

# **ORDINANCES**

(As approved by the Board of Studies on 21<sup>st</sup> June, 2007, Faculty Board on 9<sup>th</sup> July, 2007 and Academic Council on 20<sup>th</sup> July, 2007)

(Department of Business Management, H.N.B. Garhwal University)

1. **Three Year Full Time BBA Degree Course:** - There will be one full- time Bachelor's Degree Program in Business Administration (BBA). The duration of the course shall be three years (i.e. three academic sessions). Each year will be divided into two semesters (July-December, Jan-June). There will be about 90 teaching days in a semester, the examinations will be held in around December and May for the first/third/fifth and second/fourth/sixth semesters respectively or as convenient to the University.
2. **Eligibility For Admission:** - The candidates seeking admission to the BBA Degree course must have passed 10+2 of equivalent examination from a recognized Board/University. The procedure for selection of the candidates for admission in the course shall be as such as prescribed by the University from time to time.
3. **Total Number of Seats:** - There will be a maximum of 60 (sixty) seats for each year of the program in the Department of which 30 will be reserved for general category and 30 (thirty) for self financed category including NRI/NRI sponsored/Industry sponsored. Foreign nationals seeking admissions to the course shall have to produce a Department of Education and shall have to comply Rules and Regulations in the matter. Where seats reserved for NRIs/ sponsored are vacant until the last date for application/depositing fees, the same shall be filled by candidates in the other self financed category. But in no case shall seats reserved for self-finance category is filled by general category students. No reservation in self financed category seats.
4. Reservations in the general category seats will be as per the policy of the Uttarakhand Government.
5. **Course Structure:** - The structure of the course shall consist of 5 (five) papers in each of the Semesters inclusive of Seminar and Viva-voce. There shall be specialization subjects namely-Marketing Management, Human Resource Management, Financial Management, Insurance Business Management, Retail marketing in the fifth and the sixth semesters respectively. A student shall have to exercise his option of opting for any one of the group as specialization at the end of the fourth semester in such a way that he/she shall have to opt 4 (four) papers in one specialization group-2 (two) each in fifth and sixth semester (respectively).

## **First Semester (All Papers are Compulsory)**

|     |                                       |           |
|-----|---------------------------------------|-----------|
| 101 | Principles and Practice of Management | 100 marks |
| 102 | Computer Applications in Business     | 100 marks |
| 103 | Business Communication                | 100 marks |
| 104 | Financial Accounting                  | 100 marks |
| 105 | Business Economics                    | 100 marks |

## **Second Semester (All Papers are Compulsory)**

|     |                      |           |
|-----|----------------------|-----------|
| 201 | Marketing Management | 100 marks |
|-----|----------------------|-----------|

|     |   |           |
|-----|---|-----------|
| 202 | Human Resource Management   | 100 marks |
| 203 | Business Environment  | 100 marks |
| 204 | Production Management   | 100 marks |
| 205 | Business Finance  | 100 marks |
| 206 | Basic of Environment Science- As per University common syllabus for all degree level courses. |           |

**Third Semester (All Papers are Compulsory)**

|     |                           |           |
|-----|---------------------------|-----------|
| 301 | International Business    | 100 marks |
| 302 | Organizational Behaviour  | 100 marks |
| 303 | Business Laws             | 100 marks |
| 304 | Accounting For Management | 100 marks |
| 305 | Quantitative Analysis     | 100 marks |

**Fourth Semester (All Papers are Compulsory)**

|     |                       |           |
|-----|-----------------------|-----------|
| 401 | Company Law           | 100 marks |
| 402 | Research Methodology  | 100 marks |
| 403 | Logistics Management  | 100 marks |
| 404 | Marketing of Services | 100 marks |
| 405 | Consumer Behaviour    | 100 marks |

**Fifth Semester (Three Papers are Compulsory and Two Electives)**

|     |  |           |
|-----|--|-----------|
| 501 | Business Policy and Strategy             | 100 marks |
| 502 | Entrepreneurship and Small Business      | 100 marks |
| 503 | Project and Project Presentation/Seminar | 100 marks |
| 504 | Elective I                               | 100 marks |
| 505 | Elective II                              | 100 marks |
| 506 |  |           |
| 507 |  |           |

Electives (Opt any Two Papers as I and II from any one of the following Specialization Groups namely either from Marketing, HRM, Finance or Insurance Business Management, Retail Marketing)

**A – Marketing Management Group**

- M-1- Customers Relations Management
- M- 2- **Marketing Communication and Advertising**
- M-03- **Sales and Distribution management**

**B- Human Resource Management Group**

- H-1- Industrial Relations
- H-2- Training and Development
- H-3- Wage & Salary Administration

**C- Financial Management Group**

- F-1- Banking and Insurance
- F-2- **Working Capital Management**
- F-3- **Financial Institutions and Markets**

**D- Insurance Management Group**

- IN-1- Principles & Practice of Life Insurance
- IN-2- Principles and Practice of General Insurance
- IN-3- Insurance Fund Management

### **E- Retail Marketing Group**

RM-1- Fundamentals of Retailing  
RM-2- Retail Environment  
RM-3- Retail Technology and CRM

### **Sixth Semester (Three Papers are Compulsory and Two Electives)**

|     |                               |           |
|-----|-------------------------------|-----------|
| 601 | Management Information System | 100 marks |
| 602 | Project Management            | 100 marks |
| 603 | Viva-voce                     | 100 marks |
| 604 | Elective III                  | 100 marks |
| 605 | Elective IV                   | 100 marks |
| 606 |                               |           |

Elective (Opt any two Papers as III and IV from any one of the following Specialization Groups namely either from Marketing, HRM, Finance or Insurance Business Management, Retail Marketing)

### **A – Marketing Management Group**

M-1- International Marketing  
M-2- Industrial Marketing  
M-3- Rural Marketing

### **B- Human Resource Management Group**

H-1- Human Resource Planning and Development  
H-2- Business Ethics  
H-3- Social Security and Labour Welfare

### **C- Financial Management Group**

F-1- International Financial Management  
F-2- Management of Financial Services  
F-3- Corporate Tax Planning and Management

### **D- Insurance Management Group**

IN-1- Economic Environment of Insurance Business  
IN-2- Fire and Automobile Insurance  
IN-3- Legal & Regulatory Aspects of Insurance Business

### **E- Retail Marketing Group**

RM-1- Retail Supply Chain Management  
RM-2- Mall Management  
RM-3- Retail Store Operations and Management

**6. Pattern of Examination:** - The maximum marks for each paper, except in case of Project (Paper No. 503) and Viva Voce (Paper No. 603), shall be 100 (one hundred) marks of which 70 (seventy) marks shall be awarded on the basis of External Semester Examination and 30 (Thirty) marks shall be awarded on the basis of Internal Examination. The Project Report (Paper No. 503) and its presentation shall be evaluated by the Internal Expert appointed by the Head of the Department/Director of the Affiliated Institution for their respective students and Viva-Voce shall be conducted jointly by an Internal Expert from the Department/Affiliated Institution and by an External Expert appointed by the University.

Marks for Internal Examination shall be awarded on the basis of the Internal Tests and student's general performance-class participation in various curricular and extra curricular activities and attendance. For that purpose 3 (Three) Internal Tests of 10 (Ten) marks each in

each paper, except in Seminar, Viva-voce, Project Report, shall be conducted by the Department/Affiliated Institution, out of which the performance in best 2 (Two) shall be counted for the purpose of the Internal Examination. Accordingly there shall be a maximum of 20 marks for Internal Tests and 10 marks for general performance and behavior of the student in the campus as mentioned above shall be awarded by the Teacher concerned on the basis of class participation and attendance of a student.

In so far as the External Semester Examination is concerned each examination question paper as mentioned above, shall be of three hours duration with the maximum marks being 70. The pattern of paper setting for Semester Examination is indicated at Annexure- I. The duration of the Internal Tests and the modalities of the Tests shall be decided by the Teacher concerned in the respective subject in consultation with the Head of the Department/Director of the Affiliated Institution as the case may be. The maximum marks for Internal Examination shall be 30 as indicated above.

The Department/Affiliated Institute shall forward the Internal Examination marks awarded by the Teacher/Internal Expert concerned in the respective Paper to the Registrar before start of the External Semester Examination for being incorporated with the result of the Semester Examination.

In the **Fifth** Semester each student shall undertake a Project based on Research Methodology on the topic assigned to him/her by the Teacher concerned on the issues related to Trade, Commerce, Industry, Corporate Affairs and Corporate World. The topic shall be assigned **at the beginning of the Fourth Semester** so that the students could utilize time and make proper scheduling of time for the Project. This will also enable students to submit the Project **Report during the period of Fifth Semester.** The Project Report and its presentation shall be evaluated by the Internal Expert appointed by the Department/Affiliated Institute as the case may be. The presentation shall be in the form of class room seminar and the criteria for evaluation may be decided by the Teacher In charge with the approval of the Head of the Department/Director of the Affiliated Institution as the case may be.

**7. Eligibility for Passing the Examination:-** The minimum marks for passing the examination in each of the semester shall be 50% in aggregate subject to a minimum of 40% in each paper. Further a student who has secured minimum marks to pass in each paper as mentioned above but has not secured the minimum marks to pass in aggregate for the Semester concerned shall be eligible to reappear in two papers in which he/she secured minimum marks in that semester so as to improve the aggregate marks in the concerned semester. A maximum of 5 marks can be awarded as grace marks in case if a student fails in only one paper subject to the condition that such student must have secured 55% or more marks in aggregate in the respective semester Examination in case of grace, position in merit list shall not be included.

**8. Provision regarding Back Paper:** No student shall be admitted to second year/Third year of the course respectively unless he/she has passed in at least 6/16 papers out of total papers of 10/20 offered by him/her during the First Year/Second Year respectively. In that way a student can be allowed to reappear in 4 examination papers of External Semester Examination in which he/she failed in respective Semester during second and Third Year of the course as back paper/ further, a student will be allowed to reappear in any paper in the respective External Examination subject to the condition that the total number of papers shall be within the total limit of 4 back papers in a year as mentioned in this Para and further that total number of attempts for appear shall not exceed the total span period of programme of six years or as decided by the University for Degree level courses. Further all the students shall have to pass the Degree programme within the span period of the programme which is Six year or the span

period as decided by the University for Degree level courses from the date of admission in the programme. In case of those students whose back papers are more than 4 in a year as mentioned above, they shall not be allowed to proceed to Second Year (Third Semester) unless they pass the First year course (First Semester and Second Semester). Same shall be in the case of promotion from Second year to Third year. The students who have thus failed shall be Ex-students and shall repeat the respective Semester. The back paper examinations shall be held with the respective regular External Semester Examination. If a student fails to clear the degree programme during the span period mentioned above from the date of admission then he or she shall not be eligible to be readmitted in the BBA degree programme. The Ex-students shall be exempted from paying Fees and shall be exempted from attending the classes. Back paper facilities shall not be available for internal examination.

It is hereby clarified that promotion from First Semester to Second Semester shall be further subject to the condition that at the end of the First Semester, a Student would be promoted provisionally to the Second Semester provided he/she has appeared in the First Semester examination and his/her continuation to the Second Semester shall be subject to the condition that on declaration of the result of the First Semester examination he/she should not have failed in more than four examination papers. In case the students fail in more than four examination papers, his/her admission to the Second semester shall stand cancelled.

