

# **BBA (Honors) - SYLLABUS**

## **SEMESTER – I**

BBA (H) 1911 – Conceptual Foundation of Management  
BBA (H) 1912 – Business Communication  
BBA (H) 1913 – Financial Accounting  
BBA (H) 1914 – Legal Framework of Business  
BBA (H) 1915 – Managerial Economics  
BBA (H) 1916 – Computer Application

## **SEMESTER – II**

BBA (H) 1917 - Organisational Behaviour  
BBA (H) 1918 - Business Environment  
BBA (H) 1919 - Quantitative Techniques  
BBA (H) 1920 - Environmental Management  
BBA (H) 1921 - Accounting for Management  
BBA (H) 1922 - Profit Planning & Control

## **SEMESTER – III**

BBA (H) 2911 - Production Management  
BBA (H) 2912 - Human Resource Management  
BBA (H) 2913 - Marketing Management  
BBA (H) 2914 - Business Finance - I  
BBA (H) 2915 - Statistical Methods  
BBA (H) 2916 - Computer Application in Business

## **SEMESTER – IV**

BBA (H) 2917 - Operations Research  
BBA (H) 2918 - Company Law  
BBA (H) 2919 - Office Management  
BBA (H) 2920 – Indian Economy  
BBA (H) 2921 - Research Methodology  
BBA (H) 2922 - Business Finance - II

## **SEMESTER – V**

### **Compulsory Papers**

BBA (H) 3911 - Business Taxation  
BBA (H) 3912 - Management Information System  
BBA (H) 3913 - Banking Law & Practice  
BBA (H) 30923 - Summer Training Report

### **Optional Group (any one)**

#### **I. HR (Group)**

3917 - Industrial Relations  
3918 - Industrial Law  
3919 - Human Resource Development

#### **II. Finance (Group)**

3920 - International Financial Institutions  
3921 - Money & Capital Market  
3922 - Income Tax

#### **III. Marketing (Group)**

3914 - Sales & Distribution  
3915 - Advertising Management  
3916 - International Marketing

## **SEMESTER – VI**

### **Compulsory Papers**

BBA (H) 3923 - Strategic Management  
BBA (H) 3924 - Entrepreneurial Development  
BBA (H) 3925 - Insurance Law & Practice  
BBA (H) 30935- Comprehensive Viva-Voce

### **Optional Group (any one)**

#### **I. HR (Group)**

3929 - Compensation Management  
3930 - Labour Law  
3931 - Counseling Skills for Managers

#### **II. Finance (Group)**

3932 - Financial Institutions & Market  
3933 - Auditing  
3934 - Management of Financial Services

#### **III. Marketing (Group)**

3926 - Services Marketing  
3927 - Retail Management  
3928 - Rural & Industrial Marketing

## **SEMESTER – I**

### **1911 - CONCEPTUAL FOUNDATIONS OF MANAGEMENT**

#### **Unit 1 –**

Management – Characteristics of Management. Nature and Tasks of Manager. New look at the tasks of the CEO. Evolution of Management Thought and different approaches to management. Scientific and Operational Management. Behavioural Science, Systems and Contingency approaches.

#### **Unit 2 –**

Planning & Decision Making – Nature and significance of Planning ; the Planning Process; Types of Plans, Limitations of planning, making planning effective. Decision Making Process; Problem Solving techniques. Aids of Planning and Decision Making. Management By Objectives. Organising - The organizing process, need of an Organization Structure, Basis of organizing; departmentation; Line and Staff relationships; Delegation of Authority; Centralization, Decentralization, Span of Management; Committee System.

#### **Unit 3 –**

Leading – Mc.Gregor's Theory X and Y, Management Grid, Likert's Four Systems of Management

Control – Importance, Process and Types of Control; Limitations of Control; essentials of an effective Control system.

#### **Reference:**

Principles & Practice of Management – L. M. Prasad

Management – Theory & Practice – C. B. Gupta

### **1912 - BUSINESS COMMUNICATION**

#### **Unit 1 –**

Meaning, Definition Nature & Scope of Communication, Types of Communication, Communication Barriers, Principles of Communication. Written Communication – Types of Letter, Letter lay-out, Essentials of effective letter writing, Need and functions of Business letters.

#### **Unit 2 –**

Oral Communication – Types of oral communication, Barriers to oral communication, speech – Introduction & Characteristic of good speech. Mass Communication – Nature & Scope of Mass, functions and Media of mass communication. Role of Mass Media in India.

#### **Unit 3 –**

Report Writing – Reports its meaning, Importance and their selection in different business situations. Characteristic of a good report.

#### **Reference:**

Business Communication – Monopoly & Monipally

Commercial Correspondence – Ghosh & Bhushan

## **1913 - FINANCIAL ACCOUNTING**

### **Unit 1 –**

Accounting- meaning, definition, objectives, scope, basic terms. Branches of accounting, uses & limitations of Accounting. Accounting Principles- Concepts & Conventions, types of accounts, Accounting uses, Accounting information, Accounting equation – Meaning of accounting equation, effects of transactions.

### **Unit 2 –**

Basic Accounting Procedure – Journal, rules of debit & credit, method of journalizing, advantage, double entry system – its advantage. Ledger- meaning, utility, posting entries. Practical system of book keeping – Cashbook, types of cash book, single column, double column entries, Trial Balance - Objectives preparation, errors & rectification.

### **Unit 3 –**

Bank Reconciliation:- Meaning, causes of differences, need & importance, preparation & presentation of BRS. Depreciation – meaning, need for depreciation, straight line method and written - down method. Trading Account – Meaning, need & preparation, Profit & loss Account – meaning, need & preparation, Balance Sheet- Meaning, need & Preparation, Final Accounts with adjustment entries.

### **Reference:**

Basics of Accounting – Jain & Narang

Basic of Accounting – T. S. Grewal

## **1914 - LEGAL FRAMEWORK OF BUSINESS**

### **Unit 1 –**

What is Law, various sources of Law, significance of law, business law, impact of law on society & business, economic aspects of Constitution & its implications. Law of Contract – definition & nature of Contract, types of contract, offer & acceptance, consideration & capacity to contract, free consent, legality of object & consideration, contingent contract, quasi contract , discharge of contract, remedies for breach of contract, indemnity & guarantee, pledge. Principal – agent relationship & rights & obligation of Principal & agent.

### **Unit 2 –**

Law of sale of goods – nature of contract of sale, conditions & warranties, Transfer of ownership, performance of contract of sale, rights of unpaid seller, Remedies for breach of contract, Auction sale, Law of negotiable instruments – nature of N. I., Promissory notes, BOE, Cheque, Parties of NI.

### **Unit 3 –**

Holder & Holder in due course, liability & negotiation, Presentation of N.I., Dishonor of N.I., Discharge of liability, crossing of cheque. Banker & customer, Hundi, Miscellaneous provision. Law of Partnership- nature of Partnership, Registration of firms, kinds of partners. Relationship between partners, relation of partners with third parties, Partnership deed, Rights of partners, obligations of partner, Reconstitution of firms, dissolution of firms.

