mittal; *Cost Accounting – Theory and Problems*, 22nd Revised Edition, Shri Mahavir Book Depot, New Delhi, 2003.
- 2.Jain and Narang; *Cost Accounting*, Kalyani Publishers, 2002.
3. Arora,M.N.,*Cost Accounting* 2nd Edition, 2001Vikas Publishing House Pvt. Ltd.
4. Gowda, J. Made; *Advanced Cost Accounting*, 1st Edition, Himalya Publishing House, 2001.
5. Advanced cost Accounting by Saxena and Vasistha.

Paper-204

INDIAN ECONOMY

Max. Marks: 100

**External Assessment: 70
Internal Assessment : 30**

Objective:

Objective of this course is to acquaint students with the present and future of Indian Economics, and how the Indian Economy is influencing the business environment.

Course Content:

Unit 1

Structure of Indian Economy

Concept of Economic Growth and Economic Development, Growth and Development. Basic Characteristics of Indian Economy Changes in structure of Indian Economy (Primary Sector, Secondary Sector & Tertiary Sector). Trends in National Income Occupational Distribution, Work Force Participation and Changes in Occupational Structure in India.

Unit 2

Planning and Economic Development and Problems in Indian Economy

Objective of Economic Planning in India, Tenth Five Year Plan. Industrial Policy-1991, Disinvestments of Public Enterprises. Economic Problems: Poverty, Inequality, Parallel Economy, Unemployment, Concentration of Economic Power.

Unit 3

Indian Economy & Foreign Trade

Concept, Significance, Foreign Exchange Reserve, Balance of Payment, Balance of Trade, Export Import Policy (2002-2007), Foreign Exchange Management Act (FEMA), and Export Promotion.

Unit 4

Indian Economy – Emerging Issues

WTO & Indian Economy (Emerging Areas), GATT, TRIMS, TRIPS, Foreign Direct Investment, Portfolio Investment & Foreign Institutional Investors.

Text Books:

1. Dhingra, I.C.; *Indian Economy*, Sultan Chand, 2003
2. Aggarwal, A.N., *Indian Economy*, Vishwa Prakashan, 2003.
3. Mishra, S.K. & V.K. Puri; *Problems of Indian Economy*, Himalaya Publishing House, 2003.
4. Datt, Ruddar; *Sundhram, Indian Economy*, Sultan Chand, 2003

Paper-205 PERSONALITY DEVELOPMENT & COMMUNICATION SKILLS

Max. Marks: 100

**External Assessment: 70
Internal Assessment : 30**

Objectives:

To develop the project writing and presentation skills of the undergraduate students and to make the students able to act with confidence, should be clear about their own personality, character and future goals.

Course Contents:

THEORY CLASSES

Unit 1

Introduction: Meaning and definition of Personality- factors affecting personality development

Unit 2

Personality Traits- meaning and definition of Personality traits, developing positive personality traits

Attitude-Factors determining attitude, benefits of positive attitude and consequences of negative attitude-steps to build positive attitude

Personality Habits-Meaning and concept of habits, developing effective habits

Unit 3

Pillars of Personality Development

Introspection; Self assessment; Self-appraisal

Self Development-Meaning and process of self-development, Individual development plan

Self Introduction-Meaning, Tips for effective self-introduction, Highlighting positive and negative traits and dealing with people with face to face

Self Acceptance- Awareness, self-knowledge, Belief and confidence, Criticism and self examination

Unit 4

Project and report writing, and proposals – how to write an effective report, basics of project writing, paragraph writing, paper reading and voice modulation, basics of project presentation.

How to make a presentation, the various presentation tools, along with guidelines of effective presentation, boredom factors in presentation and how to overcome them, interactive presentation & presentation as part of a job interview, art of effective listening.

Unit 5

Resume writing skills, guidelines for a good resume, how to face an interview board, proper body posture, importance of gestures and steps to succeed in interviews. Practice mock interview in classrooms with presentations on self.

Unit 6

Leadership – quality of a leader, leadership quiz with case study, knowing your skills and abilities. Introduction to group discussion techniques with debate and extempore, increase your professionalism.

Audio Video recording and dialogue sessions on current topics, economy, education system, environment, politics.

PRACTICAL CLASSES

Projects and presentations add to the knowledge of the students. A topic shall be given to each student in the beginning of the semester in various areas of management. The Presentation Project comprises of either of the following:

Project Presentation

OR

*Case Study Presentation

Suggested Topics for minor projects

1. Goals of an organization.
2. Work Values
3. Character Ethics
4. Working Conditions
5. Decision making Strategies
6. Goal Setting
7. Customer Satisfaction

** Case study can be chosen by the students in their respective areas of interest.*

Text Books:

7. Business Communication - K. K. Sinha - Galgotia Publishing Company, New Delhi.
8. Essentials of Business Communication - Rajendra Pal and J. S. Korlhalli - Sultan Chand & Sons, New Delhi.
9. Business Correspondence and Report Writing - R. C. Sharma, Krishna Mohan – Tata McGraw-Hill Publishing Company Limited, New Delhi.
10. You can Win-Shiv Khera
11. Personality Development and career Management- R.M Onkar- Sultan Chand & Sons, New Delhi.
12. Business Communication (Principles, Methods and Techniques) Nirmal Singh - Deep & Deep Publications Pvt. Ltd., New Delhi.
13. Seven Habits of highly effective people-Stephen Covey

SEMESTER 4

Paper-206

RESEARCH METHODOLOGY

Max. Marks: 100

External Assessment: 70

Internal Assessment : 30

Objectives:

To equip the students with the basic understanding of the research methodology and to provide an insight into the application of modern analytical tools and techniques for the purpose of business decision - making.