Similarly, promotion from Second Semester to the Third Semester shall be subject to the condition that at the end of the Second Semester, a Student would be promoted provisionally to the Third semester provide he/she has appeared in Second Semester examination and his/her continuation to the Third semester shall be subject to the condition that on declaration of the result of the second semester examination he/she should not have failed in a total of more than four examination papers in first and second semester examination taken together. In case the student fails in a total of more than four examination papers in the first and second semester taken together, his/her admission to the third semester shall stand cancelled.

The promotion to the subsequent semester shall also be subject to the condition that at the end of the previous semester a student would be promoted provisionally to the subsequent semester provide that he/she has appeared in the previous semester examination and his/her continuation in the concerned subsequent semester shall be subject to the condition that on declaration of the result of the previous semester examination and any back papers that the student may have appeared in, he/she should not have a cumulative of more than four back papers.

**9. Provision for Attendance:** - To constitute a regular course of study a student must attend at least 75% of the lectures in each paper. If the attendance is short than 75% then he or she shall not be eligible to sit in the respective semester examination.

**10. Award of Division :-** A student who obtains 60% or more marks in aggregate in all the semester taken together shall be awarded First Division, those with 50% or more marks but less than 60% shall be awarded Second Division. In case of those students whose aggregate marks are 75% or more shall be declared passed with distinction and this fact shall be indicated in the mark sheet of Final Semester.

**11. Medium of Instruction:** - The medium of instruction of study and the examinations shall be English.

**12. Admission Fees and other charges:** - Admission fee and other charges to be levied from the students shall be as such decided by the University from time to Time.

**13. Omnibus Clause:** - This Ordinance and the syllabus shall come in to effect from the academic session 2007-2008 with effect from July, 2007. in case of any clarification on any points mentioned in the Ordinances and the syllabus or for any dispute on any points the decision of the University with the approval of the Vice-chancellor would be final and binding on all concerned.

## **Pattern for Setting-Semester Examinations**

Each paper in the semester examination except Project, Seminar & Viva Voce will carry a maximum of 70 marks normally divided equally among the questions and will be for duration of three hours. The question paper will be divided into 2 sections. There will be a compulsory question on some problem seeking solution under section A In section B, there will be 4 questions all of which have to be attempted. First question in section B will ask for short notes (to answer any 4 out of 8). Each of the other three questions will include an alternate choice. A model of the paper is presented below.

### **Note: All questions have to be attempted**

#### **Section A**

1. Short practical problem relating to the application of the concept of the subject taught- problem given should not be of more than five hundred words to enable the student to express the knowledge he acquires.

16 marks

#### **Section B**

2. Write short notes (up to fifty words) on any four of the following

3 marks each

- a)
- b)
- c)
- d)
- e)
- f)

3. Describe XYZ?

14 marks

or

Describe ABC

4. (Pattern as same in 3)

14 marks

What is a.b.c?

or

What is I.J.K.?

5. (Pattern as same in 3)

14 marks

Discuss U.V.W.

or

Discuss M.N.O.

**As indicated above there must be eight (8) questions in the question paper. Further the question must be within the syllabus- copy of which enclosed for reference.**

## BBA 1<sup>st</sup> Semester

### Principles and Practice of Management Code – 101

#### Objective

The objective is to provide an understanding of basic concepts, principles and practices of management. The aim is to inculcate the ability to apply multifunctional approach to Organizational objectives.

#### Course Contents

1. Definition, Function, Process, Scope and Significance of Management. Managerial Roles, Managerial Skills and Activities, Difference between Management and Administration. Significance of Values and Ethics in Management.
2. Evolution of Management Theory Approaches of Management, Early Evolution of Management, Different Schools of Management Thought.
3. Planning and Organizing: Nature, Scope, Objectives and Significance of Planning, Elements and Steps of Planning, Decision Making Organizing-Principles, Span of Control, Line and staff Relationship, Authority, Delegation and decentralization, Organizational Structures, Formal and Informal organizations, Staffing.
4. Directing: Effective Directing, Supervision, Motivation, Different theories of Motivation-Maslow, Herzberg, Mc Clelland, Vroom, Porter and lawler, Job Satisfaction. Concept of Leadership-Theories and styles. Communication Process, Channels, Barriers of Effective Communication.
5. Controlling and Coordinating- Elements of managerial Control, Designing Control Systems, Management Control Techniques, Effective Control Systems. Coordination-Concept, Importance, Principles and Techniques of Coordination.

#### Suggested Readings:-

- |   |  |
|---|--|
| 1. Drucker, F. Peter                        | -Management-Tasks, Responsibilities & Practices. |
| 2. Koontz 'O' Donnel Wehrich                | -Elements of Management                          |
| 3. Koontz H, 'O' Donnel C                   | -Management-A Book of Reading.                   |
| 4. Drucker, F. Peter                        | - The Practice of Management                     |
| 5. Terry and Franklin                       | -Principles of Management                        |
| 6. Stoner                                   | -Principles of Management                        |
| 7. Willian H. Newman<br>And E. Kirby Wassen | -The Process of Management                       |



## **Computers Applications in Business Code – 102**

### **Objectives**

The objective to acquaint the students with the knowledge and use of computers and simple applications of computers in managerial decisions. Also to provide them an orientation about the increasing role of computers in corporate, business world.

### **Course Contents**

1. Concept of Computers- Brief History of Computers, Generation and Its Evolution. Characteristics of Computers, (Hardware, Software,) Criteria for Using the Computers, Organizations and Functions of Computers and their Applications.
2. Type of Computers- Analog, Digital, Hybrid, General Purpose and Special Purpose Computers, Micro computers, Mini-Computers, Main-frame Computers, and Super Computers.
3. Operating System and Office Automation: Booting Concept, MS DOS, MS Windows, MS Office, and Introduction to System Management. Overview of Languages, Compilers, Interpreters, Assemblers, LAN, MAN, WAN, Communication Channels.
4. Information Technology: Fundamentals, Perspectives, Applications and Scope, Introduction to Internet, Browsers, Applications and scope.
5. Computer Application in different fields-Basic Information, Data Base Management System: Creating, Modification of Data base files, Commands Study, Expression and functions, Set Commands, Sorting, Indexing.

### **Suggested Readings:**

1. P.K. Sinha -Computer Fundamentals
2. Rajaraman, V -Introduction to Computer Science
3. Bocchino William, A -MIS Tools and Design
4. Scot, George M -Principles of MIS
5. Kanter -Management Information and Control System
6. Grey Perry -Teach Yourself Office 97

## **Business Communication Code- 103**

### **Objective**

The objective of the Course is to acquaint the students with the knowledge of the Communication written as well as oral required in the Corporate World in its day to day functioning.

### **Course Contents**

1. English Grammar: Proper Uses of Verb, Noun, Adverb, Adjective, Punctuation, Para Phrasing in Business Communication, Understanding Direct and Indirect Narration, Skills of Essay Writing and Precis Writing, significance of knowledge of Grammar in Business Communication.
2. Basic Forms of Communication, Communication Models, communication Process, Barriers in Communication, Corporate Communication: Formal and Informal Communication Networks, Grapevine, Non-Verbal Communication. Importance of Communication in Business World.
3. Business Correspondence: Essentials of effective correspondence, Different types of letters, sale letters, goodwill letters, greetings, notices, circulars and orders, Applications for employment, Modern Office techniques Used in Business Communication.
4. Oral Communication, Public Speaking, Body Language, Presentations before the Group, Factors Affecting Presentation, Effective listening, Interviewing Skills, Arranging and Participation in Group Discussion, Seminars and Conferences.
5. Report Writing: Writing Skills, Planning, Drafting, Writing, Re-Writing, Editing, Different Types of Business reports, Structure, Steps toward writing of Different Types of Business reports, Style of report Writings.
6. Fundamentals of computers-Basic knowledge of computers and its operation, application of MS-work, MS-excel MS-PowerPoint, Internet and its uses, Advantages of e-commerce.

### **Suggested Readings**

- |                      |   |
|----------------------|---|
| 1. Sharma            | -Business correspondence and report Writing |
| 2. Monipally         | -The Craft of Business Letter Writing       |
| 3. Lesikan V Raymond | -Basic Business Communications and Pettel E |
| 4. Herta and Murthy  | -Effective Business Communications          |
| 5. Sinha K.K.        | -Business Communication                     |

## **Financial Accounting Code – 104**

### **Objectives**

To make the students understand the concepts of Financial Accounting, To familiarize students with the mechanics of preparation and Interpretation of financial Statements.

1. Financial Accounting: Nature, Scope and importance of Financial Accounting, Basic Accounting Concepts and conventions, Assumptions and Limitations of Accounting, Accounting Principles, Double Entry System, Journals, Ledger, Purchase Book, Sales Book, Cash Book, Petty Cash Book, Trial Balance, Income and Expenditure Account. Posting of Entries in Accounts Books.
2. Financial, Cost and Management Accounting- A Distinction. Preparation of Financial Statements, Preparation of Trial Balance, Trading and Profit and Loss Accounts, Balance Sheet, Rectification of Errors, Bank Reconciliation Statement.
3. Accounting for Depreciation- Significance and Methods Inventory Valuation Methods and Choice of Methods. Different Types of Reserves.
4. Accounting for Partnership Firm-Introduction, Admission of a New Partner, Death and retirement of Partners, Dissolution of Partnership Firm.
5. Analysis of financial statements-Nature and Limitations, Techniques of Analysis and Interpretation of Financial statements, Ratio Analysis.

### **Suggested Readings**

- |                                |                                      |
|--------------------------------|--------------------------------------|
| 1. R. L. Gupta and V. K. Gupta | -Financial Accounting (Pt-I, Pt-II)  |
| 2. Bhattacharya and Dearden    | -Accounting For Management           |
| 3. Shukla S M                  | -Advanced Accounting                 |
| 4. Pandey I M                  | -Essentials of Management Accounting |
| 5. Shukla M C and Grewal TS    | -Advanced Accounting                 |

## **Business Economics Code – 105**

### **Objectives**

The Objective is to provide the knowledge of Economic Theories and their application for managerial Decisions.

### **Course Contents**

1. Definition, Nature and Scope of Business Economics, Wealth Definition, Scarcity Definition, Growth Definition, Production Possibility Curve, Circular Flow of Economic As Science and As Art, Application of Economic theory to a Firm's Level Business Problems.
2. Demand Analysis and Forecasting: Meaning of Demand, Determinants of Demand, Assumptions of Law of Demand, Exceptions to the Law of Demand, Reasons For Change in Demand, Elasticity of Demand, Demand Forecasting, Law of Supply, Elasticity of Supply.
3. Cost and Production Analysis: Different Concepts of Costs, Production Function, Cost-Output Relationship, Law of Variable Proportion and Determining the Level of Production Cost. Law of Increasing Returns, Law of Decreasing Returns.
4. Pricing Under Different Market conditions: Nature of markets, Pricing under Perfect, Monopoly and Monopolistic Market Conditions. Pricing in Actual Practice, Cost Plus Pricing, Transfer Pricing.

5. Profit Measurement and Appropriation: Economic us Accounting Profit, Concept of True Profit, Factors in Profit Measurement, Appropriation of Profit Policy, and Capitalization of Profit. Business Cycle: Causes and Effects of Inflation and recession, Measures of Economic Stabilization.