### **Reference:**

Mercantile Law – M. C. Kuchhal

## **1915 - MANAGERIAL ECONOMICS**

### **Unit 1 –**

M.E. – Meaning, Nature, Scope, relationship with other sciences & its Significance, Economics applied to Business Decisions, Theory of firm & industry Demand Analysis – Law of demand, determinants of demand, demand curve, consumer surplus, Elasticity of demand & Demand forecasting.

### **Unit 2 –**

Business Cycles: Nature and phases of a business cycle: Theories of business cycles- psychological, profit, monetary, innovation, cobweb, Samuelson and Hicks theories. Inflation: Definition, characteristics and types; Inflation in terms of demand-pull and cost- push factors; Effects of inflation.

### **Unit 3 –**

Price output decisions, classification of markets. Structures and their making features, Pricing under Perfect Competition and Monopoly. Profit Planning & Management – Types of Profit, some concepts related to profit, factors determining, profit in short & long term. Dynamics of surplus, Theory & residual claimant theory of Profit.

### **Reference:**

Managerial Economics – D. N. Dwivedi

Managerial Economics – Varshney & Varshney

## **1916 - COMPUTER APPLICATION**

### **Unit 1 –**

Introduction – Defining Computers, features, History, Generations, Components, classification of computers, input-output devices, Types of computer memory, introduction to computers, Hardware and Software. Introduction to HTML – Applying Bold, Italic, underline, Strikethrough, overlie, marquee, images, Hyperlinks, Textbooks, Buttons, Checkboxes, Radio Buttons, ordered and Unordered List, Tables, FRAMESET, LEGEND. Operating System – Meaning, functions, dikes operating system bandits commands & elementary idea of the operating system.

### **Unit 2-**

Introduction to Boolean Algebra: AND, OR NOT, NAND gates, Half – Adder, Full – Adder, Karnaugh Maps, Simplification. Introduction to computer network – Concepts of Networking, Advantages, classification of NETWORKS – LAN, MAN, WAN, VWAN, Usenet, Telnet. Concept of Green P.C. Concept of Screen Saver, Ergonomics, Nazis Schiedermannn Diagram, Decision Trees, Decision Tables, HIPO, VROC, IPO, Data Dictionary Menu design, MIS, Anthony's classification, DSS, Software documentation.

### **Unit 3 –**

WINDOWS introduction, utilities, shortcuts, working with word pad, MS Paint, MS Word, MS Excel

Internet – What is internet, History, Importance, equipment, needed, www-meaning, procedure for E-mail, Transfer files to Computer

### **Reference:**

Fundamental of Computers – Rajaraman

Computes Today – B. Sandra

**SEMESTER - II**  
**1917 - ORGANISATIONAL BEHAVIOUR**

**UNIT 1**

Organisational Behaviour – Concept and its Emergence, Importance of OB, HR Movement and Hawthorne Studies. Perception – Nature, Process & Application. Social perception and its application. Learning – Types of Learned Behaviour, Elements & Processes; Theories: Connectionist and Behaviorist Theories.

**UNIT II**

Values – Definition and Types. Attitudes – Concept, Opinion & Beliefs. Function of Attitude. Theories of Attitude Formation, Balance Theory, Congruity Theory, Cognitive Dissonance Theory. Personality – Determinants, Development of Personality, Trait Approaches, Erik-Erikson's Theory of Development of Personality. Personality Characteristics. Stress – Meaning, Causes, Effect and Coping Strategies.

**UNIT III**

Motivation – Hierarchy of Needs Theory, Motivation-Hygiene Theory, Equity Theory, Hackman & Oldham Theory and Reinforcement Theory

**Reference:**

Business Organization and Management by Bhushan Y.K.  
Business Organization by Gupta C.B  
Organizational Behaviour by L.M. Prasad

**1918 - BUSINESS ENVIRONMENT**

**UNIT-I** - Theoretical Framework of Business Environment: Concept, significance and nature of business environment; Elements of environment —internal and external; Changing dimensions of business environment; Techniques of environmental scanning and monitoring.

Economic Environment of Business: Significance and elements of economic environment; Economic systems and business environment; Economic planning in India; Government policies -industrial policy, fiscal policy, monetary policy, EXIM policy; Public Sector and economic development; Development banks and relevance to Indian business; Economic reforms, liberalization and structural adjustment programmes.

**UNIT-II** - Political and Legal Environment of Business: Critical elements of political environment; Government and business; Changing dimensions of legal environment in India and licensing policy; Socio-Cultural Environment: Critical elements of socio-cultural environment; Social institutions and systems; Social values and attitudes; Social groups; Middle class; Dualism in Indian society and problems of uneven income distribution; Emerging rural sector in India; Indian business system; Social responsibility of business; Consumerism in India.

**UNIT-III** - International and Technological Environment: Multinational corporations; Foreign collaborations and Indian business; Non-resident Indians and corporate sector; International economic institutions - WTO, World Bank, IMF and their importance to India; Foreign trade policies; Impact of Rupee devaluation; Technological environment in India; Policy on research and development; Patent laws; Technology transfer. Cross National Cooperation & Agreements SAARC etc.

**References:** Cherunillam Francis, Business Environment,

## **1919 - QUANTITATIVE TECHNIQUES**

### **Unit 1**

Business Arithmetic – Profit & Loss, Average, Partnership, Time & work, Ratio & Proportion, percentages, time & distance, Simple and Compound Interest. Types of Annuities.

### **Unit 2**

Measurement of central tendency, Arithmetic Mean, Geometric Mean, Harmonic Mean, Median and Mode, Relationship between mean, median and mode, Merits and Demerits of Mean, Median and Mode. Partition Values – Quartiles, Deciles and percentiles. Measures of dispersion – Range, Quartile Deviation, Mean Deviation, Standard Deviation, Variance and coefficient of variation.

### **Unit 3**

Theory of Indices, Linear equation, Quadratic equation, Arithmetic Progression, Geometric Progression. Matrices – Types, Determinant, Adjoint & inverse of square metrics, System of linear equations. Permutation and Combination. Probability – Problems based on addition and multiplication theorems.

### **Reference:**

Business Mathematics by B.M. Agarwal.

Problems & Solution in Business Mathematics by B.M. Agarwal

## **1920 - ENVIRONMENTAL MANAGEMENT**

### **Unit 1**

Renewable & Non Renewable Resources – Use & over utilization, Deforestation and its effects on forest & tibia people, Water Resources:- Use & over utilization of surface & ground water, flood, drought dams, benefits & problem, Mineral Resources:- Use & explanation, Food Resources:- World food problem, change causes by agriculture & over grazing effects of modern agriculture fertilizer, pesticide problem, change caused by Agriculture & over gazing effects of modern Agriculture fertilizers, pesticide problem. Energy Resources:- Growing energy needs use Alternate energy source, Land Resource:- Land as resource, land degradation, landside, soil erosion & desertification. Ecosystem:- concepts, function, structure, food chain, food webs, in following ecosystem, Forest Ecosystem, Grass land, Desert Land, Aquatic land.

