

**DR. SHYAMA PRASAD MUKHERJEE**  
**UNIVERSITY**  
**SCHOOL OF MANAGEMENT STUDIES**

**Bachelor of Business Administration**  
**(BBA Hons.)**

**Under**

**CBCS Pattern**  
**2018-2019**

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*Rohit*  
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*Vikas Sharma*  
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**PROPOSED COURSE STRUCTURE  
UNDER CHOICE BASED CREDIT SYSTEM  
Bachelor of Business Administration**

| SEMESTER | PAPER CODE | COURSE OPTED                              | COURSE NAME   | CREDIT |
|----------|------------|---|---|--------|
| I        | 101        | Ability Enhancement Compulsory Course - I | English/ MIL Communications/<br>Environmental Science | 2      |
|          | 102        | Core Course-I                             | Management Concepts and Principles                    | 4+2    |
|          | 103        | Core Course-II                            | Introduction to Business Accountancy                  | 4+2    |
|          | 104        | Generic Elective-I                        | Business Organization and Business Management.        | 4      |
| II       | 201        | Ability Enhancement Compulsory Course -II | English/ MIL Communications/<br>Environmental Science | 2      |
|          | 202        | Core Course-III                           | Business Economics                                    | 4+2    |
|          | 203        | Core Course-IV                            | Business Communication                                | 4+2    |
|          | 204        | Generic Elective-II                       | ME&IB   | 4      |
| III      | 301        | Core Course-V                             | Business Statistics for Management                    | 4+2    |
|          | 302        | Core Course-VI                            | Introduction to Marketing Management                  | 4+2    |
|          | 303        | Core Course – VII                         | Legal Aspect of Business                              | 4+2    |
|          | 304        | Skill Enhancement Course – I              | IT tools for Business                                 | 2      |
|          | 305        | Generic Elective-III                      | Economic Planning and Development of India            | 4      |
| IV       | 401        | Core Course – VIII                        | Introduction to Financial Management                  | 4+2    |
|          | 402        | Core Course –IX                           | Management Information System                         | 4+2    |
|          | 403        | Core Course – X                           | Organization Behaviour                                | 4+2    |
|          | 404        | Skill Enhancement Course – II             | Summer Internship (6 to 8 Week)                       | 2      |
|          | 405        | Generic Elective-IV                       | Macro Economics for Business                          | 4      |
| V        | 501        | Core Course – XI                          | Entrepreneurship and Small Business                   | 4+2    |
|          | 502        | Core Course –XII                          | Research Methodology                                  | 4+2    |
|          | 503        | Discipline Specific Elective – I          | DSE – I   | 4      |
|          | 504        | Discipline Specific Elective – II         | DSE – II  | 4      |
| VI       | 601        | Core Course – XIII                        | Business Ethics                                       | 4+2    |
|          | 602        | Core Course –XIV                          | Strategic Management                                  | 4+2    |
|          | 603        | Discipline Specific Elective – III        | DSE – III   | 4      |
|          | 604        | Discipline Specific Elective – IV         | DSE – IV  | 4      |

**Core Paper (C)**

| CORE COURSE        | COURSE NAME                          |
|--------------------|--------------------------------------|
| Core Course-I      | Management Concepts and Principles   |
| Core Course-II     | Introduction to Business Accountancy |
| Core Course-III    | Business Economics                   |
| Core Course-IV     | Business Communication               |
| Core Course-V      | Business Statistics for Management   |
| Core Course-VI     | Introduction to Marketing Management |
| Core Course – VII  | Legal Aspect of Business             |
| Core Course – VIII | Introduction to Financial Management |
| Core Course – IX   | Management Information System        |
| Core Course – X    | Organization Behaviour               |
| Core Course – XI   | Entrepreneurship and Small Business  |
| Core Course –XII   | Research Methodology                 |
| Core Course – XIII | Business Ethics                      |
| Core Course –XII   | Strategic Management                 |

**Discipline Specific Elective**

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| DSE       | FM   | MM                                     | HRM                              |
|-----------|--|--|----------------------------------|
| DSE – I   | Securities and Portfolio Management        | Retail Marketing and Service Marketing | Manpower Planning and Resourcing |
| DSE – II  | Investment, Banking and Financial Services | Sales and Advertising Management       | Labor Legislation                |
| DSE – III | Project Management                         | International Marketing                | Industrial Relations             |
| DSE – IV  | International Finance                      | Consumer Behaviour                     | Compensation and Reward          |

#### Generic Elective (Optional)

| GENERIC ELECTIVE       | COURSE NAME                                |
|------------------------|--|
| Generic Elective – I   | Business Organization and Business Mgt.    |
| Generic Elective – II  | Monetary Economics and Indian Banking      |
| Generic Elective – III | Economic Planning and Development of India |
| Generic Elective – IV  | Macro Economics for Business               |