Unit 1

Research – An Introductory Approach: Meaning, Characteristics and Importance

Types of Research: Fundamental and Applied Research

The Basic Research Process: An Overview and Steps

Unit 2

Research Problems: Meaning, Components and Steps to be Followed While Formulating a Research Problem/ Criteria of a Good Research Problem

Unit 3

Research Design: Meaning, Characteristics of good research design; Components of a Research design, Different Research Designs; Measurement in Research; Data types; Sources of Error.

Unit 4

Methods of Data Collection

Various sources of market Information: Methods of collecting Market information, Primary Data, Secondary data, Collection of Data through Random Sampling, Questionnaire & Interview Schedule, Difference between questionnaire & interview schedule, Case Study Method

Unit 5

Sampling Design- Census & Sample Surveys; Steps in Sampling Design; Types of Sample designs-(simple random, stratified random, systematic and cluster samplings, Probability & Non Probability sampling.

Tabulation: Meaning and Rules for Tabulation and Parts of a Table

Unit 6

Data analysis – Quantitative Analysis

Frequency Distributions: Cross tabulation, Graphing: Stem and Leaf Plot and Box-and-whiskers-Plot, Indices: Ratios, rates, percentages and Proportions, Measures of Central Tendency and Variability, Measures of Relation: Correlation and Regression, Probability and Probability Distributions, Tests of Hypothesis: Z-Test, F-Test, t-Test and Chi-square Test.

Data Analysis – Qualitative research

Focus groups, Interviews, Ethnography, Grounded Theory, Participant observation and Content Analysis- Brief overview

Unit 7

Presentation- Diagrams; graphs; charts. Report writing;
Layout of Research report; Types of Reports; Mechanism
of writing a Research report; Precaution for writing report

Report Writing: Characteristics and Types and formats of Report

Text Books:

1. Ghosh, B.N. *Scientific Method and Social Research* (Sterling: New Delhi)
2. Kothari, C.R. *Research Methodology – Methods and Techniques* (New Age: New Delhi)
3. Krishnaswami, O.R. *Methodology of Research in Social Science* (Himalaya Publishing House: Mumbai.)
4. Gupta, Santosh *Research Methodology and Statistical Techniques* (Deep and Deep Publications :New Delhi)

Paper-207

MANAGEMENT INFORMATION SYSTEM

Max. Marks: 100

External Assessment: 70

Internal Assessment : 30

Objectives

The objective of the course is to acquaint the students about the concept of information system in business organizations, and also the management control systems.

Course Contents:

Unit 1

Definition, Purpose, Objectives and Role of MIS in Business Organization with particular reference to Management Levels. MIS Growth and Development, Location of MIS in the Organization – concept and design. Transaction Processing System, Decision Support System, Executive Information system, Expert System, and the recent developments in the field of MIS

MIS and Decision Making Concepts.

Unit 2

Concept of Information, Classification of Information, Value of Information, MIS and Information Concepts

Unit 3

System Development: Concept of System, Types of Systems – Open, Closed, Deterministic, Probabilistic, etc, System Development Life Cycle

Concept of Systems Analysis and Design (SAD), System development life cycle ,Need for Systems Analysis- SRS, DFD, DD & Decision tables, the Process of SAD, MIS and System Analysis, System Design – design methods, detailed system design, design documentation. System Implementation & testing

Unit 4

Planning, Designing, and Implementation of MIS, Concept of Philosophy of DSS Introduction to Enterprise Management System

Unit 5

The Concept of DBMS, Objectives, role, advantages & disadvantages of DBMS, SQL, use of databases for integration across functional areas. and RDBMS.

Text Book:

1. D.P. Goyal : Management Information Systems. MacMillon.
2. Davis & Olson: Management Information Systems
3. Murdic, R.G. and Ross J.E., Information System for Modern Management (PHI:New Delhi)

Max. Marks: 100

External Assessment: 70

Internal Assessment : 30

Objectives:

The objective of the course is to familiarize the students with the basic management accounting concepts and their applications in managerial decision making.

Course Contents

Unit 1

Management Accounting: Nature and Scope, Financial Accounting, Cost Accounting and Management Accounting, Advantages and Limitations of Management Accounting, Role of Management Accountant.

Unit 2

Financial Statement Analysis: Financial Statements and their Limitations, Concepts of Financial Analysis, Tools of Financial Analysis: Comparative Financial Statements, Common Size Financial Statements, Trend Percentages,

Unit 3

Ratio Analysis, Fund Flow and Cash Flow Analysis: Ratio Analysis: Nature and Interpretation, Classification of Ratios, Profitability Ratios, Turnover Ratios, Financial Ratios, Utility and Limitations of Ratios, DUPONT Control Chart.