### **Unit 2**

Biodiversity & its Conservation:- Introduction, definition genetic species & ecosystem diversity, biodiversity it global, national & local levels, India as a mega diversity nation, threats to Biodiversity, Conservation of Biodiversity, Environmental pollution :- Definition , Causes, effect & control measure of Air pollution, Water, soil & marine, noise, thermal, nuclear hazards, Role of and Individual in prevention of pollution, Disaster management, Flood Earthquake land, Slide, Cyclone.

### **Unit 3**

Social Issues in Environment:- From unstable to sustainable Development urban Problem related to energy, Resettlement & Rehabilitation of people, Environmental ethics , Consumerism, Environment Protection Act, Climate change, global warming, acid rain, ozone-layer depletion & nuclear accidents, Air Act, Waters Act, wild life protection Act, Issues involved in enforcement of environmental legislation for public Awareness, Human population & Environmental:- Population growth, variations among national, population explosion- family welfare program, Environmental & Human health, Human Right, HIV/AIDS women's & child welfare, Role of Information Technology in environment.

### **Reference:**

Environment Management by N.K. Oberai

Ecology, Environment & Development by K.L. Narsimha Murthy

Air Pollution – Causes & Effective Control by R.K. Arora

## **1921 - ACCOUNTING FOR MANAGEMENT**

### **Unit 1**

Management Accounting – Meaning, need and characteristics of Management accounting. Scope and Functions of Management accounting, Distinction between Management Accounting and Financial Accounting, Tools and Techniques of Management Accounting.

### **Unit 2**

Cost Concept - Elements of Cost – Direct and Indirect Cost. Types of Overheads. Standard Costing – Meaning and need of Standard Costing, Steps involved in Standard Costing, Standard Cost Vs Estimated cost, Establishing a system of Standard Costing, Variance Analysis, Classification of Variances, Introduction of direct material Variances and direct labor Variances.

### **Unit 3**

Statement of Changes in Financial Position- Basic Understanding of Cash Flow and Funds Flow Statements. Ratio Analysis- Types of Ratios- Liquidity, Solvency, Activity Turnover and Profitability ratios.

### **Reference:**

Management Accounting by S.N. Maheshwari  
Management Accounting by Grewal & Ramanathan

## **1922 - PROFIT PLANNING & CONTROL**

### **Unit 1**

Profit Management – Meaning, nature and concept, Kinds of profit theories of profit. Dynamic Surplus theory of profit, Risk and uncertainty theory, Monopoly theory Accounting profit and economic profit, role of profit, Profit policy, Profit limitation factor to set profit Standard.

### **Unit 2**

Marginal Costing – Concept of Marginal Costing, Scope and Characteristic of Marginal Costing, Assumptions and Limitations of Marginal Costing, Marginal Costing Vs Absorption costing, Contribution, Marginal Cost equations, Profit-Volume ratio, Cost Volume Profit (CVP) analysis, determination of Break even point, BEP Chart & BEP Graph, Margin of safety, Angle of Incidence, Assumptions & Limitations of Break even point.  
Budgeting: Meaning and Types of Budgets, Characteristics of Budgeting, Objectives of Budgetary Control, Budgeting Vs Forecasting, Limitations of Budgetary Control.

### **Unit 3**

Inventory Management, nature & concept of inventory control, Objective of inventory, objectives of inventory control barriers. Importance of Inventory control, factors affecting inventory control policy, Limitations. Reporting to management Reporting needs of different Management levels. Types of Reports, General Principles of Reporting, Report to the Board of Directors, Report to Top Management, Report to top divisional Management. Preparation of Reports, Reports to junior management level, use of Reports by management.

### **Reference:**

Managerial Economics by P.L. Mehta  
Financial Accounting and Management by R.K. Sharma & Shashi Kumar Gupta  
Management Accounting by S.N. Maheshwari.

## **SEMESTER - III**

### **2911 - PRODUCTION METHODS**

#### **Unit 1 –**

Production Management – Meaning, function, Historical development, classification of goods & services, concept of Production system, Responsibilities of Production manager, Production Planning – Introduction, levels of production planning. Objectives of production Planning, Production Control –Necessity, Objectives, Relation between Production Planning and control.

#### **Unit 2 –**

Manufacturing System – Introduction of manufacturing system, Intermittent manufacturing system – Job & Batch production system, Continuous manufacturing System – Mass Process, Production system, Plant Location – meaning & definition, Objectives, Factors affecting, plant location, location analysis, Plant layout – Meaning, Objectives, features, Types of Plant layout, Production Process.

#### **Unit 3 –**

Work Study – Meaning, Technique of method study, Process charts, work sampling, Sampling Plans, Routing & scheduling. Quality control & inspection, Inspection, Acceptance Sampling, Producer's & Consumer's Risk, Statistical Quality Control, Control Charts.

#### **Reference:**

Production and Operation Management – Cherry & Cherry  
Production Management – C. B. Gupta  
Production and Operation Management – Sharma and Agarwal

### **2912 - HUMAN RESOURCE MANAGEMENT**

#### **Unit 1 –**

Concept and perspective of HRM, HRM in changing Environment, Role of HR Executives in Indian Organizations, Functions of HRM, Manpower Planning, Job Analysis, Job descriptions, Job specification.

#### **Unit 2 –**

Manpower search – Recruitment methods, selection process, Induction & socialization, placement, promotion. Manpower training and development, training techniques, training evaluation.

Performance appraisal – Concept and various methods.

#### **Unit 3 –**

Job evaluation, wage and salary administration, methods of wage payment, Fringe benefits, incentives. Job satisfaction, team building. Employee welfare & productivity.

#### **Reference:**

Personnel Management – Tripathi P. C.  
Industrial Relations – Tripathi P. C



## **2913 - MARKETING MANAGEMENT**

### **UNIT I**

**Introduction to Marketing:** Nature Scope & Importance of Marketing, Marketer's Orientation Towards the Market place. **Buying Behaviour** - Factors Influencing Consumer Behavior, Consumer Buying Decision Process, **Marketing Information System and Marketing Research Process**- An overview

### **UNIT II**

**Target Marketing:** Market Segmentation, Targeting and Positioning. **Product Decisions** – Product Mix Decisions, Product Life Cycle, New Product Development. **Pricing** - Setting the price, adapting the price. Price discrimination.

### **UNIT III**

**Channel Decisions** – Types of Marketing Intermediaries, Reasons for using Intermediaries, Marketing Channel functions, Channel Design Decisions, Channel Management Decisions & Channel conflict. **Promotion Decision** - Promotion Mix: Advertising, Sales Promotion, Publicity and Personal Selling

### **References**

1. Kotler Philip, Marketing Management: Analysis, Planning, Implementation and Control, New Delhi, PHI, millennium Ed.
2. Ramaswamy, VS and Namakumari, S. Marketing Management: Planning, Control, New Delhi, Macmillan, 1990.