#### Skill Enhancement Course

|                               |                                 |
|-------------------------------|---------------------------------|
| Skill Enhancement Course – I  | IT tools for Business           |
| Skill Enhancement Course – II | Summer Internship (6 to 8 Week) |

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**102, Management Concept and Principles****PAPER-1****[50 Lectures]****Full marks: 20(MSE) +80(ESE) =100****Time: 3 Hrs.****Pass Marks: 45*****Instructions to Paper-setter & Examinee***

- a) Question No. 1 shall be compulsory and objective type, i.e.,  $16 \times 1 = 16$  marks.  
 b) Out of 8 any 4 question to be answered, each of 16 marks, i.e.,  $4 \times 16 = 64$  marks

**Management Concept**

1. Concept & nature of management: Definition, Nature, Roles of Manager, Management as science, Arts or profession, functions of management, **Managerial functions and roles (Henry Mintzberg)**
2. School of management through: Scientific and Process School of thought (**Taylor, Fayol, Gullick**) ,Principle of management, **Human relation school( Elton mayo, Hawthorne studies), Behavioral and contingency and system approach to management.**
3. Planning and decision making: Meaning, Process, Types, Principles, Limitations, Organizing, Staffing, Directing, Coordinating.
4. Authority, Responsibility & Accountability; Delegation of Authority; **Unity of command**, Centralization( Line and staff) ; **Decentralization**, Span of control.
5. Organization design & structure: Meaning, Process, Principles; Organization structure, determination ts, Forms-, formal & informal organization.
6. Controlling: Meaning, Steps, Types, techniques, significance, limitations

**Suggested Readings:**

1. L.M. Prasad- Principle and practice of management
2. V.S.P. Rao & V. Harikrishna- Principle and practice of management
3. James A.F Stonner- Management; Jtepions Robbins- OB
4. Fred Luthans- OB

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**103, Introduction to Business Accounting****PAPER-2****[50 Lectures]****Full marks: 20(MSE) +80(ESE)=100****Time: 3 Hrs.****Pass Marks: 45*****Instructions to Paper-setter & Examinee***

- a) Question No. 1 shall be compulsory and objective type, i.e.,  $16 \times 1 = 16$  marks.  
 b) Out of 8 any 4 question to be answered, each of 16 marks, i.e.,  $4 \times 16 = 64$  marks

- Accounting: Basic of Accounting, Accounting Mechanics-Double Entry System, Classification, Rules for Debit & Credit.
- Journal, Ledger and Trial Balance, sub-division of journal, Ledger: meaning, subdivision, mechanics of posting, balancing ledger accounts
- Cash book **and Subsidiary books of Accounting**, Kinds of Cash Book, **Purchase day book, sale day book**; Bank reconciliation statement
- Measurement of income- Adjusting entries- rectification of errors- Adjusted trial balance.**
- Preparation of financial statements- Trading account, Profit & Loss account, Balance Sheet (with adjustments)
- Accounting for Non-profit organization: Accounting Procedures, Receipts & payment accounts, income & expenditure account problems.**
- Depreciation- Meaning, Determinant factors, Method & Significance.
- Basic Concepts of hire purchase & installments
- Partnership-Preliminary, admission of a partner**
- Company Accounts-Issue of shares, Debentures, Forfeitures and reissue of shares.

**Suggested Readings:**

- S.A. Siddiqui- Comprehensive Accounting
- T.S. Grewal- Introduction to Accounting
- Mukherjee and M. **Accounting** (Volume-I)
- S.N. Maheshwar- Introduction to Accounting, (Vikas Publication)
- C.A.C. Rama Gopal, Accounting For Managers, (New Age)

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**104: BUSINESS ORGANIZATION & BUSINESS MANAGEMENT**

PAPER-1

[40 Lectures]

Full marks: 100

Time: 3 Hrs.

Pass Marks: 33

**Instructions to Paper-setter & Examinee***All together ten Question to be set, out of which any five to be answered, i.e., 5x20 = 100.*

1. Business System- Nature of Business, Evolution of Business & Launching of Business Enterprises
2. Personnel Functions- Various method of wage payment, Incentive Methods of wage Payment, Merits & demerits of virus Methods.
3. Business ownership, Sole Proprietorship, Partnership, Joint stock Company- Characteristics Advantages & disadvantages, various types of companies, Management of Joint Stock Company, Oligarchy in company Management.
4. Large Scale retailing- Department Store, Multiple Shop, Mail Order Business, Super Bazar- Characteristics Merits & Demerits, Organization & Management.
5. The Economic Size-Meaning, Method of measuring size of Business unit optimum Firm-Factors responsible for optimum firm.
6. Financing New venture-Methods of financing- Equity financing Venture Capital, Debt Financing and Govt. Grants. Functions and objectives of Specialised Financial institutions.
7. Business Combination – Stock Exchange, Functions.- Importance, various transaction, regulation of stock exchange, SEBI.