Funds & Cash Flow Analysis: Concept of Funds Flow Statement, Sources and Uses of Funds, Managerial Uses of Funds Flow Analysis, Construction of Funds Flow Statement, Distribution of Cash from Funds, Utility of Cash Flow Statement, Accounting Standard 3 (AS 3: Revised), Construction of Cash Flow Statement.

Unit 4

Budgets and Budgetary Control: Concept of Budgets and Budgetary Control, Advantages and Limitations of Budgetary Control, Establishing a System of Budgetary Control, Preparation of Different Budgets, Fixed and Flexible Budgeting, Performance Budgeting and Zero Base Budgeting, Concept of Responsibility Accounting – Types of Responsibility Centres.

Standard Costing and Variance Analysis: Meaning of Standard Cost, Relevance of Standard Cost for Variance Analysis, significance of Variance Analysis, Computation of Material, Labour Variances.

Unit 5

Marginal Costing and Profit Planning: Marginal Costing Differentiated from Absorption Costing, Direct Costing, Differential Costing, Key Factor, Break-even Analysis, Margin of Safety, Cost-Volume-Profit Relationship, Advantages, Limitations and Applications of Marginal Costing.

Decisions Involving Alternative Choices: Concept of Relevant Costs, Steps in Decision Making, Decisions regarding Determination of Sales Mix, Exploring new Markets, Discontinuance of a Product Line, Make or Buy, Equipment Replacement, Change Versus Status Quo, Expand or Contract and Shut-down or continue.

Text Books:

1. Maheshwari, S.N.; *Principles of Management Accounting*, Sultan Chand & Sons, 2003 Fourteenth Edition
2. Khan & Jain; *Management Accounting*, Tata McGraw Hill Publishing House, 2002 Third Edition.
3. Maheshwari, S.N.; *Advanced Cost Accounting and Cost Systems*, Shree Mahavir Book Depot, 2003 Second Edition.
4. Pandey, I.M.; *Management Accounting*, Vikas Publishing House, 2003 Third Edition.

Paper-209

FUNDAMENTALS OF OPERATIONS RESEARCH

Max. Marks: 100

**External Assessment: 70
Internal Assessment : 30**

Objectives:

The objective of this paper is to develop student's familiarity with the basic concept and tools of operations research. These techniques assist specially in resolving complex problems and serve as a valuable guide to the decision makers.

Course Contents:

Unit 1

Introduction to Operation Research:- Meaning, Evolution, approaches, techniques and scopes of operations research, managerial application of Operation Research.

Linear programming:- Introduction, meaning characteristics, graphical approaches and its utility simplex method, dual linear programming, Mathematical Formulation of the Problem

Unit 2

Transportation & Assignment Problem: - The general structure of the problem, methods of initial allocation degeneracy, optimal solution of transportation problem

Assignment Models: Balanced and Unbalanced Assignments Models, Hungarian Method

Game Theory- Meaning and concept

Unit 3

Network Analysis:- PERT/CPM background and development, stages in application PERT networking analysis, CPM, Determination of CPM, Determination of earliest expected & latest allowable times.

Inventory control: - Classification of Inventory control, EOQ model, inventory control system, ABC Analysis, Advantages of EOQ model in management.

Text Books:

1. Kanti Swarup, Gupta, P.K. and Manmohan, *Operations Research* (Sultan Chand: New Delhi)
2. Gupta-Manmohan, *Problems in Operations Research* (Sultan Chand: New Delhi)
3. Satyanarayana, M. and Raman, L. *Management Operations Research*
4. Hill – Liberman, *Introduction to Operations Research* (Tata McGraw Hill: New Delhi)

Paper-210

TAXATION

Max. Marks: 100

**External Assessment: 70
Internal Assessment : 30**

Objectives:

The course aims to help students to comprehend the basic principles of the laws governing Direct and Indirect taxes

DIRECT TAXES:

Unit 1

Income Tax Act 1961

Fundamental Concepts and definitions under Income Tax Act, 1961; Objectives of Income Tax, Taxation Structure in India, Residential status and Tax incidence

Unit 2

Computation of taxable Income under different heads of Income

- Income from Salary- Salient features, Meaning of salary, Allowances and tax liability, perquisites and their valuation, deductions from salary
- Income from House Property- Basics of chargeability, Annual Value, Self-occupied and let out property, deductions allowed
- Profits and gains from Business or Profession- Definition-deductions expressly allowed and disallowed, Chargeability- meaning and concept of short term and long term capital gains, Permissible deductions
- Income from other sources

Unit 3

Assessment of Individuals and Tax liabilities

Unit 4

Miscellaneous: Tax deducted at source-return of Oncome, Advance payment of Tax, Refund of Tax

Unit 5

An introduction to Corporate Taxation

INDIRECT TAXES:

Unit 6

Introduction and basic features of : Excise, Customs, Service Tax, VAT, Central Sales Tax

Text Books

1. H.C Malhotra; Indian Income Tax Act
2. Singhanian Dr., V. K.and Singhanian Monica; Students Guide to Income Tax, Taxman Publications.
3. V.K Singhanian-Direct Taxes-Law and Practice
3. Ahuja, Girish and Gupta Dr. Ravi; Practical approach to Direct and Indirect Taxes.