## **2914 - BUSINESS FINANCE – I**

**Unit 1 –** Introduction of Business Finance:- Evolution of Business Finance. Scope of Finance, Finance functions. Financial Manager's role. Financial Goal : Profit versus wealth, Conflict of Goals, Management Versus owners. Financial Goal and Firms Objectives. Sources of Finance – Ordinary Shares. Rights Issue of Equity Shares, Debentures, Preference Shares, Terms Loans. Important Features, advantages and Limitations of various type of sources of fund. Retained earnings as an internal source of fund.

**Unit 2 -** Capital structure and Leverage – Meaning of Capital structure, Features of an appropriate Capital Structures. Capital Structure Theories. Meaning of Financial Leverage, Measures of financial Leverage, Financial leverage and shareholders Return, Operating Leverage – concept and Implications. Combining financial and Operating leverage. Venture capital financing – Meaning and significance of venture capital. Development of Venture capital in India. Venture Capital Investment Process. Methods of Venture capital Financing disinvestment Mechanism, fiscal Incentives. Future Prospects of Venture Financing.

**Unit 3 –** Cost of Capital – Meaning and Significance of cost of capital. The cost of capital and opportunity cost concept. Determining component cost of capital – cost of equity, Cost of preference shares and cost of Debt. Weighted Average Cost of Capital (WACC). Flotation Cost, Cost of Capital and Investment Analysis.

### **Reference:**

- Financial Management – I. M. Pandey  
Financial Management – M. Y. Khan  
Financial Management – Prasanna Chandra

## **2915 - STATISTICAL METHODS**

### **Unit 1 –**

Introduction to Statistics – Origin, meaning and purpose of statistics. Scope and limitations of statistics. Science or Art and distrust of statistics. Collection and presentation of data. Sources and methods of data collection. Principles of data classification. Tabulation of data. Correlation and Regression Analysis: Introduction to Correlation and Regression. Simple linear regression model and coefficients of regression. Correlation Analysis – Significance and types of correlation, Correlation analysis – Scatter, diagram Karl-Pearson's coefficients, Rank correlation and method of least squares, standard Error of estimates.

### **Unit 2 –**

Time series Analysis – Introduction, Utility of time series analysis, Components and analysis of time series. Measuring Trends of time series, semi-average, moving averages and method of least squares. Index numbers their characteristics and utility. Methods of constructing Index numbers, problems in construction of Index Number, Limitations of Index numbers.

### **Unit 3 –**

Sampling Theory – Introduction to sampling, purpose, principles and method of sampling. Types of sampling, sample size, sampling and Non-Sampling errors, Central limit theorem. Theory of Estimation & Tests of Hypothesis – Large Sample Test, Z Test, Small sample Test – Student's - t Test, Chi Square Test.

### **Reference:**

Business Statistics – S. P. Gupta & M. P. Gupta  
Statistical Methods – S. P. Gupta & M. P. Gupta  
Statistic for Management – Jit, Chandan Das

## **2916 - COMPUTER APPLICATION IN BUSINESS**

### **Unit 1 –**

Data Representation – Binary Number system conversion of binary to decimal and vice-versa, binary Arithmetic, Introduction to Boolean Algebra, Computer Codes, BCD, ACII, DBCDIC Unicode, Parity codes, Evolutionary Software Process Models. The Incremental Model and spiral model, Problem Analysis – Algorithm design, Advantages & disadvantages of algorithms, flowcharts, symbols used in flowcharts, coding and testing. Software testing techniques – white – Box testing, Basis, Path testing, Cyclamate complexity; Control structure setting's.

### **Unit 2 –**

Programming languages – Introduction, machine language, assembly language, High level language. Language translators – Compilers assemblers, interpreters editors, Programming in C++ Measures Metrics and indicators in Software Engineering. User interface Design in Software Engineering.

### **Unit 3 –**

Introduction to MS Word. Creation of Simple document, editing text working with table and graphic. Formatting document use of tools like spell-check, hyphenation, mail-merge printing of document, envelopes and labels. Introduction of MS Excel, meaning of workbook opening of excel sheet and workbooks. Formulating and printing Workbooks/sheets. Formulas and functions, graphs and chart Introduction to Power Point.

### **Reference:**

Computer Today – B Sandra  
Software Engineering – Lan Somerville  
Fundamentals of Computers – Raja Raman

**SEMESTER – IV**  
**2917 - OPERATIONS RESEARCH**

**Unit 1**

Introduction to Operations Research:- Meaning, Evolution, approaches, techniques and scope of operations research, managerial application of Operations Research. Linear programming:- Introduction, meaning characteristics, graphical approach and its utility Simplex method, Duality in linear programming

**Unit 2**

Transportation & Assignment Problem: - The general structure of the transportation problem, methods of initial basic feasible solution, Degeneracy, Optimal solution. Assignment problem, Structure, variations in assignment problem.

**Unit 3**

Network Analysis:- PERT/CPM background and development, stages in PERT. CPM, determination of CPM, Determination of earliest expected & latest allowable times. Game Theory – Introduction two person zero sum game, Saddle point, Pure and mixed strategy, Odd's method, Dominance principle & sub game method.

**Reference:**

Operation Research by J.L. Sharma  
Operation Research by Gupta and Gupta

**2918 - COMPANY LAW**

**Unit 1**

**Nature of Company** – Definition, Characteristics, Difference between Company and Partnership. **Kinds of Companies** – Classification on the basis Incorporation, Liability, Number of members, Control, Ownership. **Formation of company** – Incorporation, Certificate of Incorporation, Promoter. .

**Unit II**

**Memorandum of Association**- Fundamental Document, Contents of Memorandum, Alteration, Doctrine of Ultra Vires. **Article of Association** – Contents, Alteration, Relation between Articles and Memorandum, Difference between Articles and Memorandum, **Prospectus** – Definition, contents, consequences of Misstatement in Prospectus. **Membership in a company** – who can become a member, Cessation of Membership, Rights and Liabilities of members, Register of member. **Share Capital** – Kinds, Alteration of capital, Reduction and further issue of capital, Reorganization of capital. Voting Rights. **Shares** – Definition, types, Application and Allotment of shares, Calls on shares, Share Certificate, Share Warrants, Transfer of share, Lien on shares, Forfeiture of shares, Transmission and Nomination of shares. Borrowing Power, Debentures, Kinds of Debentures, Creation of Charges.

**Unit III**

**Company Management** – Directors, Appointment and position of Directors, Number of Directorship, Disqualifications of Directors, Managerial Remuneration, Meeting of director, Power and Duties of Directors, Liabilities of Director, Managing Director, Manager. **Meeting and Proceedings** – General meeting, Requisites of a valid meeting, Proxies, Voting and poll. **Account and Auditors** – Account, Statutory Books, Annual Accounts and Balance sheet. **Auditors** - appointment, Rights , Powers and Duties of Auditors. Prevention of Oppression and Mismanagement. Compromises, Arrangements and Reconstruction. **Winding up** – Meaning, Mode, winding up by the court, Contributory, Voluntary Winding up, Consequences of Winding up.

**References** – 1. Kapoor.N.D., Elements of Mercantile Law, Sultan Chand and Sons.  
2. Chawla, Sharma, Sareen, Garg, Mercantile Law, Kalyani Publications.