**Suggested Readings**

- |                                   |                            |
|-----------------------------------|----------------------------|
| 1. Varshney, R L and Maheshwary   | -Managerial Economics      |
| 2. Joel Dean                      | -Managerial Economics      |
| 3. Alwxander, K J W and Kemp, A J | -The Economist in Business |
| 4. Norman, N Parish               | -Economic Analysis         |
| 5. Mankar and Dinkar              | -Business Economics        |

**BBA 2<sup>nd</sup> Semester**

**Marketing Management Code – 201**

**Objective**

The objective of the course is to provide basic knowledge of the concept of Marketing and their application in the field of business.

## **Course Contents**

1. Definition, Nature, Scope and Importance of Marketing, Modern marketing Concepts, Marketing Mix and Marketing Environment. Meaning and Dimensions of Market, Market Segmentation. Role of Marketing in Economic development and Its Applicability in Indian Conditions.
2. Consumer Behaviour,: Meaning and Its Importance, Consumer Buying Behaviour, Determinants of Consumer Behaviour, Product: Meaning, Role, Product Planning and process, Product Life Cycle, Product-Market Integration, Product-Positioning, Branding, Packaging.
3. Pricing Advertising and Channels of Distribution: Pricing-Meaning, Role, Theory and Practice of Pricing Management. Advertising-Meaning, Role, Profile of Advertising in India, Management of Advertising, Channels of Distribution-Meaning, Role, Classification, Factors Governing Choice of Channels and Intermediaries.
4. Physical Distribution, Market Organization, Physical Distribution, Meaning, Objective, Organization, Role and Relevance of Physical Distribution, Physical Distribution Management, Marketing Organization: Organizing for Marketing, Evaluation of Marketing Organization, Principle of Organization Design, Organizational Problems.
5. Overview of Global marketing, Rural Marketing, Services Marketing, Marketing Challenges in 21<sup>st</sup> Century.

## **Suggested Readings**

- |  |  |
|--|--|
| 1. Kotler, Philip                      | -Marketing Management: Analysis Planning and Control |
| 2. Stanton W J                         | -Fundamentals of Marketing                           |
| 3. Cunduff Still and<br>Goiani Cundiff | -Fundamentals of Marketing                           |
| 4. Rusenberg, L J                      | -Marketing   |
| 5. Ramaswami and<br>Nama Kumari        | -Marketing Management                                |

## **Human Resource Management Code – 202**

### **Objectives**

The objective is to develop an understanding of the Management of Human Resource with reference to various aspects of Personnel Management and Industrial Relations.

### **Course Contents**

1. Human Resource Management: An Introduction, Personnel Functions and Organizational Goals. Personnel Management: Definition, Objectives, Significance, Qualities of Personnel Managers, Human Resource Planning,: Meaning and nature of Human Resource Planning, Theory and Practice.
2. Recruitment, Selection and Placement, Induction Training, Need and Purposes of Training, Methods of Training, Development and Growth, Work Study: Job Design and Appraisal, Job Description, Job Analysis and Evaluation, Job enrichment, Performance Monitoring and Appraisal methods, Motivation and Productivity.
3. Wage and salary Administration: Wage policy, Concept and Importance, Fringe Benefits, Incentive Compensation and Remuneration, Factors affecting Wages and Wage fixing Machinery.
4. Industrial relations: Concept and Significance of Industrial Relations, Trade Unions, Concept, Objectives and functions of Trade Unions.
5. Collective Bargaining, Dispute Resolution and Grievance settlement, Employee Discipline Regulatory, Mechanism, Suspension, Dismissal, Retrenchment, Industrial Conflicts and resolutions, Role of Trade Unions in Collective Bargaining.

### **Suggested Readings**

1. Flippo, E B -Principles of Personnel Management
2. Yoder Dale -Personnel Management and Industrial Relations
3. Strauses, G and Sayles L R -Personnel-The Human Problems in Mgt.
4. Singh, Chhabra and Taneja -Personnel Management and Industrial Relations
5. Aswathappa, A -Human Resources and Personnel Management

## **Business Environment Code – 203**

### **Objective**

The object is to educate the students on the role of business in modern society. Emphasis is placed on the significant relationship, which exists between business and the social, legal, political, economic, financial and fiscal environment in India.

### **Course Contents**

1. Business Environment and Society Concept, Nature and Significance of Business environment, Social responsibility of Business, Business ethics, Business and Culture, Technological Development and Social Changes.
2. Business and Economy: Economic System, System, Capitalism, Socialism, Mixed Economy, Features of Indian Economy, Public sector, Private sector, Small scale industries: Concept, Significance, Issues and Priorities. Role of Public sector in Indian Economy and its Problems.
3. Business and Government: Role of Government in Economic Planning in India, Introduction to Industrial Policy Resolution 1948, Industrial Policy Resolution, 1956, New Industrial Policy, New economic policy, Privatization, Liberalization and Globalization and their Implications on Indian Economy.
4. Business and Law: Provisions under Companies Act, 1956 relating to setting up of a Company, Provisions under the MRTP Act relating to Restrictive trade Practices and Unfair trade Practices, Silent Features of the Consumer Protection Act relating to Consumer protection in India.
5. International Business Environment- An Overview, International Economic Groupings: GATT, W.T.O., UNCTAD, World Bank, IMF, European Union.

### **Suggested Readings**

- |                                |   |
|--------------------------------|---|
| 1. Cherunilam Francis          | -Business Environment                     |
| 2. Ghose A N                   | -Indian Economy-Its nature and Problems   |
| 3. Agarwal A N                 | -Emerging Dimensions of Indian Management |
| 4. Datta R and Sundharan K P M | -Indian Economy                           |
| 5. Adhikari M                  | -Economic Environment of Business         |

## **Production Management Code – 204**

### **Objective**

The objective of the course is to give first hand information and knowledge to the students to understand the basics of the production Areas and its management.

### **Course Contents**

1. Nature and Scope of Production Management, Production Analysis and Planning, Production Functions, Responsibilities of the Production Manager, Plant Location and layout, Factors To Be Taken care for Plant Location.
2. Production Planning and Control, Procedure, Objectives and Importance of Production Planning And Production Control, Manufacturing Systems, Materials Management-Its Scope and Importance, Purchasing Function and Procedures, Store Keeping.
3. Inventory Control, Relevant Costs, Economic Lot Size, Inventory Analysis, Sales Forecasting Techniques.
4. Productivity-Concept and factors on which Productivity depends, Measurement of Productivity, Input Output Analysis and Productivity, Product Development and Designing, Stages of New Product Development, Standardization, Simplification and Specialization, Automation.
5. Development of Efficiency Work Method, Material Flow Process Chart, Man flow Process Chart, Principles of Motion Economy, Comparison of Alternative work Methods, Safety and Health Considerations, Maintenance of Production Facilities, Quality Control and Inspection, Sampling Inspection, Quality Control Charts, Attributes and Variables Charts.

### **Suggested Readings**

- |                   |                               |
|-------------------|-------------------------------|
| 1. Myers          | -Production Management        |
| 2. Bufo           | -Modern Production Management |
| 3. Goel and Gupta | -Production Management        |
| 4. Hegde          | -Production Management        |
| 5. Starr          | -Operations Management        |

## **Business Finance Code – 205**

### **Objective**

The objective is to provide conceptual knowledge of the tools of financial and analysis and management and various long term and short term sources of finance, it also aims at helping them to develop skills for making financial decisions in practical business situations.

### **Course Contents**

1. Business Finance- Conceptual Foundation, Finance Function in Business, Corporate Finance, Nature and Scope of Financial Management, Objective of Financial Management, Role of Financial Management and Financial Manager in Business



- Organizations. Form of Business Organizations, Regulatory Framework: Brief Introduction of Companies Act. Partnership Act. Securities and Exchange Board of India Regulations.
2. Cost of Capital: Meaning and Importance of Cost of Capital, Measurement of Cost of Debt, Preference Share Capital, Equity shares and Retained Earning, Overall cost of capital of the Firm. Capital Rationing.
  3. Cost of Debt. Cost of preference shares, Debentures, Convertible Debentures, Relative Merits and Limitations. Financial Securities: Characteristic of Different Securities. Meaning of Capitalization, over and Under Capitalizations-their Cause and Remedies. Capitalization and Capital Structure: Meaning of Capital Structure, Operating Leverage, Financial leverage, Capital Structure Planning, Assessment of Debt. Capacity Guideline for Capital Structure Planning.
  4. Short Term Financial Requirement: Working Capital- Its need and Importance, Factors Affecting Working Capital requirements, Estimating Working Capital requirements, Working Capital Financing Policy Sources of Finance.
  5. Dividend Policy and Retained Earnings: Dividend- Payout Ratio, Managerial Considerations in Determining Dividend Payout, Factors Affecting Dividend Policy Dividend Stability, Dividend Policy and Share Valuation Traditional Position, Walter Model, M-M Position .

#### **Suggested Readings**

- |                    |   |
|--------------------|---|
| 1. Khan, M Y       | -Financial Management                       |
| 2. Prasana Chandra | -Financial Management                       |
| 3. Pandey, I M     | -Financial Management                       |
| 4. Kuchal, S C     | -Financial Management and Corporate Finance |
| 5. Van Horne       | -Financial Management                       |

**206 Basic of Environment Science – As decided by the University- This is compulsory course for all Degree level courses and syllabus and pattern of the examination shall be as decided by the University and applicable to all such courses. For Syllabus and course curriculum- - Please consult University Guidelines Booklet available from the University Office.**

## **BBA 3<sup>rd</sup> Semester**

### **International Business Code – 301**

#### **Objective**

The objective is to impart knowledge and skill of analysis of operational processes of business between two or more nations.

#### **Course Contents**

- I. An Overview of International Business, Framework of International business, Types of International Business, International Business Approaches, Global Marketing Theory of Competitive Advantages, Neo-Classical, Modern Approach to International Business, Problems of Trade and Aid of Developing Countries.
- II. International Business decision: Mode of Entry, Marketing Mix, Factors Affecting Decision For International Business, Role of International Institutions Like GATT, WTO, ECM, IMF, IBRD, IDA, IFC, UNCTAD, In International Business Recent Trends in World trends, Multi National Corporations and the Trade.
- III. Recent trends in India's Foreign Trade, Export, and Import Policy, Trade Policy Balance of Payment, Custom and Tariff Rationalization. Identifying Foreign Markets and Overseas markets, International Marketing Mix, Product Development, Transfer Logistics and Distribution Channel, Role of Documentation in International Trade, Export Pricing and Methods of International Payments.
- IV. International Capital Movement, Risk in International Operations, International Investment Financing of Foreign trade, Factor Mobility and Direct Foreign Investment. Export Finance, Pre and post Shipment credit, Introduction to FEMA Insurance. Role of ECGC and export Promotion Councils, Eurocurrency Markets.
- V. Regional Economic Groupings, Major Trading Blocks, Globalization with Social responsibility Introduction to International Monetary and Financial System.

#### **Suggested Readings**

1. Ramu s Shiva -International Business-Governance structure
2. John; F -International Business Strategy and Administration
3. Lal Sanjay - Multinationals, Technology and Export
4. Robinson D Richard - International Business and Management
5. P.T.Ellishorth -International Economics
6. Varshney and Bhattacharya -International Marketing Management.

## **Organizational Behaviour - 302**

### **Objective:**

The objective is to develop an understanding of an individual Personality motivational as well their impact on organization. It also aims to develop skill in team building, leadership, managerial effectiveness and conflict resolutions.