Semester 5

Paper-301

STRATEGIC MANAGEMENT

Max. Marks: 100

External Assessment: 70

Internal Assessment : 30

Objectives:

The course aims to acquaint the students with the nature, scope and dimensions of Business Policy and Strategy Management Process.

Course Contents

Unit 1

History of strategic management, importance of strategic management, Understanding strategy, defining strategy, importance of strategy, levels at which strategy operates, Strategic Intent (vision, mission, goals, and objective), strategic planning and strategic management.

Strategic Management Process: Formulation Phase – vision, mission, environmental scanning, objectives and strategy; implementation phase – Strategic Activities, Evaluation and Control.

Unit 2

Environment Appraisal: Concept & Environmental Sector, PEST Analysis, **Organizational Appraisal:** Concepts & Capability Factors, Porter's Value Chain Model, Framework for developing Strategic Advantage – SWOT Analysis as a Tool for assessing Organizational Capabilities and Environment Opportunities,

Type of Strategies: Corporate level Strategy (grand strategies- stability, expansion, retrenchment, combination), Business Level Strategy, functional level strategies

Unit 3

Formulation of Strategy: Approaches to Strategy formation; major strategy options – Stability, Growth and Expansion, Diversification, Retrenchment, Mixed Strategy; Choice of Strategy – BCG Model; Stop-Light Strategy Model; Directional Policy Matrix (DPM) Model, Product/Market Evolution – Matrix and Profit Impact of Market Strategy (PIMS) Model;

Major Issues involved in the Implementation of strategy: Organization structure; leadership and resource allocation.

Text Books:

1. Ghosh, P. K.; *Strategic Planning and Management*, Sultan Chand & Sons, New Delhi, 8th ed., 2000.
2. Kazmi, Azhar; *Business Policy*, Tata McGraw-Hill, New Delhi, 2000.
3. Suri R.K.; *Business Policy & Strategic Management*, Brijwasi Publisher & Distributor, 2005
4. Thompson, Arthur A. and A. J. Strickland; *Strategic Management*, McGraw Hill, New York, 1999.

Paper-302

FINANCIAL MANAGEMENT

Max. Marks: 100

External Assessment: 70

Internal Assessment : 30

Objectives:

Efficient Management of a business enterprise is closely linked with the efficient management of its finances. Accordingly, the objective of the course is to acquaint the students with the overall framework of financial decision- making in a business unit.

Course Contents:

Unit 1

Financial Management: Meaning, Scope, objectives of Financial Management --- Profit Vs. Wealth Maximization. Financial Management and other Areas of Management --- Finance Function.

Sources of Financing: Classification of Sources of Finance, Security Financing, Loan Financing, Project Financing.

Unit 2

Concept in Valuation: Valuation Concepts, Valuation of Securities viz., Debentures, Preference shares and Equity Shares.

Unit 3

Capital Structure: Meaning, Capital Structure and Financial Structure, Patterns of Capital Structure, Optimum Capital Structure, Capital Structure Theories, Factors Determining Capital Structure, Capital Structure Practices in India.

Cost of Capital: Concept, Importance, Classification and Determination of Cost of Capital.

Leverages: Concept, Types of leverages and their significance.

Unit 4

Capital Budgeting: Nature of Investment Decisions, Investment evaluation criteria, Net Present value, Internal rate of return, Comparison between NPV and IRR.

Unit 5

Working Capital Management: Concept, Management of Cash, Management of Inventories, Management of Accounts Receivable and Accounts Payable, over and under Trading.

Unit 6

Inventory Management-Objectives of Inventory management.

Dividend, Bonus and Rights: Dividend Policy, Relevance and Irrelevance Concepts of Dividend, Corporate Dividend Practices in India.

Text Books: -

1. Maheshwari S.N., "Financial Management", Principles and Practice, Sultan Chand & Sons, 9th Edition 2004.
2. Khan M.Y, Jain P.K., "Financial Management", Tata McGraw Hill, 2001, 3rd Edition.
3. Pandey I. M., "Financial Management", Vikas Publishing House, Revised Ed., 2003
4. Hampton, Joh. J, Financial Decision Making, Prentice Hall of India, 4th Edition, 1998.

Paper-303

FUNDAMENTALS OF INTERNATIONAL BUSINESS

Max. Marks: 100

External Assessment: 70

Internal Assessment : 30

Objectives:

The basis objective of this course is to provide understanding to the students with the global dimensions of management.

Unit 1

Overview: International Business- Introduction, Concept, Definition, Scope, Trends, Challenges and opportunities; Nature, Meaning and Importance of International competitive advantage, Multidimensional view of Competitiveness- Financial

Perspectives- International monetary systems and financial markets, IMF, World Bank, IBRD, IFC, IDA, existing international arrangements; Globalization and foreign investment- Introduction FDI, national FDI policy framework, FPI, Impact of globalization.