## **2919 - OFFICE MANAGEMENT**

### **Unit 1**

Office and its Functions, Importance of office, Functions of office, office Accommodation and Layout – Factors to be considered in providing accommodation, Importance, Objectives, Principles of office layout. Advantages of good layout, types of Layout. Open versus small individual office and new developments in office layout.

### **Unit 2**

Office Environment – Importance, different physical conditions. Office Security – Principles & Planning of Security, Layout and security, Security in practice, Training and discipline in security, security manual and computer security.

### **Unit 3**

Record Management – meaning, purpose, principles. Records Manuals, Filing and essentials of a good filing system. Steps in initiating a filing system, Classification in filing, Old and Modern method of filing. Advantages of modern methods of filing. Centralized versus Decentralized filing.

**Reference - Office Organization and Management – S.P. Arora**

## **2920 - INDIAN ECONOMY**

### **Unit 1**

Overview of Indian Economy, Trends towards market economy, problems of underdevelopment – meaning, Main problems, reasons, of underdevelopment. Development- Factors and measure, Meaning of Economic development, National income, Per Capita income, Quality of life, Capital Formation – Savings, Financing and Investment.

### **Unit 2**

Planning in India, Meaning, Importance, Main reasons of adopting, planning in India, Objectives of planning, Economic development, moderation, stability, self sufficiency, employment etc, Foreign Aid, Employment, Allocation of Resources, Private and Public Sector, Public Sector – role and growth, Achievements of the public sector, Private Sector – Importance Problems, New foreign Trade Policy.

### **Unit 3**

Present Economic Policy, Main features, Globalization, Expansion of Private sector, a market oriented approach. Public distribution system, Industrial policy – 1948, 1956, 1977, 1980, 1990, 1991, 2000-2001, 2015 Industrial Licensing, Monetary and Fiscal Policy.

### **Reference:**

Indian Economy- A. N. Agarwal  
Indian Economy – Mishra & Puri  
Indian Development and planning – M. L. Jhingan  
Indian Economy – R. S. Rastogi  
Yozna and Kurukshetra Magazines

## **2921 - RESEARCH METHODOLOGY**

### **Unit 1**

Research – An introduction and meaning, objectives and types of research. Process of research.  
Research Problem – Process of problem formulation, selection of research problem.

### **Unit 2**

Research Design – Meaning and need of research design, features of a good research design, Types of research design, Sampling Design – sampling procedure and different methods of sampling, appropriate sample size.  
Methods of Data Collection – Types and Sources of Data collection, Methods of Data Collection Survey, Experiments, Observation, Interview Tools of Data Collection – Questionnaire and Schedule.

### **Unit 3**

Processing and Analysis of Data – Editing, coding, classification and tabulation, Techniques of analysis, Advance techniques of analysis – Discriminant analysis, factor analysis, conjoint analysis, multidimensional scaling and clustering methods.  
Report writing – report preparation, elements of a report, types of report.

### **Reference:**

Research Methodology by C.R. Kothari.

## **2922 - BUSINESS FINANCE-II**

### **Unit 1**

Working Capital Management – Meaning, nature and need for working capital, operating cycle, optimum level of working capital, factors determining working capital, Computation of working capital level, estimation of current assets and liabilities.  
Management of cash – Objectives of holding cash, Objectives, functions of cash Management, Miller Orr Model and Baumol Model.  
Receivable management – Objectives of receivables management, Types of Credit Policy – Strict, Optimum and Liberal, Formulation & Execution of Credit Policies.

### **Unit 2**

Inventory Management – Objectives and techniques of inventory management – EOQ, ABC Analysis, Reorder Level, JIT, Two – Bin system. Techniques of Inventory valuation LIFO, FIFO  
Capital Budgeting – meaning, nature and significance of capital budgeting decision, important evaluation techniques – non discounted cash flow techniques – pay back (PB) method. Average rate of return (ARR)  
discounted cash flow techniques profitability Index (PI) net present value (NPV), and internal rate of return (IRR)

### **Unit 3**

Dividend Policy – determinants of dividend policy, bonus shares stock split – concept and implication, dividend and valuation – Walter's model, Gordon's model and MM hypothesis.

### **Reference:**

Financial Management by I.M. Pandey  
Financial Management by Khan and Jain  
Financial Management by Prashant Chandra

## **SEMESTER - V**

### **COMPULSORY PAPERS** **3911 - BUSINESS TAXATION**

**UNIT – I** - Central Excise Duty:- Concepts, Basis conditions, important definitions:- Goods, Excisable Goods, Manufacturer. Classification of Goods. Principles of Classification- Valuation Rules, Concepts of CENVAT. Exemption to small Scale industries, Administrative Set-up of Central Excise.

**UNIT – II** - Customs Duty: Nature and types of custom duties, Valuation Rules, under customer duty. Procedure for Import and Export. Export Promotion Schemes-Export Oriented unit (EOU) , Export Processing Zone (EPZ) Special Economic Zone (SEZ).

**UNIT – III** - Central Sales Tax:- Introduction, Important terms and Definitions under the Central Sales Tax Act,. 1956, Dealer, Declared Goods, Place of Business, Sale, Sale Price, Turnover, Provisions relating to Inter-State Sale. Sales against form 'C' & 'D'. Determination of Gross Turnover and Taxable Sale. Concept of VAT, Main features of VAT

### **3912 - MANAGEMENT INFORMATION SYSTEM**

#### **UNIT I**

Information systems : Meaning and need of management information systems, Business perspective of information systems, Approaches to information systems, , Management process and information need, Management levels and Decision making, information characteristics.

Introduction of different types of information systems, Different decision making and information systems. Management information system and computers: Meaning, concept and characteristics of MIS, components of MIS, Organization of MIS, Decision making process, Classification of MIS.

#### **UNIT II**

Decision support system: Characteristics of DSS, Difference between MIS and DSS, Comparison of manuals and computerized information systems, Managerial use of CMIS, Selection of computer systems. Planning of management information systems Meaning, needs and dimension of management information system plan, Strategic planning for management information systems, Steps in planning,

#### **UNIT III**

Conceptual System Design : Defining the problems, setting system objectives establishing system constraints, determining information needs, determining information sources, developing alternatives, conceptual designs and selecting one; documenting the system concept and preparing the conceptual design report ,Detailed System Design-aim, project management of MIS, detailed design, documenting the detailed design

Implementation and Evaluation : Methods and tasks in implementation, Planning for implementation, Behavioral implications in management information system, Approaches and process of evaluation of management information system

#### **References:**

Robert G.Murdick& Joel E.Ross; Information System for Modern Management MIS  
conceptual foundations – Davis & Olsan.  
Analysis design information System – Jas Zenn

## **3913 - BANKING LAW & PRACTICE**

### **Unit 1**

Banking regulation Act 1949 – features, objectives, Evolution of banking, function of commercial banks, Indian banking system- commercial banks, RBI Industrial Banks, Exim Bank, NABARD, Co-operative Banks, Indigenous Banks, Scheduled & non – scheduled banks, regional rural banks, land Development banks, State Bank of India – role & functioning.