### **Course Contents:**

1. Organization and Its Analysis, Nature of Organization, Nature, Scope and Significance of Organizational Behaviour, Relevance O.B. in to –days Business. Environment
2. Individual Dimensions of Organizational Behaviour: Nature of Human Behaviour, Perception, Learning and Behaviour Modification, Personality, Attitudes, Motivation, Socio Cultural Factors and Bwhaviour Dynamics of Groups.
3. Interactive Dimension of Organizational Behaviour: International Behaviour Group Dynamics and Behaviour, Power, Authority, and Politics, Leadership, Communication, Organizational Conflict, Organizational Climate.
4. Structural Dimensions of Organizational Behaviour: Organization Theory, Determinants of Organization Structure , Designing of Organization Structure, Forms of Organization Structure, Bureaucratic Organization
5. Organizational Effectiveness and Change: Organizational effectiveness, Organizational changes and Development. Major Forces of change, Types of change, Resistance to Change, Developing Support for change.

### **Suggested Readings**

- |    |                    |                              |
|----|--------------------|------------------------------|
| 1. | Korman, Abhraham K | -Organizational Behaviour    |
| 2. | Singh and Chhabra  | -Organization and Behaviour  |
| 3. | Khanka S S         | -Organizational Behavior     |
| 4. | Maslow A H         | - Motivation and Personality |
| 5. | Stephen P Robbins  | -Organizational Behaviour    |

## **Business Laws - 303**

### **Objective:-**

The objective is to Provide Knowledge about important business laws relevant to Business and Corporate World.

### **Course Contents:**

1. Meaning and Importance of Business Laws, Laws and Business managers, Government and Business Relationship in India.
2. Indian Contract Act 1872: Proposal , Acceptance , Promise , Consideration , Capacity to Contract , Performance of Contracts , Discharge of Contracts, Breach of Contract, Remedies Against Breach of Contract , Indemnity and Guarantee , Bailment and Pledge , Contract of Agency .
3. The Sale of Goods Act, 1930: Contract of Sale , Essentials of Contract of Sale, Sales Agreement and Agreement to Sale , Conditions and Warranties, Passing of Property of Goods, Transfer of Title by Non Owners, Performance of Contract of sale , Duties and rights of Parties, Breach of Contract of sale , Auction sale .
4. Indian Partnership Act, 1932: Definition of Partnership, Partner, Firm , Kinds of partnership , Duties and Rights of partners , Dissolution of a Firm , Major as a Partner.
5. Negotiable Instrument Act, 1881: Definition and Essential Features of Negotiable Instruments, Types of Instruments and Endorsement, Parties to Negotiable Instrument.
6. Consumer Protection Act, Provisions related to Consumer protection and Redressal of Consumer Grievances.

### **Suggested Readings:**

- |    |              |                             |
|----|--------------|-----------------------------|
| 1. | Kuchal M C   | -Mercantile Law             |
| 2. | Kapoor N D   | -Mercantile Law             |
| 3. | Shukla M C   | -A Manual of Mercantile Law |
| 4. | Jain J D     | -Indian Contract Act.       |
| 5. | Singh Avatar | - Mercantile Law            |

## **Accounting For Management - 304**

### **Objective:**

The objective to provide basic Knowledge of the science of Accounting , Interpretation of Financial Statements and to Develop an Understanding of Accounting Tools , Techniques and Information and their Uses in Managerial Decision Making.

### **Course Contents:**

1. Introduction to Management Accounting: Nature, Scope, Significance, and Function of Accounting, Management Accounting VS Financial Accounting. Management Accounting VS Cost Accounting.
2. Break –even Analysis: The Break –even point , on the P/V Graph , The Break even point formula and uses of Break even Analysis, Cost Volume profit Relationship: The relationship of the Cost and profit with Volume, Uses and Limitations.
3. Cost Analysis for Decision making: Decision facing Management, The role of Costs, Relevant Cost, Contribution Approach , Relevant and Cost Behaviour, Short term and long term Indications , Opportunity Cost, Decision Involving Alternative Choices: Nature of Managerial decision making , Concept of Differential costs , Decision to make or buy , Decision to Accept a special order, Decision to Continue or drop a Product Line .
4. Budgeting and Budgetary Control: Budgeting as a Tool, Uses and Organization of the Budgeting, Limited Budget factors, The Budgeting Process, Step in Budgets Preparation, Type of Budgets.
5. Standard costing variance analysis: Standard Costing VS Historical Costing, Types of Standards, Concepts of variance Analysis, Computation of Material, Labour Variance.

**Suggested Readings:**

- |    |                           |  |
|----|---------------------------|--|
| 1. | Anthony, RN and Welsh, GA | -Fundamentals of Management Accounting |
| 2. | Khan and Jain             | -Management Accounting                 |
| 3. | Hornigren CT              | -Cost Accounting                       |
| 4. | Gupta, RL                 | -Advanced Accountancy                  |
| 5. | Shukla and Grewal         | -Advanced Accounts                     |

**Quantitative Analysis - 305**

**Objective:**

The Objective is to provide basic knowledge of the concept of quantitative techniques having their application in the field of Business.

**Course Contents:**

1. Introduction, Importance Uses of Statistics and quantitative techniques, Methods of Presenting Statistical Information's and Collection of Data, Frequency Distribution, Measure of Central Tendency, Mean Mode, Median , Measure of Dispersion , Range , Qua- Deviation, Mean Deviation, Standard Deviation and Variance: Measure of Variation and Skew ness.
2. Probability Theory: Definition of Probability, events, Counting rules and Computation of Probabilities: Addition, Multiplication rules, Conditional Probability, Rules of Bays and permutation and Combination. Probability Distribution: Introduction Binomial Model and Normal Distribution.
3. Sampling –need and method of Sampling, Sampling and Non Sampling Errors, Sampling Techniques, Forecasting: Meaning, Nature and Techniques, Qualitative and Quantitative Techniques, Curve Fitting and Method of Least Square.
4. Forecasting Methods: Business Forecasting, Nature and Significance of Correlation, Correlation and regression Analysis, Time Series Analysis. Type of Correlation. Methods of Studying Correlation.

### **Suggested Readings:**

- |    |                             |  |
|----|-----------------------------|--|
| 1. | N.D.Vohra                   | -Quantitative Techniques in Managerial Decisions |
| 2. | Levin R.I.and Rubin Devid S | -Statistics for Management                       |
| 3. | Stephen K.C                 | -Applied Business Statistics                     |
| 4. | Emory and Cooper            | -Business Research Methods                       |
| 5. | S.P.Gupta and M.P.Gupta     | -Business Statistics.                            |

## **Fourth Semester Papers** **(All Papers in this Semester are Compulsory)**

### **Company Law - 401**

#### **Objective:-**

The object is to impart Knowledge of Indian Companies Act to the Students so that it is easy for them to understand the Functioning of the Corporate World.

#### **Course Contents:**

1. Introduction: Evolution of Indian Companies Act, 1956, Meaning and Characteristics of Company, Definition of a Company Under the Companies Act, 1956, Types of Companies, Difference Between a Company and Other Associations of Persons, Promotion of a Company: Availability of Name, Duties and Liabilities of Promoters.
2. Formation of Company: Incorporation, Documents to be Filed with Registrar, Memorandum of Association, Articles of Association, Preparation and Filing of Memorandum and Articles of Association, Alteration of Memorandum of Association and Articles of Association. Procedure for Conversion of private company in to

public company and Vice Versa. Doctrine of Indoor Management, Doctrine of Ultra Vires.

3. Share capital and Debentures: Types of Share and debentures, Issue of share and debentures, prospectus, Transfer and transmission of shares and debentures.
4. Company Administration: Directors, Managing Directors, Appointment, Qualification and Disqualification of Directors, Different Type of Directors, Appointment, Re-appointment, retirement, Resignation, removal of Directors, Power and the Duties of Directors. Different Types of Meeting: Annual General meeting, Extra Ordinary General meeting, Procedure for Holding General meeting.
5. Winding up of Companies: Types of winding Up, Circumstance under which the company can be wind up by the Court, Appointment of official Liquidator. Rights and Duties of Official Liquidator, Role of Contribution in Company Liquidation.

**Suggested Readings:**

- |                   |                      |
|-------------------|----------------------|
| 1. Avtar Singh    | Indian Company Law   |
| 2. M.C.Bhandari   | Guide to Company Law |
| 3. Sen Gupta B.K. | Company Law          |
| 4. Ramaiah        | Guide to Company Law |

**Research Methodology - 402**

**Objectives:**

The objective is to teach the students basic technique of Research which is useful for developing analytical ability.

**Course Contents:**

1. Introduction, Definition, Importance, Scope and Limitations of Research, Objectives, Types of Research. Planning and Designing Research.
2. Secondary and Primary Data Collection- Introduction to Secondary Data Source and their types, Methods of Data Collection, Data preparation-Validation, Editing Coding, Tabulation and Cross Tabulation of Data, Data Analysis and Interpretation, Hypothesis Testing, University and Vicariate Data Analysis. Multivariate Data Analysis.
3. Sampling and Questionnaire Design and Construction –Introduction to Sampling, Sampling Process, Sampling Designs, sample size, Application of Sampling Stape Involved in Questionnaire Construction, Questionnaire Design, Attitude Measurement, Types of Scales for Attitude Measurement.
4. Application of Research-An Over view of Market Research, Product Research, Advertising and Scale Promotion Research, Scale Control Research, Research in Financial matters and matters Related to Human Resource Management.
5. Presentation and Follow –Through –Role of the report, Type of the reports, Contents of the reports, personal Presentation of the report, Follow through.

**Suggested Readings:**

- |                          |                                     |
|--------------------------|-------------------------------------|
| 1. Agarwal               | -Marketing Research                 |
| 2. Body West Fall        | - Marketing Research-Text and Cases |
| 3. D.A.Aaker and G.S.Dey | - Marketing Research                |
| 4. Weiers                | - Marketing Research                |
| 5. Malhotra              | - Marketing Research                |
| 6. Luke and Robin        | - Marketing Research                |
| 7. Tull and Hawkins      | - Marketing Research                |

## **Logistics Management - 403**

### **Objectives:**

The objective is to develop an understanding of the basic Concept of Logistics which is up coming field in India.

1. Introduction to Logistics. Logistics Interface with Production and Marketing. Measures of logistics.
2. Physical Distribution and Logistics, Logistic system Analysis and Design. Warehousing and Distributing Centers, Location.
3. Transportation System: Facilities and Services, Dispatch & Routing Decisions and models.
4. Inventory Management Decisions, Packaging and Materials Handling.
5. Overview of International Logistics Management.

### **Suggested Readings:**

1. Ballau, Ronald H. -Business Logistics Management
2. Christopher M. -Logistics and Supply Chain Management
3. Shapiro R. -Logistics Strategy
4. Benjamin S.B. -Logistics Engineering & Management

## **Marketing of Service – 404**

### **Objectives:-**

The Objective of the course is to familiarize the students with concepts, Theories and techniques in the field of Services Marketing.

### **Course Contents:**

1. The Nature of Services Marketing-Introduction, Definition and Characteristics of Services, Classification of Services, Evolution of Services marketing, importance of Services Marketing in India Economy. The services Marketing Mix-Importance of 7Ps in Services Marketing.
2. The Services Marketing-the People Component, Services and the Importance of the people Component, Using People to Differentiate Services, Internal Marketing, Employee Motivation and Implication for Service Delivery.
3. Market Segmentation, Selection of Market and Positioning of Services, Quantity and Quality of Services, Determinants of Quality and Quantity.
4. Application of the Components of Marketing of Services in Financial Services with Special reference to Banking, Mutual Fund, Portfolio Management Services. Hospitals, Consultancy Services, Education and Training Services.
5. Application of the Components of Marketing of Services in Marketing of Tourism, Travel and Transport Services.