Unit 2

Globalization- Technology and its impact, Enhancing technological capabilities, Technology generation, Technology transfer, Diffusion, Dissemination and spill over, Rationale for globalization, Liberalization and Unification of World economics, International Business theories.

Unit 3

Strategy making and international business- Structure of global organizations, Types of strategies used in strategic planning for achieving global competitive advantage, Meaning, Concept and scope of distinctive competitive advantage, Financial Integration.

Unit 4

Socio cultural Environment- Managing Diversity within and across cultures, Country risk analysis, Macro environmental risk assessment, Need for risk evaluation; Corporate governance, globalization with social responsibility- Introduction, Social responsibility of TNC, Recent development in corporate social responsibility and policy implications.

Global Human Resource Management- Selection, Development, Performance Appraisal and compensation, Motivating employees in the global context and managing groups across cultures, Multicultural management.

Text Books:

1. Bhalla, V.K. and S. Shivaramu; *International Business: Environment and Management*, Anmol Publication Pvt. Ltd., 2003 Seventh Revised Edition.
2. Rao, P. Subba; *International Business*, Himalaya Publishing House, 2002 Second Revised Edition.
3. Goldsmith, Arthur A; *Business Government Society*, Erwin Book Team.

Paper -304**ELECTIVE-I****Max. Marks: 100****External Assessment: 70****Internal Assessment: 30****Any one subject from the group of subjects in Elective-I.****Paper-305****PROJECT & VIVA****Max. Marks: 100****External Assessment: 70****Total credits: 4****Internal Assessment: 30**

Each student shall undergo practical training of six weeks during the vacations after fourth semester in an approved business / industrial / service organization and submit at least two copies of the Summer Training Report to the Director / Principal of the Institution within two weeks of the commencement of the Fifth Semester. The Summer Training Report shall Carry 100 marks. It shall be evaluated for 70 marks by an External Examiner to be appointed by the University and for the rest of the 30 marks by an Internal Board of Examiners to be appointed by the Director / Principal of the Institution. This internal Board of Examiners shall comprise of a minimum of two Internal Faculty Members.

Semester 6

Paper-306

PROJECT MANAGEMENT

Max. Marks: 100

External Assessment: 70

Internal Assessment : 30

Objectives:

The basic objective of this course is to familiarize the students with the various aspects of Projects and key guidelines relevant to project planning, analysis, financing, selection, implementation and review.

Unit 1

Introduction

Generation and screening of project ideas

Concepts of project management

Concept and categories of projects, Project life-cycle phases, Project management concepts, Tools & Techniques for project management, Roles and responsibilities of a project manager

Unit 2

Project Formulation

Project Formulation stages, Bottlenecks, Feasibility Study of Project- Market Analysis, Technical Analysis and Financial Analysis, Financing arrangements - finalization of project implementation schedule

Unit 3

Administrative Agencies

Administrative agencies for project approval: Ministry of Finance, Bureau of public enterprises, Planning commission, Public investment board.

Organizing Human Resources and Contracting

Delegation of project manager's authority, Project Organization, Accountability in project execution, Contracts, 'R' of contracting, Tendering and Selection of contractors, Team building.

Unit 4

Organizing systems and procedures

Working of systems, Design of systems, Project work system' design, Work break down structure, Project execution plan, Project procedure manual, Project control system: Planning, Scheduling and Monitoring, Monitoring contracts and Project diary,

Unit 5

Project Implementation

Stages of project direction, Communications in a project, Coordination guidelines for effective implementation, Reporting in project management, Types & Methods of Project Evaluation and its Objectives

Project Appraisal Criteria: NPV (Net Present Value), IRR (Internal Rate of Return) and Pay Back Period (PBP)

Network Techniques for Project Management: Development of project Work, PERT and CPM Model and Network Cost System

Project cash flows

Incremental principle, Long term funds principle, Exclusion of financing costs principle.

Text and Reference Books:

1. Project Management - Choudhary - TataMcGraw Hill Pub.
2. Project Management: The Managerial Process (Special Indian Edit.) -Clifford F Gray, Oregon State University.
3. Projects: Planning, Analysis, Selection, Financing, implementation and Review - Chandra, Prasanna.

Paper-307

ENTREPRENEURSHIP DEVELOPMENT

Max. Marks: 100

**External Assessment: 70
Internal Assessment : 30**

Objectives:

It provides exposure to the students to the entrepreneurial cultural and industrial growth so as to prepare them to set up and manage their own small units.

Course Contents

Unit 1

Introduction: The entrepreneur: definition, emergence of entrepreneurial class; Definition and concept of Entrepreneurship, theories of entrepreneurship; role of social economic environment; classification, characteristics and importance of entrepreneur; leadership; risk taking; decision making and business planning.

Unit 2

Promotion of a Venture: Opportunities analysis; external environmental analysis economic, social and technological; competitive factors; legal requirements of establishment of a new unit and raising of funds; Venture capital sources and documentation required.

Unit 3

Entrepreneurial Behaviour: Innovation and entrepreneur; entrepreneurial behaviour and psycho-theories, social responsibility.

Entrepreneurial Development Programmes (EDP): EDP, their role, relevance and achievements; role of government in organizing EDP's critical evaluation.