Defining banker, customers, general & special relationship of banker & customers, obligation to honor cheques garnishee order, obligation to maintain secrecy, Right of lien, Right to set off, Clayton's rule, Right to close about, power of attorney. Kinds of Accounts – C. A., F.D.A., S.B.A, R.D. – Procedures to open different kinds of Accounts, forms used in operation, closure of accounts, Insurance of bank deposits, Nomination facility, NR accounts.

### **Unit 2**

Types of Account Holders – Minor, lunatic, drunkard, insolvent, illiterate person, blind, married women, trustees, executors, administrations, Joint account holders, partnership firm, JHF, Joint stock company, Non Trading Institutions, Pass book – Statement of account, examining entries favorable to banker, entries favorable to customer, closing of accounts, demand draft, Services to customers – Mail Transfer, Telegraphic Transfer, Traveler's cheque, safe deposit lockers & operations, Teller system, Net Banking, ATMs.

### **Unit 3**

Cheque – Meaning, feature, types- cheque, crossed cheque, general crossing, special crossing, account payees crossing, double crossing, Bankers liability, Payment of Cheques – precautions of payment, statutory protection of banker (paying), Dishonor of cheque, Wrongful dishonor & its liability collection of cheques, collecting bankers conversion, Duties & protection of collecting banker, Agent for collection, Marking of cheques.

Employment of bank funds – Types of securities, Modes of creating charge line, pledge, mortgage, hypothecation, identity, Guarantee, Purchase & discounting of bills, Letter of credit, Financing of Agriculture & Rural development, Documentation, Frauds, Mechanization in banks, Post Office saving banks.

### **Reference:**

Banking Theory and Practice – Grewal and Taneja

Banking Law and Practice – Gupta C. B.

Banking Law and Practice – Shekhar & Shekhar

## **30923 - SUMMER TRAINING REPORT**

## **OPTIONAL GROUP (ANY ONE)**

### **I - MARKETING GROUP**

#### **3914 - SALES & DISTRIBUTION MANAGEMENT**

##### **Unit 1**

Sales Management – Meaning, Objectives, Sales executives as coordinators, sales management and control, personal selling, different types of personal selling situation, personal selling process, sales forecasting.

Sales Force Management – Sales Organization, Sales force manpower planning, recruitment, selection training, motivation and compensation.

##### **Unit 2**

Sales Administration & Control – Sales Analysis, Sales quotas, sales budget, Sales territory, sales audit.

##### **Unit 3**

Physical Distribution - Nature and scope of physical distribution, order processing, distribution strategies, warehousing and transportation – types and selection

##### **Reference:**

Sales Management by Rechar R Still & Cundiff.

#### **3915 - ADVERTISING MANAGEMENT**

##### **Unit 1**

Advertising Management – Introduction, facilitating institutions, planning framework – factors involved in advertising planning and decision making, the communication & persuasion process.

##### **Unit 2**

The advertising Budget decision, Budgeting decision rules – percentage of sales, Affordable Approach, Competitor Parity approach, objective & Task method. Budgeting Process. Setting Advertising objectives- Sales as an objective, operational objectives, Behavioral objectives, dynamic, DAGMAR.

##### **Unit 3**

The source of message and social factors, Creation and Production of a copy, Types of television commercials, Public Relations – Meaning, Difference between advertising & Public Relations.

##### **Reference:**

Advertising Management – Chunawala

Advertising Management – Sontaki & Sontaki

Advertising Theory & Practice – Batra, Aker, and Myres



## **3916 - INTERNATIONAL MARKETING**

### **Unit 1**

Nature and Importance of International marketing – process of International marketing, International dimensions of marketing and benefits of international marketing, steps of development of the transnational corporation.

### **Unit 2**

Global marketing information system and research – nature of marketing research, sources of information and marketing research – primary and secondary global market segmentation, targeting and positioning. Foreign market entry strategy – market analysis, export, licensing, joint ventures, Manufacturing, management contracts turn key operations, acquisition and mergers, analysis of entry strategy.

### **Unit 3**

Global marketing mix – International product decision, product development, product positioning, theory of PLC, Product standardization and product adaptation, branding and packaging, International pricing decision – role of price supply and demand, international channel decisions – importance and scope of channel decision, direct and indirect selling channel, sales and promotion, advertising.

### **Reference:**

Global marketing management by Warren J Keepen

Global marketing management by Varshney and Bhattacharya.

## **3917 - INDUSTRIAL RELATIONS**

### **Unit 1**

Industrial relations: Concept, Background, Approaches & perspective, Industrial relations & the emerging Socio-Economic Scenario, Industrial Unrest in India, Industrial relations and the state-legal framework of IR.

### **Unit 1I**

Trade Unionism; concept, functions, Approaches, Reorganization, and structure of Trade unions, Trade movement in India, INTUC, AITUC, BMS, UTUC, CITU, CUTU- An overview, Trade Union and the employee, Trade Union and management, Emerging Trends in Union Management relations and Employer's association.

### **Unit 1II**

Discipline Grievance Management: Nature and content of /Collective Bargaining, Negotiations skills and collective settlements, conciliations, Arbitration and process, Participants forums, Quality Management, Industrial relations and Technological change.

### **References –**

1. Ramaswamy, E.A. The Rayon's Spinner : The Strategic Management of Industrial Relations, N.D. Oxford University Press.
2. Niland Jaya, The Future of Industrial relations, N.D. Sage Pub.

## **3918 - INDUSTRIAL LAW**

### **Unit 1**

Factories Act 1948 - Objectives, Definition of factory, provision regarding health, safety and welfare working hours, holidays, annual leave with pay, working hours of adults, general schemes important terms and provisions regarding hazardous process, provisions regarding employment of women, employment of young person, penalties, procedure, offers and special provisions, miscellaneous.

### **Unit 2**

Industrial disputes Act 1947 – Defining industry & Industrial dispute, need and objective of the act, procedure and machinery for settlement, strikes and lockout, layoff & retrenchment, provisions & penalties.

Standing Orders Act 1946 - Objective, scope, application, importance, definition, procedure for submission of draft, procedure for appeals, registration, certification, posting, duration and modification of standing orders, payment of subsistence allowance, penalties and procedure & miscellaneous.

### **Unit 3**

Payment of Bonus Act 1965 – Objective, definition, application, exception, meaning of bonus, abolition of bonus, restoration of minimum bonus, eligibility and disqualification of bonus, determining bonus, calculation of gross profit, determination of available allocation special provisions, payment of bonus, inspector, penalties and procedure & miscellaneous.

### **Reference:**

Mercantile Law by N.D. Kapoor  
Industrial Law by N.D. Kapoor  
Industrial Law by R.C. Chawla

## **3919 - HUMAN RESOURCES DEVELOPMENT**

### **Unit 1**

HRD concept, Importance, Evolution, Functions. Organisation of HRD functions. Process and system of HRD, Approaches to HRD, HRM & HRD, Challenges of HRD, HRD strategies, Designing HRD strategy, HRD model

### **Unit 2**

Training & Development – Management development, designing management development techniques, HRD for workers, performance and potential appraisal. Career and succession planning, career development.