### **Suggested Readings:**

1. Philip Kotler and Paul N Bloom -Marketing Professional Services
2. Lovelock - Services Marketing
3. Adrian Payne - The Essence of Services Marketing
4. Rathmell J M - Marketing in Service Sector
5. S M Jha - Services Marketing
6. Ravi Shankar - Service Marketing

## **405 Consumer Behaviour:**



## **Objectives**

The objective is to make students aware about the Behaviour of the consumer which is an important component in Marketing.

## **Course Contents**

1. Introduction- Nature and Scope of Consumer Behaviour, Importance of Study of Consumer Behaviour, Types of Buying Behaviour, Needs and Buyer Motivation, Personality, Self Concept and Consumer Behaviour, Consumer Perception, Consumer Attitudes, Consumer as a Learner.
2. Consumer Psychographics, Psychographics Vs. Demographics, Group Dynamics and Consumer Reference Group, Family as Consuming Unit, Social Factors-social and Cultural Environment of Consumer-Economic, Demographic, Cultural, Sub-Cultural and Cross Cultural influences, Social Class and Social Stratification.
3. Consumer Decision Process, Pre and Post Purchase behaviour, Purchase Process, Rationality in Buying, Models of consumer Decision making.
4. Models of Buying Behaviour-Nicosia, Howardsheth, Engel Blackwell and Kollat Model, Organizational Buying Behaviour.
5. Consumer Satisfaction- Need and Importance, Mechanism of Consumer Satisfaction and Dis-Satisfaction, Repeated Buying, Brand and Shifting Loyalty, Opinion Leadership, Complaint Behaviour.

## **Suggested Readings**

- |                             |                      |
|-----------------------------|----------------------|
| 1. Zaltman and Wallendorf   | -Consumer Behaviour  |
| 2. Engel, Blackwell Edition | - Consumer Behaviour |
| 3. Mellout, Douglas W. Tr   | - Consumer Behaviour |
| 4. Lodon and Della Bitta    | - Consumer Behaviour |
| 5. Schiffman and Kanuk      | - Consumer Behaviour |

## **Fifth Semester Paper**

**(All Papers in this Semester are Compulsory)**

### **501 – Business Policy and Strategy**

#### **Objective:**

The objective is to develop an understanding of the concept of corporate strategy-formulation, implementation and its evaluation.

#### **Course Contents**

1. Introduction to Business Policy and Strategic Management, Nature, Meaning and Scope, Importance of Business Policy and Strategic Management, Corporate Strategy, Business Strategy, Functional Strategy.
2. Corporate Planning, Concept of Planning, Planning Process, Types of Planning, Strategic Planning, Strategic Decision Making, Mission, Objectives and Goals.

3. Major Strategic Options-Stability Strategy, Growth or Expansion Strategy, Diversification Strategy, Retrenchment Strategy and its Variations, Combination Strategy, Turnaround Strategy,
4. Implementation of Strategy-Strategy and Organizational Structure, Different Types of Organizational Structure, Organizational Resource Allocation, Developing Functional Strategies.
5. Strategy Evaluation and Strategic Controls, an Overview of Strategic Evaluation and Control, Strategic Control.

### **Suggested Readings:**

1. Thompson and Strickland -Strategic Management Concept and cases
2. Ansoff, H Lgor -Corporate Strategy
3. Charles W L Hill and G R Jones -Strategic Management Theory
4. Azhar Kazmi -Business Policy
5. Thomas L Wheelen and J D Hunger -Strategic Management

## **502 – Entrepreneurship and Small Business**

### **Objectives**

The Objective is to provide Adequate Knowledge to the Students for setting up of small scale Business Organization and Industry.

### **Course Contents**

1. Definition of Entrepreneurship, Characteristics of Entrepreneur, Concept of Entrepreneurship-Conceptual Model, Views of Schumpeter, Walker and Drucker, Entrepreneurship Culture, Traits of a True Entrepreneur, Difference between Entrepreneur and manager, Entrepreneurial Motivation-Motivation Factors, Compelling Factors, Motivation Theory.
2. Definition of Small Business, The Benefits and Opportunities of Small Business Ownership, Ownership Structure and Organizational Frame Work, Sole Proprietorship, Partnership, Corporations, Advantages and Disadvantages, Evaluating the Existing Business. The Potential Drawbacks of Entrepreneurship. Forms of Ownership.
3. Problems Related to Financial Management, Operational Management and Marketing Management in Small Scale Enterprises.
4. Role of Related to Financial Institutions, IFCI, ICICI, IDBI, EXIM Bank, UTI, LIC, GIC, SIDBI, NSSIC, SFCs, Commercial Bank in Entrepreneurial Development in India.
5. Policy of the Government Regarding Small Scale Industries and Entrepreneurial Development, Different Governmental Agencies providing Guidance, Assistance to small Scale Industries, General Problems of Small Scale Industries in India.

### **Suggested Books**

1. C B Gupta -Entrepreneurial Development
2. S S Khanka -Entrepreneurship Development
3. Prasana Chandra -Project Management

## **503 – Project and Project Presentation in class room Seminar**

## **Objective**

The objective of Seminars is to help the students in developing their writing as well as oral communication skills, especially to learn and understand as to what to present and how to present when there is occasion for presentation before the group. Each student is expected to present a seminar (as elaborated in the Ordinance) on a topic approved by the Teacher in-charge of the seminars. Atleast one seminar for each student is compulsory during the semester.

Each student is required to undertake a short project relating to the issues concerning trade, commerce, industry, corporate governance and corporate affairs as the case may be. The topic of the project shall be completed, during fourth semester so that the students get enough time during summer vacation and the fifth semester to get the project completed. On completion of the project the project report shall be submitted by the student to the Department/Affiliated institution and each student shall present a seminar on his/her project report shall be evaluated by the Internal Expert appointed by the Head of the Department/Director of the Institute along with the Seminar. The criteria of evaluation shall be decided by the Teacher in charge with the approval of the Head of the Department/Director of the Affiliated Institution as the case may be.

## **Elective Groups – Marketing Management, HRM, Financial Management, Insurance Management, Retail Marketing**

### **A – Marketing Management Group**

#### **504-M-1-Customer Relations Management**

##### **Course Contents:**

1. Conceptual Frame Work of Customer Relationship and Its management, Evolution Customer Relationship Management, Relationship Marketing, Types of CRM-Win Back, Prospecting, Loyalty, and cross sell and up sell. Significance and Importance of CRM in Modern Business Environment.
2. Introduction CRM-planning, Strategy for CRM, Process of Segmentation, Choice of Technology, Choice of Organizational Structure for CRM, Understanding Market Intelligent Enterprises.
3. Implementation of CRM: Business Oriented Solutions, Project Management, Channel Management, CRM in Services, CRM in Financial Services, Use of E-Commerce in CRM. CRM and Data Mining, Information Required for Effective CRM.
4. Concept of Loyalty in CRM: Definition of Loyalty, Customer Loyalty and customer Dependency, Process of Developing Customer Loyalty.
5. Status of CRM in India.

##### **Suggested readings**

1. Brown Stanley -Customer Relationship Management
2. Seth J N, Shainesh G -Customer Relationship Management

#### **504-M-2-Marketing Communication and Advertising**

### **Course Contents**

1. Communication Process- Nature of Communication Process and Its Different Elements, Obstacles in Communication Process, Role of Communication Process in Perception, Learning and Attitude Change, Communication Process in Marketing- Importance and Applications of Communication Process in Marketing, Different Elements of Promotional Mix and Communication Process Relevant to them, Communication Process in Corporate Image Building, Advertising and Consumer Psychology.
2. Advertising-Definition, Objectives, Function, Classifications of Advertising, Advertising as a Tool of Communication, Social and Economic Aspects of Advertising, Advertising Department and Agencies.
3. Setting Advertising objectives, DAGMAR Approach, Continuous Advertising planning Programme, Message And copy, Message Strategy and Message Design, Elements of Advertisement, Copy, Developing Effective Advertising copy, Creativity and Visualization in Advertising.
4. Media Planning: Role of Media in Advertising, Comparative Study of different Advertising Media, Media Choice, Allocation of Budget for Advertising, Approaches and Procedures for Determining the Size of the Budget.
5. Social and Economic Aspects of Advertising, Productivity of Advertising, its Contribution to Economic Development and Standard of Living, Ethics and Advertising.

### **Suggested Readings:**

1. Wright, Winters and Zeiglas -Advertising Management
2. Dunn and Barban -Advertising-it's Role in Modern Marketing
3. Manendera Mohan -Advertising Management
4. Aaker, Myers and Batra -Advertising Management
5. Kenneth F Runyen -Advertising

### **504-M-3-Sales and Distribution Management**

#### **Course Contents:**

1. Basic Concepts- Selling functions, Type of Selling and Emerging Dimension, Direct Selling, Institutional Selling, Tele Marketing, Sampling, Follow the Customers and Other Concepts.
2. Theories of Selling-Canned approach, AIDA Model, Right Set of Circumstances Theory, Buying Formula Theories, Behavioral Equation Theory.
3. Process of Effecting Selling-Prospecting, Preapproach Presentation and Demonstration, Handling Objections, Closing the sale, Post sale Activities Quality of Successful sales person.
4. Sales management-Importance, Scope and Functions of Sales management, Organization for sales, sales planning-market Potential Analysis, Sales Forecasting, Fixing sales Objectives, Territory Allocation, Sales Quota, participative sales planning and Behavioural Considerations.
5. Sales Force Management-Sales Force Planning, Recruitment and Selection, Training and Development, Placement of sales Personnel, Compensation and Incentive to Sales Persons, Motivation and Leadership for Sales, Evaluation of Sales Performance.

### **Suggested Readings:**

- |                                |                                      |
|--------------------------------|--------------------------------------|
| 1. Russel, Beachand Brukir     | -Selling                             |
| 2. Still, Cundiff, and Govoni  | -SalesManagement                     |
| 3. K Patel                     | -Sales                               |
| 4. Johnson, Kirtz and Schueing | -Sales Management                    |
| 5. Confiard                    | -Salesmanship-Practice and Problems. |

## **B-Human Resource Management Group**

### **505-H-Industrial Relations**

#### **Course Contents**

1. Meaning, Scope and Importance of Industrial relations; Major Participants in Industrial Relations; Role of State; Characteristics of Industrial Relations System in India.
2. Trade Union Movement in India-Growth, Problems, Recent Trends and Future of Trade Unions in India.
3. Trade Unions in India-Concept, Objectives, Structure and Functions. Trade unions Act, 1926. Major Problems and issues. Employers Organizations in India.
4. Workers Participation in Management-meaning and Objectives of WPM and Factors Influencing the WPM. Workers Participation in Management in India- an overview.
5. Industrial Disputes-Nature and Causes, Machinery Provided for investigation, prevention and settlement of Industrial disputes. Industrial Disputes Act, 1947. Review and Appraisal

#### **Suggested Readings**

- |   |   |
|---|---|
| 1. Singh, BP, Chhabra, T N, Taneja, P L | -Personnel Management and Industrial Relations. |
| 2. Abraham H Maslow                     | -Motivation and Personality                     |
| 3. Agnihotri, V                         | -Personnel Management and Industrial Relations  |
| 4. Davar, Rustam S                      | -Personnel Management and Industrial Relations  |

### **505-H-2-H-Training and Development**

#### **Course Contents:**

1. Importance of Training, Education, Training-Employment-Development Cycle. Systems Approach to Training.
2. Psychology of Learning and Learned Motivation. Assessment of Training Needs.
3. Setting of Training Objectives. Training Methods and Aids. Design of Training Programmes, Training and Trainers.
4. Training for Special Groups, Executive Development Programmes, Career Planning.
5. Evaluation of Training, Training and Organization.