Unit 4

Role of entrepreneur: Role of an entrepreneur in economic growth as an innovator, generation of employment opportunities.

Unit 5

Entrepreneurship & Innovation: Overview of Project identification, Search of a business idea, Identification of Project, Business Opportunities.:

Text Books:

1. Vasant, DCSAI; *Entrepreneurship*, Himalaya Publishing House, 2003.
2. Taneja & S.L. Gupta.; *Entrepreneurship Development*, 2003.
3. Pandey, I.M.; *Venture Capital –The Indian Experience*, Prentice Hall of India,2003.
4. Tandon B.C,"Environment and Entrepreneur",Chug Publications,Allahabad.
- 5.Srivastava S.B.; *A practical guide to industrial entrepreneurs*, Sultan Chand & Sons, New Delhi.
6. Chandra, Prasana; *Project Preparation, Appraisal, Implementation*, TMH, New Delhi.

Paper-308

Max. Marks: 100

TALENT & KNOWLEDGE MANAGEMENT

External Assessment: 70

Internal Assessment : 30

Objectives:

To equip the students with skills to apply it to the real and current challenges of the information professions.

Course Contents

Unit 1

Introduction : Concept of Talent Management, Talent imperatives, Need for Talent Management, Key processes of Talent Management, Scope of Talent Management, Importance of Talent Management: Role of HR in Talent Management

Unit 2

Talent Procurement and Development

Developing a Talent Management System, Identifying Talent needs, Sourcing Talent, Recruiting process, Developing talent, Deploying Talent, Talent multiplication

Talent Engagement and Retention

Cost and consequences of talent departure, Diagnosing causing the cause of talent departure, Measuring and Monitoring turnover and retention data, Concept of Talent Engagement, Designing engagement strategies

Unit 3

Introduction to Knowledge: Understanding Knowledge, Understanding the difference between data, information and knowledge, Understanding the various types of knowledge viz. tacit and explicit, Impact of Knowledge types on managing knowledge.

Concept of Knowledge Management

Understanding the history, and the close relationship of Knowledge Management with other concepts, Understanding the three major inputs viz. strategy, people and IT for a successful Knowledge Management system

Unit 4

Knowledge Management, Strategy and HRM

Understanding the need to align individual needs with organization, How HRM can design reward systems to facilitate Knowledge Management; Using “organizational routines” for managing knowledge

Unit 5

Knowledge Management System

Analyzing business environment, Knowledge audit and analysis; Designing Knowledge Management Team, Creating a Knowledge Management blue print implementation, Emphasis on people vs. emphasis on technology in managing knowledge and its impact on organization design

Text Books:

1. Amrit Tiwana, The essential Guide to Knowledge Management, Pearson Education, 2001
2. Elias M. Awardetc , Knowledge Management, Pearson Education
3. Cheese, Peter, Robert and Elizabeth, The Talent Powered Organizations, Kogan Page Limited

Paper-309

E-COMMERCE

Max. Marks: 100

External Assessment: 70

Internal Assessment : 30

Course Contents:

Unit 1

Introduction: Conceptual Framework of E-Commerce, General Model of Business, Electronic Means of doing Business-Defining E-commerce-Emergence of E-Commerce on Private Networks, Forces Effecting E-Commerce, E-Commerce on Private Network, Forces effecting E-Commerce

Unit 2

E.D.I: Nature, Benefits of E.D.I, Demerits of E.D.I

Types of E-Commerce: Inter Organization (B2B) E-Commerce, Intra- Organisational ECommerce, Business to Consumer (B2C) E-Commerce.

Unit 3

Building on E-Commerce Enterprise: Ascertain the Need for E-Commerce, Competition, Global Reach, Customer Service, Value Additions, Operations Oriented Process, Products Setting up a Website, Domain Name Registration, Developing Static Web Pages, Integration with Operational Databases, Dynamic Websites, Registering the Website with Search Engines.

Unit 4

Introduction to legal and Security Issues in E-Commerce.

Electronic Payment Systems: Overview of Electronic Payment Technology, Online-payment mechanism; Electronic Payment systems, payment Gateways, Visitors to website, tools for promoting websites, Plastic Money: Debit Card, Credit Card

Legal issues : Laws for E-Commerce, Issues of Trademarks & Domain Names

Unit 5

E-commerce in India: The Internet in India, Barriers to Growth of E-Commerce in India

Reference Book:

1. Agarwala& Agarwala , E-Commerce
2. Bajaj & Nag, E-Business (TMH: New Delhi)

Paper -310

ELECTIVE-II

Max. Marks: 100

External Assessment: 70

Internal Assessment: 30

Any one subject from the group of subjects in Elective II & III.

HUMAN RESOURCE GROUP

ELECTIVE PAPER-I

MANPOWER PLANNING

Paper -304

Max. Marks: 100

External Assessment: 70

Internal Assessment : 30

Course Contents

Unit 1

Introduction to Manpower Planning: Concepts, Significance, objectives, functions and benefits of manpower planning.

Unit 2

Manpower environment: Sources of change—Technological change, social change, economic change and political change.

Unit 3

Human Resource strategies: Manpower planning process, Organisation structure, informal & Formal organisation.