### **Unit 3**

Competency mapping, Employee counselling and mentoring, Employee empowerment, Organizational change and development, Quality of work life, quality circles, HRD audit.

### **Reference:**

Human Resources Development – Rao, Verma Khandelwal  
Human Resources Development – Nadler & Lenonard

## **II . FINANCE GROUP**

### **3920 - INTERNATIONAL FINANCIAL INSTITUTIONS**

#### **UNIT – I**

International finance – Functions & key participants in the international finance function.  
Meaning and types of foreign investment, Theories of international investment, factors affecting investment, significance, limitations and benefits of international investment

#### **UNIT – II**

International flow of funds – BOP  
Structure of BOP, Current account and capital account transactions, official reserve account, BOP equilibrium disequilibrium and adjustments, approaches to BOP adjustment.

#### **UNIT – III**

International Financial Market – Significance & channels / Sources for international flow of funds, structure of international financial markets.  
World Bank – Set up, Purpose, Resources. Principles in lending operations, its affiliates – IBRD, IDA, IFC, MIGA, ICSID.  
IMF – Set up, Purpose, Resources, financing facilities.  
ADB – Set up, Resources, Objectives.

### **3921 - MONEY AND CAPITAL MARKET**

#### **UNIT – I**

Financial Markets – Definition, Meaning, Features, Importance, Types, Functions, Role of Financial markets in financial system, differences between capital market and money market.

#### **UNIT – II**

Money Market – Features, Functions, Importance, investment of money market – Treasury bill, Call money market, commercial bills, commercial paper, certificate of deposits, term money.  
Players in money market, defects of Indian money market.

#### **UNIT – III**

Capital Market - Features, Functions, Importance. Types of capital Market – Equity and debt market.  
Equity Market – Meaning, Features, Importance, Types of equity market – Primary and Secondary markets, derivatives market. (Public issue market) (NSE, BSE, OTCEI)  
Debt Market – Meaning, Benefits, Players / Participants, Types of debt market.  
Derivatives market – meaning, Features, Benefits, Types of financial derivatives.

## **3922 - INCOME TAX**

### **UNIT – I**

Basic Concepts: Income, agricultural income, casual income, assessment year, previous year, person, gross total income, total income. Basis of charge: Residence and tax liability, income which does not form part of total income., Taxable income under the head of salary.

### **UNIT – II**

Taxable Income under the head of house property, Business or Profession, Capital gains. Income from other sources, Set off & Carry forward of losses. Deductions from Gross total income. Computation of total income

### **UNIT – III**

Tax planning, Scope of tax management, Tax deducted at source, advance payment of tax, Income Tax Authorities.

## **SEMESTER – VI**

### **COMPULSORY PAPERS**

#### **3923 - STRATEGIC MANAGEMENT**

##### **UNIT I**

Concept of Strategy: Defining strategy, process of strategic management; Approaches to strategic decision making; Mission and objectives; Strategic management in non business organization. Environmental Analysis and Diagnosis: Concept of environment and its components; Environment scanning and appraisal; Organisational appraisal; SWOT analysis.

##### **UNIT II**

Generic Strategy Alternatives: Stability, Expansion, Retrenchment and combination, Strategy Variation – internal expansion, internal retrenchment, major approaches for turnaround strategy, External Expansion – Acquisition, Merger and consolidation, External Retrenchment, Entry/Exit Barriers, End game strategies, Horizontal Expansion, horizontal retrenchment, vertical expansion, Captive company strategy, related expansion, unrelated expansion. Generating strategic alternatives and choice of strategy, BCG's Matrix, Hofer's Matrix, Shell's matrix and GE Matrix.

##### **UNIT III**

Functional Area Policies: Marketing, Production, Personnel, Purchase and Financial strategy implementation, evaluation and control, strategy implementation process, resource allocation, strategy evaluation and control process.

##### **Reference:**

Business Policy by A. Kazmi  
Exploring corporate strategy by G. John  
Business Policy – W.F. Gluek.

#### **3924 - ENTREPRENEURIAL DEVELOPMENT**

##### **Unit 1**

Definition, concept of entrepreneurship, classification of entrepreneurship, socioeconomic impact of entrepreneurship. Nature and importance of entrepreneurs, Entrepreneurs Vs Professional managers.

##### **Unit 2**

Characteristics of entrepreneur, barriers to entrepreneurship, entrepreneurial environment, entrepreneurial functions, entrepreneurial process, entrepreneurial structure. Entrepreneurial development training – importance of training, objectives of training methods of training, benefits of training process.

##### **Unit 3**

Institutions in aid of entrepreneurs – Introduction, entrepreneurship development program organization – MDI, NIESBUD, IED, EDII

##### **Reference:**

Entrepreneurial development & management by Vasant Desai  
Small scale industries & entrepreneurship by Vasant Desai

## **3925 - INSURANCE LAW AND PRACTICE**

### **UNIT-I**

Principles of Insurance , Insurance Act 1938, IRDA Act 1999 .Types of Insurance, Basis of premium, LIC Agents .

### **UNIT-II**

General Insurance: Meaning, scope, settlement of claims, working of General Insurance companies GIC. Prospects and Challenges.

Health Insurance- Need, Functions and Types of Health Insurance Plans.

### **UNIT-III**

Life Insurance: Meaning, Need, Functions and Development of life Insurance in India, LIC, Important Plans. Endowment, Annuity Insurance plans, Group Insurance plans, Unit Linked Insurance, Liberalisation and life Insurance.

## **30935- COMPREHENSIVE VIVA-VOCE**

## **OPTIONAL GROUP (ANY ONE)**

### **I – MARKETING GROUP**

#### **3926 - SERVICES MARKETING**

##### **UNIT I**

Introduction to Services: What are services? Why services marketing ? Differences in goods versus services marketing. The services marketing triangle. The services marketing mix. The gaps model of service quality. Services categories in the decision — making process. Information search. Evaluation of service alternatives. Service Purchase and consumption, Post purchase evaluation.

Customer Expectations of Service Meaning and types of service expectations, Factors that influence customer expectations of service, A model of customer service expectations. Customer Perception of Service, Service quality, Building Blocks of satisfaction and service quality, Strategies for influencing customer perception.

##### **UNIT II**

Service Development and Design: New service development. Physical Evidence and the Servicescape : Physical evidence — What is it ? Types of servicescapes. Roles of the servicescape. Employees roles in service delivery : the critical importance of service employees. Boundary-spanning roles. Strategies for closing gap3.

##### **UNIT III**

Customer role in service delivery : The importance of customers in service delivery, customers' roles, strategies for enhancing customer participation, Defining customers' jobs, Recruit, educate, and reward customers.

Delivering services through intermediaries and electronic channels: Direct or company owned channels, Key problems involving intermediaries; Key intermediaries for service delivery. Pricing of Services: Three key ways service prices are different for consumers.

##### **Reference:**

Service Marketing by SM Jah



## **3927- RETAIL MANAGEMENT**

### **UNIT – I**

Retail Management; The marketing concept and Retailing, the economic Impact of retailing; Strategic planning in Retailing, The wheel of Retailing, Institutions of Retailing management; Planned shopping centers, Franchising & the retailing of food.