### **Suggested Readings**

- |                             |  |
|-----------------------------|--|
| 1. Singh, Chabra and Taneja | -Personnel Management and Industrial Relations |
| 2. Finningan, J             | -Industrial Training Management                |
| 3. Lundy, James L           | -Effective Industrial Management               |
| 4. Flippo, Edwin B          | -Principles of Personnel Management            |

### **505-H-3-Wage and Salary Administration**

#### **Course Contents**

1. Meaning of The Wages, Minimum Wage, Need Based Minimum Wage, Fair Wage, Living Wage, Money wage, Take Home Pay, Theories of Wage Determination, Difference between Wage and Pay.
2. Meaning of Wage and Salary Administration, Objectives, Principles, Factors Influencing Wage and Salary, Structure and Administration, Wage Levels, Job Evaluation, Wage Differentials.
3. System of Wages Payments-Time System, Piece System, Incentive System, Balance or Debt System, Wage Structure-Basic Wage, Dearness Allowance, Overtime, Concept of Bonus, Profit Sharing, Fringe Benefits, Executive compensation.
4. Cost of living and dearness Allowance, Consumer Price Index Number, Machinery for Wage Fixation, Tribunals, Wage Board, Bipartite Negotiations, Wage Policy in India.
5. Wage Legislation-Introduction and basic Knowledge of the Payment of Wages Act, 1936 the Minimum Wages Act, 1948, The Payment of Bonus Act, 1965.

### **Suggested Readings**

- |                                       |  |
|---------------------------------------|--|
| 1. Singh, Chabara and Taneja          | -Personnel Management and Industrial Relations |
| 2. Brennan, Charles                   | -Wage Administration                           |
| 3. Suri, G K                          | -Wage Incentives                               |
| 4. Zollitsch, Herbert Gand A Langsner | -Wage and Salary Administration                |

### **C-Financial Management Group**

#### **506-F-1-Banking and Insurance**

#### **Course Contents**

1. Banks and Banking System-Evolution of Banking System, Definition of Banking, Types of Banks, Functions of Different Types of Banks, Central Banking, functions of Central Bank, Reserve Bank of India, Introduction to Indian finance System and An Overview of Indian Banking System.
2. Financial Institutions and Financial Instruments: Debt Market, Equity Market, Financial Services, Depository Institutions, Non-Depository Institutions, Money Market Instruments, International Financial Instruments.
3. Corporate Banking, Retail Banking, Investment Banking, Venture Capital.

4. Reserves Investment of Funds, Surrender Value, Progress of Life Insurance, Business in India, Tax Benefit and Insurance, Rural Insurance in India.

### **Suggested Readings**

1. Bayer and dennis -Money Banking and Financial Market
2. ICFAI Publication Series -

### **506-F-2-Working Capital Management**

#### **Course Contents:**

1. Working Capital-Nature, Components, Types, Functions, Determinatis and Significance. Factors Affecting Composition of Working Capital.
2. Working Capital Policies: Estimation of Firm's Working Capital Needs, Operating Cycle Approach, Working Capital Ratios, Behaviours of Current Assets and Pattern of Financing, Quick Sources of Finance, commercial Papers, Factoring, Bank Credit.
3. Management of Cash, Motives for Holding Cash, Significance, Cash Planning and Budgeting, Management of Cash Collection, Disbursement of Cash, Cash Management Models.
4. Management of Marketable Securities, Purpose of Holding Securities, Determinants.
5. Receivables Management-Nature, Significance, Credit Standards, Evaluating the Credit Worthiness of a Customer.

#### **Suggested Readings:**

1. Smith, K V -Management of Working Capital
2. Agarwal, J D -Working Capital Management
3. Mehta, D R and Enltewood Cliffts N J -Working Capital Management
4. Scherr -Modern Working Capital Management Text

### **506-F-3-Financial Institutions and Markets**

#### **Course Contents**

1. Financial System-Introduction, Components, Structure, Features of Indian Financial System, Deficiencies and Recent Developments.
2. Financial Markets-Concept, Nature, Features, Functions, Structure Types, Role of Financial markets in Economic Development.
3. Major Indian financial Institutions-IDBI, IFCI, ICICI, IRCI, SGC's AND SIDC's Management, Working, Operations and Performance and Recent Developments.
4. Investment Bankers- UTI, LIC, GIC and Mutual Funds and Their Role, Investment Policy, Performance and Recent Developments.
5. Non-Banking Financial Institutions-Objectives, Functioning, Regulations, and Recent Developments.

#### **Suggested Readings**

1. Khan, M Y -Indian Financial Theory and Practice
2. Goldsmith, R W -Financial Institutions
3. Srivastava, R M -Management of Indian Financial Institutions

4. Harbert, Dougall E and  
Jack E Gaumnitz -Capital Markets and Institutions

### **D-Insurance Management Group**

#### **506-IM-1-Principles & Practice of Life Insurance**

##### **Course Contents**

1. Nature of Life Insurance. History of Life Insurance Business, Objectives of Nationalization of Life Insurance: Economic Principles, Actuarial Principles, Mortality Tables, Risk Premium, Adverse selection, Important Elements of Premium-Selection and Classification-Single Premium, Annual Premium.
2. Hazards-Physical Hazards, Occupational Hazards, Moral Hazards: Methods of rating, Insurance of Male and Female Lives Legal Principles involved in Insurance Business, Insurable Interest, Utmost Good Faith Indisputability.
3. Tax Relief in Insurance, Key man Insurance, Investments, Mortality, Interest, Medical Insurance Scheme, Non Medical Insurance Scheme, Group Insurance, other Group Schemes like Group Gratuity et. Mass Insurance. Salary Savings Scheme.
4. LIC,s Functional Set up, Duties and Responsibilities of Development Officers and the Agents, Life Insurance and its Structure in India.
5. Calculation of Premium, Commission and different Plans of Insurance, their uses, Benefits, Conditions and Privileges, Policy conditions, Revival Schemes, Double Accident Benefits, Disability Benefits, Assignments and Nominations.
6. Surrender Values of the Policy, Investigation of Claims, Settlement of Claims, Calculation of Bonus and Maturity Value, Privatization of Life Insurance Business, Regulatory Framework for Life Insurance Business.

##### **Suggested Readings**

1. Insurance Act, 1938 -Universal Book Traders, Delhi
2. Law relating to Insurance -R. M. Vats
3. Insurance Principles & Practice -M. N. Mishra
4. Modern Concepts of Insurance -M. N. Mishra

#### **507-IM-2-Principles and Practice of General Insurance**

##### **Course Contents**

1. History and Development of General Insurance Business in India. Nature, Scope and Significance and Functions of general Insurance Business, the concept of Risks, Characteristics of Insurable Risk, Risk Management Techniques, Concept and Principles of Premium Rating, Tariff and Market Agreements.
2. Scope of Fire, Marine and Accident Insurance, Aviation, Engineering and Agricultural Insurance. Nature of Insurance Contracts, Basic Principles-Insurable Interest, Utmost Good Faith Indemnity, Subrogation, Contribution, Proximate Cause, Meaning and Process of Reinsurance, Methods of Reinsurance. (iii) General Insurance Functional set



- Up in India. Organizational Structure of General Insurance Companies, Duties and Responsibilities of the Development Officers and the Agents, The General Insurance Business Market in India in the present Business Environment.
3. Procedural Matters related to General Insurance Business, Insurance Forms, Cover Notes, Certificate of Insurance, Policies and Endorsement, Renewal Receipts, CO-insurance etc.
  4. Methods of Premium Calculation, Short Period Scales, Return of Premium, Advance Payment of Premium, Accounting and Statistical Returns, Rating Practices, tariffs and Market Agreements, Physical and Moral Hazards, Processing and Settlement of Claims and Recovery Procedures.

### **Suggested Readings**

1. Insurance Act, 1938 -Universal Book Traders, Delhi
2. Law relating to Insurance -R.M. Vats
3. Insurance Dictionary -John R Ingrisano
4. Elements of Mercantile Law -N.D. Kapoor

### **507-IM-3-Insurance Fund Management**

#### **Course Contents**

1. Nature and Objectives of Funds Management in Insurance Business, Sources of Funds in Insurance Companies, Investment Policies and Employment of Funds. An Over View of Indian Financial System.
2. Investment Policies and Process, Security Analysis and its Objectives, Types of Securities, Risk in Holding Securities, over View of Securities Markets in India, Risk Return Analysis, Analysis of Different Types of Bonds-Different Features, Valuation, Term Structure, Interest Rates, Risk Immunization.
3. Common Stock Analysis-Its Features, Different Approaches of Stock Valuation, Company Analysis, Industry Analysis and General Economic Situation Analysis. Technical Analysis-Its Features and Assumptions, DOW Theory, Charts, Technical trading Rules, Efficient Market Theory.
4. Introduction of Portfolio Management Analysis of Risk and Return on a Portfolio. The Mean-Variance Criterion, Tracing the Efficient Frontier, Constructing Optimum Portfolio.
5. Theory of Capital Market-Capital Asset Pricing Model, Arbitrage Pricing Theory, Techniques of Portfolio Revision, Performance evaluation of Portfolio, Over View of Portfolio Management in India.

### **Suggested Readings**

1. Investment Management -V.K. Bhalla
2. Portfolio Analysis & Management -V.K. Bhalla
3. The Art of Risk Management -Christophel Culp
4. Investment -Sharpe William F

### **E-Retail Marketing Group**

## **508-RM-1-Fundamentals of Retailing**

### **Course Contents**

1. Definition, concept and scope and characteristics of Retailing, Evolution of Retailing, growth of Retailing in India and the global scenario, Store Format-super market, Departmental Store, Malls, Hyper Market, Discount Store, Convenience Store, Specialty Store, Kiosks, neighborhood Store, Non Format Store-Direct Selling, Tele Shopping, E-Marketing, Vending Machine Retailing.
2. Retail Store Location-Planning, Location selection decision process, Analysis of Location decision, Factors affecting site selection and location decision, Retail Store, Shopping Centre, Mall Location, Store design and layout, Interior and exterior design components, Space planning, Visual Merchandising.
3. Merchandise decision-merchandise mix-variety, assortment, branding, quality, Pricing, display. Factors affecting merchandise mix-budget Constraints, space limitations, product turnover rates, stock replenishment, Vendor identification, selection of vendors, Finalization of Vendors.
4. Retail Pricing-Factors affecting Pricing, Retail Pricing Strategy, Pricing Adjustments, Retail Marketing Communication and Advertising, Choice of Media and Media selection Decision, Retail Sales Promotion, Retail Publicity.
5. Retail Information System-Nature, Scope and Characteristics of Retail Information System, Role of MIS in Retail Marketing, Data warehousing and Mining, Electronic Data Inter change, Universal Product Code, Point of Sales Terminals, Radio Frequency Identification, Self Regulatory Check out System, familiarity with software Packages like MS Office, MS Windows, LAN, UNIX etc,

### **Suggested Readings:**

1. Retail Management -Bajaj, Tuli & Srivastava
2. Retail Management-A Strategic Approach -Berman & Evans

## **508-RM-2-Retail Environment**

### **Course Contents**

1. Nature, Scope and Significance of Environment, Economic, Socio-cultural, Political, Legal, Regulatory, Technological and other Forces affecting Retail Marketing Business and its growth, Emerging Indian and Global Retail Business Environment, Demographic and Social order changes and organized Retailing, Branding, Segmentation and target Marketing in retail Business.
2. International Environmental Forces driving globalization of Retailing, Impact of WTO on Retailing, impact of emerging economies in new world economic order, Impact of Service sector on Retailing.
3. Strategy for Domestic and Global Retail Business, Emerging Business Alliance, Franchising, Licensing, FDI in Retail Business, Cross Boarder Transaction in Retail Business.
4. Contribution of Retail Business in Major Economies, Employment generation, Popular International Retail formats, Study of Major International Retailers, European and US Experience in Retailing.