Unit 4

Determining Manpower requirements: Job analysis, Job evaluation, manpower inventory and skill inventory.

Unit 5

Recruitment and selection Process: Types and process.

Text Books:

1. C.B Mamoria; Personnel Management
2. R.S Dwivedi-Manpower Management
3. Dale Yoder- Personnel Management and Industrial Relations
4. Gardon & McBeath-Manpower Planning & Control
5. Kumar Surinder and Padhy Prasantha-Personnel Management and Industrial Relations

ELECTIVE PAPER-II

INDUSTRIAL RELATIONS

Paper -310

Max. Marks: 100

External Assessment: 70

Internal Assessment : 30

Course Contents

Unit 1

Industrial Relations : Meaning, Significance, Objectives, Scope and functions

Unit 2

Work Environment, Industrial Accidents safety & Health :

Meaning, Fatigue-Implications, Symptoms, Causes, Types, Monotony, Boredom, Industrial Accidents-Causes and remedies

Unit 3

Trade Unions : Concept of Trade Unions, Functions, Role and Objectives of Trade Unions, Trade Union movement in India

Unit 4

Collective Bargaining : Definition, Types, Importance, Forms, Stages and process of Collective Bargaining: Essential conditions for Collective Bargaining

Unit 5

Industrial Conflict : Definition of Conflicts, causes of industrial conflicts, types of industrial conflicts-Strikes, Lockouts, consequences of industrial conflicts, settlement of industrial conflicts

Unit 6

Grievance and Discipline : Meaning, Definition, Grievance Procedure- Need for Grievance handling procedure-Types and causes of Grievances

Text Books:

1. C.B Mamoria-Personnel Management & Industrial Relations
2. Nair M.G and Nair Latha- Personnel Management & Industrial Relations
3. T.N Chabra-Human Resource Management
4. Kumar Surinder & padhy Prasantha- Personnel Management & Industrial Relations
5. S.N Malhotra- Personnel Management & Industrial Relations
6. T.R.N Sinha- Personnel Management & Industrial Relations
7. B.D Singh- Personnel Management & Industrial Relations

OR
INDUSTRIAL AND LABOUR LEGISLATION

Max. Marks: 100

External Assessment: 70

Internal Assessment : 30

Course Contents

Unit 1

The Factories Act, 1948 : Objectives, Scope & coverage provisions regarding health, safety, welfare, working hours of adults and employment of women.

Unit 2

The Trade Unions Act, 1926 : Objectives, Scope & coverage, meaning of Trade Union, registration of Trade Unions, membership of union, obligations of registered trade unions, rights of registered trade unions.

Unit 3

Industrial Disputes Act, 1947 : Objectives, Scope & coverage, meaning of industrial dispute, who can raise a dispute?

Unit 4

Minimum Wages Act, 1948 : Objectives, Scope & coverage, fixation and revision of minimum rates of wages, fixation of working hours.

Unit 5

The Workmen's Compensation Act, 1923: Objectives, Scope & coverage, provisions, relating to compensation, Appointment and power of commissioner

Text Books:

1. Labour Laws by Ajay Gong Nabhi Publications
2. Mecantile Law by M.C Shukla
3. Bare Acts of different Acts mentioned in the syllabus.

MARKETING GROUP

ELECTIVE PAPER-I

Paper -304

FUNDAMENTALS OF BUYING BEHAVIOUR

Max. Marks: 100

External Assessment: 70

Internal Assessment : 30

Course Contents

Unit 1

Consumers—Meaning & types, building customer value, Satisfaction and Loyalty, Customer Perceived Value (CPV); Total Customer Satisfaction.

Unit 2

Maximum Customer Lifetime Value (CLV); Customer Profitability; Cultivating Customer Relationship; Customer Relationship Management (CRM); Attracting and Retaining Customer; Building Loyalty.

Unit 3

- Factors influencing Customer Buying Behaviour :
Cultural Factors, Social Factors, Personal Factors, Psychological Factors,
Influence of Images,
Motivation: Perception and Learning.

Unit 4

- The buying Decision process : The Five-Stage Model
- Problem recognition
- Information Search
- Evaluation of Alternatives
- Purchase Decision
- Post-Purchase Behaviour
- Other theories of Customer Decision Making

Unit 5

- Stages in Buying Process-
Problem Recognition, General Need Description and Product Specification,
Supplier Search, Proposal Solicitation, Supplier Selection, Developing Compelling
Customer Value Propositions, Techniques of Motivation Research

Text Books:

1. Kottler, P., Keller, K.L., Koshy, A. and Jha, M., Marketing Management.
2. Consumer Behaviour- Schiffman and Kanuk
3. Industrial Marketing – Reeder & Brietly (For Industrial buying behaviour)
4. Britt and Boyd (Ed), Marketing Management and Administration

ELECTIVE PAPER-II

Paper -310

INTERNATIONAL MARKETING

Max. Marks: 100

External Assessment: 70

Internal Assessment : 30

Course Contents

Unit 1

Scope and Size of International Markets;

Definition; Reasons and Motivation underlying International Trade, Exchange Rate, Balance of Payment, India's Foreign Trade, World Trade, Global and Domestic Marketing- a conceptual framework.