### **UNIT – II**

Retail Store location, Trading Area Analysis & store layout, The store exterior and the interior, Retail Organization, Buying and Handling Merchandise; Nature and process.

### **UNIT – III**

Retail Promotional policies; Promotion in Retailing management, retail advertisement and sales promotion, Joint promotion, personnel selling, creative selling. Retail Credit; Characteristics, Advantages, types of retail credit cards. Customer Loyalty: Meaning and development.

References:-

1. Berman, berry & Evances R. Joel, Retail Management, A Strategic Approach N.D. PHI.

## **3928 - RURAL AND INDUSTRIAL MARKETING**

### **UNIT – I**

Rural Marketing: Introduction the New Discipline. Concept and Scope, Nature of Rural Market, Taxonomy of Rural Market, Attractiveness of Rural Market, Rural Vs Urban Marketing, Rural Urban Disparity

### **UNIT – II**

Rural Market Segmentation, Introduction, Concepts and Process, Guides to Effective Segmentation, Bases of Segmentation, Targeting and Positioning. Rural product – Pricing objectives and techniques. Rural Distribution Channels, Rural Communication.

### **UNIT- III**

Industrial Marketing Concept-Meaning and features of Industrial Marketing. Demand for Industrial Goods, Demand and Product Characteristics, Derived Demand for Industrial Goods. Classification of Industrial Products Buying Behaviour Industrial Product, Planning and Development. Pricing Policy, Distribution, Advertising & Sales Promotion of Industrial Products.

## **III - HR GROUP**

### **3929 - COMPENSATION MANAGEMENT**

#### **UNIT – I**

Conceptual and theoretical understanding of economic theory related to reward management. Criteria of reward fixation, factors affecting compensation – productivity learning, quality, Diagnosis and Bench Marketing, determination of Inter- Industry and Citra Industry compensation differentials, Internal and External equity in compensation system.

#### **UNIT – II**

Tools used in designing and implementing compensation packages, Compensation for executives and senior managers. Components of compensation packages like fringe benefits, incentive and retirement plans, strategic compensation system.

#### **UNIT – III**

Statutory provision governing different component of Reward system – Payment of wages Act 1936, Minimum wages Act 1948 and Bonus Act 1966. Working of wage Boards and pay commissions.

#### **References –**

1. Understanding wage system by A.M. Sharma
2. Strategic Compensation by Joseph. J. Mustachio.
3. IGNOU Blocks.

### **3930 - LABOUR LAWS**

#### **Unit – I**

1. Working compensation Act 1923.- Scope & coverage, Definitions, Rules regarding workmen's compensation, Amount of compensation, Distribution of compensation.
2. Payment of wages Act 1936 – Application, Definitions, Rules, deduction from wages, Inspects Appeal Penalty of affiances.

#### **Unit-II**

1. Payment of gratuity Act 1972 – Meaning of gratuity, Definitions, payment of gratuity, forfeiture of gratuity, nomination, Determinations of gratuity, recovery of gratuity, inspectors, Penalty of affiances.
2. Minimum wages Act 1948 – Object, Definition, fixation revision of wage, advisory board, central advisory board, safeguards in payment of minimum wages, inspectors, offences & penalties, power to make rules.

#### **Unit- III**

1. Employee state Insurance Act 1948 – Definition, Administration of the scheme, offices & staff, Employee state insurance fund, contritutions, Benefits, Adjudication of disputes and claims.
2. Employee Provident Funds and Miscellaneous Provision Act 1952 – Application, Definition, EPF Schemes, Employee Pension scheme and funds, Employee deposit – liked insurance scheme and funds, Administration of the scheme, Determination of money due from employees, inspectors, penalties & appences.

## **3931 - COUNSELLING SKILLS FOR MANAGERS**

### **Unit – I**

Emergence and growth of counseling services. Approaches to counseling.

### **Unit – II**

Counseling Process – Beginning and terminating a counseling relationship. Follow ups. Counselor's Attitude and skill of counseling. Assessing client's problems.

### **Unit – III**

Selecting counseling strategies and intervention. Changing Behavior through counseling. Special problems in counseling. Application of counseling to organizational situations with focus on performance counseling.

### **References -**

Comer L.S and Hackney, H. The Professional Counselor's Process Guide to Helping, Englewood Cliffs, N.J. PHI Muro C.A etc. Counseling: A skills Approach Methuen.

## **II - FINANCE GROUP**

### **3932 - Financial Institutions and Markets**

#### **Unit 1**

Financial System – meaning, features, purpose, roles, importance, components, organized and unorganized sector.

Stock Exchange – features, roles, functions, types, constituents, listing of securities, methods of trading.

#### **Unit 2**

Developmental Financial Institutions – IDBI & IFCI – establishment, purpose, working, limitation, source of finance.

Insurance companies – LIC & GIC, establishment, purpose, objectives, working, subsidiaries, principles of insurance.

#### **Unit 3**

Mutual Funds – Constituents, Investors, benefits, types. Financial Regulators – SEBI – power, functions, SEBI and investor protection, Guidelines for new issue market and capital market.

RBI – establishment, objectives, subsidiaries, functions. Credit control methods.

#### **Reference:**

Financial Institutions and markets by L M Bhole.

## **3933 – AUDITING**

#### **Unit I**

Introduction: Meaning and objectives of Auditing, Types of Audit, Internal Audit, Audit Programme, Audit Notebook, Routing Checking and Test Checking.

#### **Unit II**

Internal Check System – Internal Control, audit procedure: Vouching Verification of Assets and liabilities.

#### **Unit III**

Audit of Limited Companies: Company Auditor-Appointment, Powers, Duties and Liabilities. Auditor's Report an Audit Certificate. Recent Trends in Auditing: Nature and Significance of cost Audit, Tax Audit, Management Audit.

## **3934 - MANAGEMENT OF FINANCIAL SERVICES**

### **UNIT – I**

An Overview of Indian Financial System – Formal and informal system, functions, features and role. Nature & Scope of Financial Services, Regulatory Framework for Financial Services.

### **UNIT – II**

Financial Services – Classification, Scope, innovations and challenges.

Stock Exchange – Functions and Organization – recent developments in Indian stock market.

Mutual Funds - Types of mutual fund, schemes, mutual fund investors, constitution of mutual funds, benefits of mutual funds.

Merchant Banking Services – Services provided, regulations on merchant bankers, code of conduct for merchant bankers, Merchant bankers in India – public and private sector.

### **UNIT – III**

Leasing and Hire purchase – elements & types of leasing, main clauses in lease agreement, pros and cons of leasing, features of hire purchase agreement, Distinction between leasing and hire purchase.

Credit Rating – meaning, types, importance, limitations, process of credit rating.

Credit Cards – Introduction, Types of credit cards, facilities and services provided by credit cards, credit card business cycle, benefits of credit cards.

Venture Capital – Features, stages of venture capital financing, organization of venture capital industry, sources of venture capital funds, exit alternatives.