5. Institutional and Legal Aspects of Business Environment with special reference to Retail Business, International sourcing, Multi National Corporation and Indian Business world. Prospects of Retailing in Indian Rural Areas.

### **Suggested Readings**

- |   |                      |
|---|----------------------|
| 1. Business Environment                         | -K Ashwathappa       |
| 2. Business Environment and Policy              | -Francis Cheru Nilam |
| 3. International Retailing Trend and Strategies | -Mcgoldrick & Davies |
| 4. International retailing                      | -Nicholas Alexander  |
| 5. Retail Management-A Strategic Approach       | -Burman & Evans      |

### **508-RM-3-Retail Technology and CRM**

#### **Course Contents**

1. Retail Business- its Diversity and Complexity, Need for application of Retail Marketing Technology, Information sharing and Information exchanges, Data Warehousing and Data Mining in Retail Business, Use and application of Internet in retail Business, Retail information system with special reference to rapid response delivery system
2. Use of Technology in Procurement and supply, vendor identification, Vendor selection, Different channels of sourcing, Techniques of Procurement.
3. Technology and store operations and management, Warehousing Management, Display techniques, LPOS terminals, Retail Business Promotion, Customer relationship Management with specific reference to retail business, Security of Retail stores, Accidents and crimes with reference to retail Business.
4. Nature, concept and significance of E-Retailing, Tele shopping, Operation and management of E-store, Strategies for E-Retailing, Branding on the web, cross selling, referral services, Permission marketing, Online payment processing, internet payment gateways, Internet security issues.
5. Customer care services, Managing service quality, Tools for achieving service quality, Customer perception of service quality, Strategic Advantage and service quality, improving retail service quality pre shopping and after shopping.

#### **Suggesting Readings**

- |  |                 |
|--|-----------------|
| 1. Service Marketing-Operations, Management and Strategy | -Clow & Kurtz   |
| 2. Retail Management                                     | -Levy and Weitz |
| 3. Retail Management-Strategic Approach                  | -Burman & Evans |

**Sixth Semester**  
**(All Papers in this Semester are Compulsory)**

**601- Management Information System**

**Objectives**

The objective is to provide the student the knowledge about the use of computer for various business applications.

**Course Contents**

1. Definition of Information Systems; Management levels as a Framework for Information Systems; Information System Planning Strategies and Methods; Business Systems Planning (BSP), Critical Success Factors (CSF), Ends/Means (E/M) Analysis.
2. Systems Concepts; System concepts in Business; Information System as a System.
3. Definition of Management Information System- Its Elements, Objectives, Structure; Making MIS Efficient and Effective, Limitations of MIS.
4. System Development Life Cycle: Problem Definition, Feasibility Study, Systems Analysis, System Design, Implementation and Maintenance.
5. Overview of (i) Computer Hardware, (ii) Computer Software (iii) File and Database Management Systems (iv) Computer Communications (v) Internet and Intranet. Actual Use and Practical of Application of Various Programmes in Computer Lab.

**Suggested Readings**

- |                       |  |
|-----------------------|--|
| 1. Alson & Davis      | -Management information systems            |
| 2. Harry M            | -Information and management systems        |
| 3. Scot, Gorge M      | -Principles of MIS                         |
| 4. Manedick and Ross  | -Information System for Modern Management  |
| 5. Kanter             | -Management Information and Control System |
| 6. Bocchinc William A | -MIS Tools and Design                      |

## **602-Project Management**

### **Course Contents**

1. Project Management- Nature, Scope, Process Elements, significance and Emergence of Projects. Project Planning, Developing Project Models through Simulation. Benefits of Project Management.
2. Location of Project Site, Working Conditions Development, Plans and Policies of the Government and the Local Bodies, Elements and Factors Affecting Locational Decision. Analysis of Infrastructure, Labour, Raw material, Transport and Other Factors.
3. Capital Expenditure, Importance and Difficulties, Market demand And Situational Analysis. Technical Analysis, Financial Analysis.
4. Project Implementation and Management: Project Monitoring, and cost Control System, Network Analysis, Resource Scheduling, Leveling Crashing of Project Cost, Risk and market Risk, Social Cost benefit Analysis, Multiple Projects and Constraints, Network technique for Project Management.
5. Different Criteria for Project Appraisal, Project review and Administrative Aspects, Environmental Appraisal of Projects.

### **Suggested Readings**

- |                    |                                 |
|--------------------|---------------------------------|
| 1. Bhavesh M Patel | -Project Management             |
| 2. S S Khanka      | -Entrepreneurship Development   |
| 3. Prasana Chandra | -Project Management             |
| 4. P C K Rao       | -Project Management and Control |

### **603-Viva-Voce**

At the End of the Sixth Semester, Each Student will have to face an Interview wherein his or her knowledge and skill acquired during the entire course shall be examined. The Viva-Voce shall be conducted jointly by the Internal Expert and the External Expert. Internal Expert shall be appointed by the Head of the Department/Diretor of the Affiliated Institutes and the External Expert shall be appointed by the University.

### **A-Marketing Management Group**

#### **604-M-1-International Marketing Management**

##### **Course Contents**

1. Introduction to International Marketing: Basic Concept and the Environment, Difference Between Domestic Marketing and International Marketing Environment. Scope and Size of International Marketing.
2. International Marketing Selection and Segmentation, Entry Options and Strategies, International marketing Planning, Coordination and Control.
3. International Product Policy and Planning, Product Development, Product Life Cycle.
4. International Pricing Policy, Pricing Objectives, Determination Pricing Policy and Pricing Strategy.
5. International Distribution Channels, Selection and Management of Distribution Channels, International Promotion, Marketing Communication, Developing Promotional Mix for foreign Markets.

##### **Suggested Readings**

- |                   |   |
|-------------------|---|
| 1. Leighton       | -International Marketing-Text and Cases |
| 2. Keegan         | -Managing Global Marketing              |
| 3. Kriplani       | -International Marketing Management     |
| 4. JohnFayer      | -International marketing                |
| 5. Fraklin R Root | -International Marketing                |

#### **604-M-2-Industrial Marketing**

##### **Course Contents**

1. Industrial Marketing Concept-Nature of Industrial Marketing, Industrial Marketing Environment, Industrial markets.
2. Demand for Industrial Goods, Demand and Product Characteristics, Derived Demand for Industrial Goods, Nature of Industrial Buying, Buyer Behaviour, Value Analysis and Vendor Selection.

3. Industrial Marketing Strategy-Product Strategy, Channel Distribution Strategy, Logistics, Pricing Decisions, Promotion Mix and strategy, Advertising, Personal Selling, Sales Promotion, Public Relations, Publicity.
4. Industrial Marketing Intelligence System, Information Needs System Design and Applications.
5. Industrial Marketing Control-Strategic Goals, Performance Standards, Evaluation of Performance.

### **Suggested Readings**

- |                     |  |
|---------------------|--|
| 1. E Rayon Coray    | -Industrial Marketing-Cases and Concepts |
| 2. Robert W Hass    | -Industrial Marketing Management         |
| 3. Ralph and Gross  | -Industrial Marketing                    |
| 4. Webster          | -Industrial Marketing                    |
| 5. V Kasturi Rangan | -Business marketing Strategy             |

### **604-M-3-Rural Marketing**

#### **Course Contents**

1. Nature, Concept and Scope of Rural Marketing, the People, the Purchasing Power, Buying Pattern, Socio-Cultural, Economic and Other Environmental Factors Affecting Rural marketing.
2. Attitude and Behaviour Pattern of Rural consumers, Overview of Rural Marketing
3. Marketing of Consumer Durables and Non Durable Goods and Services in Rural Markets with Special Reference to Product Planning and Media Planning.
4. Planning of Distribution Channels, Organizing Personnel Selling in Rural Markets, Marketing of Agricultural Inputs with Special Reference to Fertilizers, Seeds, Agricultural Implements and Tractors.
5. Rural Marketing Behaviour in Space, Variation in Levels of Intersection, Variances of Distance Traveled Type and Role of Marketing Centers, Special Manifestations of Rural Marketing.

### **Suggested Readings**

- |                                   |   |
|-----------------------------------|---|
| 1. Raja Gopal                     | -Organizing Rural Business Policy, Planning and Management        |
| 2. Raja Gopal                     | -Indian Rural Marketing   |
| 3. T P Gopalswamy                 | -Rural Marketing-Environment, Problems and Strategies             |
| 4. Ramachandram H and Shastri G S | -Behaviour in Space-Rural Marketing in an Under developed economy |

### **B-Human Resource Management Group**

### **605-H-1-Human Resource Planning and Development**

#### **Course Contents**

1. Human Resource Planning: Definition, Objectives and Components of Human Resource Planning, Manpower Forecasting: Necessity, Problems, Approaches, and Benefits of Forecasting.
2. Job Analysis, Job Description, Job Specification: Concept, Needs and Importance. Job Enrichment, Job Satisfaction, Career Planning: Significance, Need and Its components, Career counseling, Career Pathing.
3. Recruitment and Selection of Human Resource, Factors Influencing Recruitment and selection, Different Methods of recruitment and Selection.
4. Employee development, Work, Role and Importance of Employees and Executives, managers, Factors Responsible for Employee Behaviour, Different Approaches to Employee development, Executive Development, Impact of Training on Development of Employees and Executives.
5. Performance Appraisal: Definition, nature and Its Importance, Different Types of Appraisal Systems, Monitoring and review of Appraisal System.

### **Suggested Readings**

- |                        |                                       |
|------------------------|---------------------------------------|
| 1. Davis A De Cenzo et | -Personnel, Human Resource Management |
| 2. Lloyd L Byars et    | -Human Resource Management            |
| 3. R. K. Malhorta Edt. | -Personnel Management                 |

### **605-H-2-Business Ethics**

#### **Course Contents**

1. Definition, Role, Significance and Importance of Business Ethics. An Overview of Business Ethics. Ethical Issues in Business. Business Ethics and Organizational performance.
2. Application of Values and Moral Philosophies to Business Ethics. Organizational Values, Shared Values and Business ethics.
3. Corporate Governance and Business Social Responsibility, Fame work for Understanding Ethical decision making, Emotional Intelligent Leadership, Organizational Culture and Ethical Decision making.
4. Organizational relationship and conflicts in Ethical Decision making. Business ethics and Organization Performance.
5. Business ethics in Global Economy.