Unit 2

Selection of Market:

Process determinants of Market Selection; Appraisal of Markets.

Unit 3

Product Policy:

Concept of Product, Product Mix, Product Life Cycle in International Marketing, Packaging (Concept, Factors, Influencing Package Design).

Unit 4

Management of Risk:

Commercial, Political, Legal and Cargo Risk; Role of ECGC.

Unit 5

Documentation Concept of Commercial Invoice; Letter of Credit; Bill of Lading; Shipping Bill; Bill of Exchange.

Text Books:

1. Cherunilam, F. International Business.
2. Vashney, R.L. and Bhattacharya, B. International Marketing Management.

OR

CREATIVE ADVERTISING AND SALES

Max. Marks: 100

External Assessment: 70

Internal Assessment : 30

Course Contents

Unit 1

Introduction : Definition, Features, Benefits of Advertising, Limitations of advertising; Advertising Agency; Media; Target of Audience; Global Advertisement, Objective and definition of target audience.

Unit 2

Advertising Planning : Product Personality Receptions Objective, Research, Measuring Awareness Attitude; Brand Usage; Copy Testing.

Unit 3

Creative Strategy : Types of Strategies; Choice of Appeal; Mode of Message; Theme; Use of Comparative Messages.

Unit 4

Internet Advertising : Introduction , Profile of Internet Users; Marketing Communication and Application of Internet; Traditional and Internet Advertising; Effectiveness and Similarities of Internet and Other Mass Media Advertising; Pricing Issues.

Text Books:

1. Aaker, D.A., Myers, J.G. and Batra, R. Advertising Management.
2. Mohan, M. Advertising Management- Concept and Cases.
3. Kazmi and Batra, Advertising and Sales Promotion.

FINANCE GROUP

ELECTIVE PAPER-I

Paper -304

SECURITIES & SECURITIES ANALYSIS

Max. Marks: 100

External Assessment: 70

Internal Assessment : 30

Course Contents

Unit 1

Securities : Introduction, Concept, Types, Speculation, Gambling, Primary and Secondary Market, Recent Trends in Securities Market, Bonds, Stocks, Convertible Security, Organized Security Markets over the Counter, Market Trading Arrangements, Efficient Markets, Regulations of Securities Markets, Regulatory Bodies- SEBI- Role and Functions.

Unit 2

Risk, Return and Analysis : Risk Classification, Systematic and Unsystematic Risk Measurement, Standard Deviation, Variance, Regression Equations, Correlation Co-efficient, Probability Distribution, Statistical Method.

Text Books:

1. Investment Management- Singh Preti
2. Investment Management- Bhalla V.K.
3. Security Analysis- Graham Dodd, Cottle
4. Security Analysis- Avdhani V.A. (Asia Publishing House)

ELECTIVE PAPER-II

Paper -310

BANKING CONCEPTS AND PRACTICE

Max. Marks: 100

External Assessment: 70

Internal Assessment : 30

Course Contents

Unit 1

Evolution of Banking : Bank- Meaning, Definition, Features & Classification, Concepts of Different Types of Banking System; an overview of Indian Banking System.

Unit 2

Commercial Bank : Basic Concept of Commercial Bank; Role of Commercial Bank In Financial System; Creation of Credit by Commercial Banks; Credit Control by Central Bank.

Unit 3

Central Bank : Meaning, Functions, Methods of Credit Control.

Unit 4

Monetary Policy : Meaning and Objective.

Unit 5

e-Banking : Concept, ATM, Core Banking, Virtual Banking, Electronic Payment System (EPS).

Text Books:

1. Banking Law and Practice—P.N. Varshney
2. Indian Banking- R. Parameswaran and S. Natrajan.
3. Money, Banking and International Trade- M.C. Vaish
4. Shekhar & Shekhar – by Vikash Publishers- Banking Concepts and Practices.
5. Canon- Banking Concepts and Practices.

OR

INTERNATIONAL FINANCE

Max. Marks: 100

External Assessment: 70

Internal Assessment : 30

Course Contents

Unit 1

Introduction : Nature, Scope and Importance of International Finance.

Unit 2

International Trade & Finance : Modes of International Trade and Balance of Payment, International Financial System- International Feard Currency—Official Reserve Account, Curreent account, Mechanism of Foreign Exchange Market.

Unit 3

Exchange Rate Theories : Purchasing Power Parity (PPP); Interest Rate Parity (IRP), Method of Forecasting Foreign Exchange Rate- (a) Trend Based Analysis, (b) Time Series Analysis.

Unit 4

International Financing Decision : International Financial Market, International Bond, Equity.

Unit 5

Export-Import Procedures & Documentation : International Terms of Export-Import Order, Letter of Credit, Main Document- Bill of Loading, Bill Of Exchange, RBI's role & Exchange Control Authority.

Text Books:

1. International Finance : Theory & Practice- V.A.A. Vadhari.
2. International Financial Management- V Sharan.
3. International Financial Management- P.G. Apte.
4. International Financial Management- S. Pandian.
5. International Financial Management- Jain (Himalaya Publication).