### **Suggested Readings**

- |                    |                                 |
|--------------------|---------------------------------|
| 1. Chakraborty S K | -Foundations of Managerial Work |
| 2. Drucker P       | -Managing In Turbulent Time     |
| 3. Chakarborty S K | -Management by Values           |
| 4. Griffiths B     | -The Marriage of East and West  |

### **605-H-3-Social Security and Labour Welfare**

#### **Course Contents**



1. Social Security-Concept and Philosophy, Abolition of Bonded and Child Labour, Government Policy for Social Security and Social Insurance, ILO, its Role, Functioning and Contributions.
2. Workmen's Compensation Act, 1923
3. Employee's State Insurance Act, 1948
4. Payment of Gratuity Act, 1972
5. Minimum Wages Act
6. Payment of Bonus Act
7. Payment of Wages Act

### **Suggested Readings**

- |                                |  |
|--------------------------------|--|
| 1. Mulick                      | -Labour Laws   |
| 2. Memoria, C B and Memoria, S | -Industrial Labour, Social Security, and Industrial Peace in India |
| 3. Sinha, G P                  | -Industrial Relations and Labour Legislation in India              |
| 4. Zahiruddin                  | -Labour Welfare Laws   |
| 5. Saharay H K                 | -Industrial and Labour Laws of India                               |
| 6. Srivastava S C              | -Industrial Relations and Labour Laws                              |

## **C-Financial Management Group**

### **606-F-1-International Financial Management**

#### **Course Contents**

1. International financial Environment, Finance Function of International Business, Multi National financial Management: An Overview, Evolution of the International Monetary and Financial System, International Economic Issues and Dimension, International financial Flows, the Balance of Payment Frame Work, Component, Valuation and Timings of Balance of Payments.
2. International financial System: Managing Short term Assets and Liabilities, Long Run Investment Decision.
3. International Working Capital Management: Financing foreign trade, International cash management, International Receivables and Inventory management.
4. foreign Investment decision: Political Risk management, Foreign Exchange Market and Instruments, Foreign Exchange Risk Management, Exchange rate Determination and Forecasting, Measuring and Managing Translation and Transactions Exposures,
5. International financing regulations and strategies, Forex regulations and Control.

#### **Suggested Readings**

- |                |                                     |
|----------------|-------------------------------------|
| 1. Levi M D    | -International Finance              |
| 2. Shapiro A C | -Multinational Financial Management |
| 3. Bhalla V K  | -International Monetary corporation |

## **606-F2-Management of financial Services**

### **Course Contents**

1. Introduction, Features, Scope and Types of Financial Services, Institutions Providing Financial Services, merchant Banking: nature, Function and Organization, SEBI Guidelines relating to Merchant Bankers.
2. Leasing: Nature, Features, Types, Tax, Legal and Accounting Aspects of Leasing, Lease Structuring, Lease Agreement, Funding of Lease, Hire Purchase: financial and Legal Evaluation.
3. Bills Discounting Scheme, Meaning, Mechanism, Features, Types, Legal and Financial Aspects of Factoring and forfeiting, Venture Capital Funds.
4. Corporate Advisory Services: Capital Structure Decision, Corporate Restructuring, Project Counseling and finance.
5. Issue management and Under-writing, Management of Public Equity Issue, Debenture Issue, Under-writing arrangement, Portfolio Management Service, SEBI Guidelines Regarding Public Issues. Credit rating Services.

### **Suggested Readings**

1. V A Avadhani -Investment and Securities
2. J C Verma -Lease Financing
3. J C Verma -Merchant Banking
4. M Y Khan -Management of Financial Services

## **606-F-3-Corporate Tax Planning and Tax Management**

### **Course Contents**

1. Law Relating to Income Tax, Principles Underlying Certain as regards to Determination of Taxable income, Concept and Definition of Income, Receipts which are not income, Exemption from Charge of Income Tax, Capital and revenue Gains and Expenditures.
2. Provision of Income tax Law relating to Various Heads of Income with Special Emphasis on Profits and gains from Business and Profession, Capital gains, Income from Other sources, Deductions, Techniques of Calculation of Income Tax.
3. Concept of Tax Planning, Tax planning with reference to setting up of a New Business locational aspects, nature of business, planning for Tax Holiday Benefits, Tax planning with Reference to Financial management Decision, Tax Planning and Cash Management.
4. Tax Planning with Reference to Non-Resident company Assessee, Tax Planning with Reference to Corporate Reorganization, i.e. Amalgamation, Merger, Demerger and Slump sale.
5. Problems of Tax Planning, Administrative, Legislative and Organizational Problems.

### **Suggested Readings**

1. Income Tax Law -Taxmans Publication

2. Income Tax Law and Practice -By Chandra M
3. Yearly Finance Bill
4. Bare Act

### **D-Insurance Management Group**

#### **607-IN-1-Economic Environment of Insurance Business**

##### **Course Contents**

1. Business Environment: Internal and External Environment, Social Responsibility of Business Economic Planning and Insurance Business. Status of Insurance Business in India.
2. Liberalization of Insurance Business Sector in India. Need for Liberalization, Opportunities of Insurance Business in India after Liberalization Policy of the Government of India. Government Policy towards Insurance Business in India.
3. International Economic Environment. GATT, WTO, and Insurance Business Sector. Prospectus of Insurance Business Sector in India. Comparative Environment of Insurance Business Score in India with reference to Japan, United Kingdom and United States of America.
4. National income and Social Accounting. Theory of Income Out Put and Employment. Classical and Keynesian Models. Trade Cycles. Theory of Inflation. Monetary and Fiscal Policies in India.

##### **Suggested Readings**

1. Economic Environment of Business -Adhikary
2. Indian Economy -A. N. Agrawal
3. Business Environment -Ray Agrawal
4. Economic Survey -Government of India

#### **607-IN-2-Fire and Automobile Insurance**

##### **Course Contents**

1. Concept of Fire and Standard Fire Policy. Characteristics of Fire, Introduction of Fire Insurance. Scope of Cover. Tariff and Insurance Conditions.
2. Special Policies: Fire Consequential Policy. Floater Policy. Reinstatement Value Policy.
3. Basis of Profit Insurance. Measure of Indemnity. Indemnity period-Rate Basis and Related Terms and condition of the fire. Consequential Loss. Fire Claim. Management Claim.
4. Legal and Procedural Aspects of Claim. Lop Claim Procedure. Loss Prevention Techniques. Fire Losses. Fire Hazards and Fire Preventions.
5. Basic Principles of Motor Insurance. Different Types of Vehicles. Types of Policies. Motor Vehicle Act Provisions related to Insurance. Motor insurance Tariff Rules and

Regulations. Proposals, forms, Procedure for Underwriting. Endorsement, Renewals, Claim Procedure and Settlement of Claims.

### **Suggested Readings**

- |                                    |                                |
|------------------------------------|--------------------------------|
| 1. Insurance Act, 1938             | -Universal Book Traders, Delhi |
| 2. Law relating to Insurance       | -R. M. Vats                    |
| 3. Insurance Principles & Practice | -M. N. Mishra                  |
| 4. Modern Concepts of Insurance    | -M. N. Mishra                  |
| 5. Relevant Bare Acts              |                                |

### **607-IN-3-Legal and Regulatory Aspects of Insurance Business**

#### **Course Contents**

1. Need for Regulation of Insurance Business. Brief Historical Back Ground of Insurance Regulatory Measures in India. Insurance Act, 1939 as amended from Time to Time. The Life Insurance Corporation of India Act, 1956 as Amended from Time to Time. The General Insurance Business (Notification) Act, 1972 as Amended from Time to Time.
2. Constitution of Insurance Regulatory Authority IIRA. IRDA Act, 1999
3. Relevant Provisions of consumer Protection Act, 1986- Indian contract Act, 1872- Employees State Insurance Act, 1940, Law Relating to Agency, Workmen Compensation Act, 1923, Law Relating to Bailment, Law Relating to Insurance Contracts.
4. Law Relating to Arbitration. Insurance Grievances Redressal Mechanism.

### **Suggested Readings**

- |                            |                    |
|----------------------------|--------------------|
| 1. Motor Accident Claims   | -Dr. Janak Raj Jai |
| 2. Motor Vehicle Act, 1988 | -Bare Act          |
| 3. IRDA Publications       | -IRDA              |
| 4. Bare Acts               |                    |

### **E-Retail Marketing Group**

#### **608-RM-1- Retail Supply Chain Management**

#### **Course Contents**

1. Retail Supply Chain Management- Nature, Concept and significance of supply chain management, Supply chain management in case of Retail Business, Features and components of retail supply chain, Customer focus.
2. Nature and concept of value chain and value delivery system, concept and significance of Transportation, Process of Transportation decision, Direct Logistics, Third Party logistic Providers, Multi model transportation, Reverse Logistics, Warehousing and transportation, warehousing operation and cross docking.
3. Nature and Significance of Information Technology enabled supply chain management, ERP application, Just in time concept, Quick response delivery system, optimization of supply chain, Outsourcing-nature, significance and benefits of outsourcing, Retailing and Outsourcing, Key considerations in outsourcing, Global volatility of outsourcing.
4. Distribution Net work-Different distribution channels, channel design decision, Channel Management, Distribution Channel strategy.
5. Inventory management-Meaning, nature and significance of Inventory management, Inventory management and retail business, optimization and minimization of inventory, inventory cost, and Economic order quantity.

### **Suggesting Readings**

- |   |                      |
|---|----------------------|
| 1. Logistics management                               | -Bowersox and Closs  |
| 2. Managing the supply- A Strategic perspective       | -Gattomo and walters |
| 3. Supply Chain Management for global competitiveness | -B. S. Sahay         |

### **608-RM-2-Mall Management**

#### **Course Contents**

1. Nature and Concept of Mall, Genesis and growth of Malls globally, concept and growth of malls in India, Advantages and Disadvantages of Malls, Future trends and Projections of Malls, Malls and other Retail formals, Indian Mall and Western countries Malls.
2. Concept and component of Malls, Mall Architecture and its components, Façade, Atrium, Entrance, Circulation, Amenities and Utilities, Path and Parking.
3. Mall Location, Situation and location decisions, Catchments are identification, Process of Tenant decision, Tenant mix, Process of Retail zoning and decisions, Suitability of Retail Formats, Hyper Markets, Department Store, Multiplexes, Eating Joints.
4. Components of Mall Management, Tenant mix planning, Space selling, facilities and utilities management, security and information planning and management, Mall promotion and event management.
5. Field visits of students for on the spot assessment and study of Mall Management

#### **Suggested Readings**

- |                         |                                     |
|-------------------------|-------------------------------------|
| 1. Retailing Management | -Levy and Weitz                     |
| 2. Call of the Mall     | -Paco Underhill, Simon and Schuster |
| 3. Malls in India       | -Image Multimedia                   |

## **608-RM-3-Retail Store Operations and Management**

### **Course Contents**

1. Nature, Concept and significance of store operations, Process of store management, Management of Retail Productivity and Profitability.
2. Product and Merchandize Management, Brand Management and Retailing, Model stock plan, Types of Supplies, Process of Selection of Suppliers, Category management, Process of Merchandize Management
3. Store Space management, Store Design Planning and process, Atmospheric components, colour texture, lighting, temperature, music, goods presentation, Retail image.
4. Retail selling environment, Store design, Store management, Retail Business Human resource Management, Recruitment, selection, training, placement and performance appraisal, motivation. Allocation and retention of Human Resource in Retail Business.
5. Retail Salesmanship, Nature, concept and importance of Retail salesmanship, Theories of selling with special relationship of retailing, Retail sales management, customer care and service quality, Multi task and flexibility, synchronization.

### **Suggested Readings**

1. Retail Management -Bajaj Tuli and Srivastava
2. Retail Management -Gibson S Vedamani