**SUGGESTED READINGS:**

- Drucker P.F.- Management Challenges of the 21<sup>st</sup> century Butterworth Heinemann Oxford.
- Y.K. Bhushan- Fundamentals of Business Organization and Management, Sultan Chand.
- Dinkar Pagare- Business Organization, Sultan Chand
- M.C. Shukla- Business Organization, S. Chand (P) Ltd. New Delhi.
- Ghosh & Om Prakash- Business Organization.
- Dr. Padmakar Asthana- Vyawasay Sangathan Ewam Prabandhan
- C.B. Gupta- Business Organization Sultan Chand. Dr. Y.P. Verma- Vyawasayic Sangathan & Prabandh

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**BBA-202, Business Economics**

PAPER-3

[50 Lectures]

Full marks: 20(MSE) +80(ESE)=100

Time: 3 Hrs.

Pass Marks: 45

***Instructions to Paper-setter & Examinee****a) Question No. 1 shall be compulsory and objective type, i.e., 16 x 1 = 16 marks.**b) Out of 8 any 4 question to be answered, each of 16 marks, i.e., 4 x 16 = 64 marks*

1. Meaning, Nature, Scope and Significance of Business Economics; Economics- Positive or Normative; Microeconomics & Macroeconomics.
2. Consumer behavior: Utility Approach, Law of diminishing marginal utility, Law of equi marginal utility, Indifference curve approach. Revealed Preference Theory.
3. Consumer's equilibrium, Income, Price & Substitution effect, Consumer Optimization- Consumer Surplus- Importance & Limitations in difference Curve, Analysis Derivation of Individual Demand Curve- price effect, Income effect & Substitution Effect.
4. Law of Demand & Supply, Elasticity of Demand & its measurement, Methods of demand forecasting.
5. Concept of Production Function, Theory of Production- Production Function laws of Variable proportions. Laws of Returns, Iso Product Curve.
6. Law of variable proportion.
7. Concept of cost; Classification, significance. Theory of cost- Nature of Cost Fixed and Variable Cost Curve. Total. Average and Marginal Cost.
8. Concept of Revenue: Total, Average & Marginal revenue, Relationship between average & marginal revenue, Elasticity of Demand.
9. Market Structure & Price Determination: Equilibrium of firm & Industry in Short run & Long Run under perfect competition, Monopoly competition, Monopolistic competition, Oligopoly competition; Price discrimination under monopoly.
10. Investment decision – Capital Budgeting, Public investment decision, Risk & uncertainty.

**Suggested Readings:**

1. D.N. Dwivedi – Managerial economics
2. Varshney Maheswar – Managerial economics
3. Criag. H. Petersen

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**203: Business Communication**

[50 Lectures]

Full marks: 20(MSE) +80(ESE)=100

Time: 3 Hrs.

Pass Marks: 45

**Instructions to Paper-setter & Examinee**

- a) Question No. 1 shall be compulsory and objective type, i.e., 16 x 1 = 16 marks.  
 b) Out of 8 any 4 question to be answered, each of 16 marks, i.e., 4 x 16 = 64 marks

1. Comprehension.
2. Precise Writing, Report writing – Types of report, need for writing effective reports
3. Essay Writing, Letter Writing, Types of Formal letter(**complain ,claim ,inquiry and order**)
4. Grammar: Verbs, Prepositions, Transformation of sentences,.
5. Vocabulary; Business terms & other words, Paper Presentation- Expansion of Ideas.
6. Role plays on selected topics with case analysis.
7. Communication: need, purpose, nature, models, channels, barriers, overcoming the barriers.
8. Effective listening: Definition, levels, Types, barriers
9. Effective speaking: polite & effective enquiries & responses, Addressing a group, qualities of a good speaker. purpose of speech; Telephone & E-mail etiquette.
10. Nonverbal –communication: Definition, its importance, inevitability, Kinetics, **Personality development (Practical Application) .**
11. Communication with group: Nature, Purpose, merits, demerits, brainstorming, Written Communication: Memos. Circulars, Notices,.
12. Handling meetings: Types, structure, agenda & minutes.

**Suggested Readings:**

1. Wren & Martin
2. K. Madhukar- Business Communication
3. V.K. Gain & Om Prakash Biyani – Business Communication
4. Asha Lul- Business Communication
5. Sharma- Business Correspondence & Report Writing. TMH

SEMESTER-II

GENERIC ELECTIVE- II



## **204: MONETARY ECONOMICS & INDIAN BANKING**

[40 Lectures]

Time: 3 Hrs.

Full marks: 100

Pass Marks: 33

### ***Instructions to Paper-setter & Examinee***

*All together ten Question to be set, out of which any five to be answered, i.e., 5x20 = 100.*

1. Money- An introduction, definition and classification of money, function and importance of money in Capitalism, Socialism & Mixed economy, merits and demerits of money.
2. Money Standard, Value of Money. The Supply and Demand Theory of Money, The Quantity Theory of Money, The Income theory of Money.
3. Inflation, Deflation & Reflation- Their causes and effects on different classes of people.
4. Money Market.
5. Nature of Banking- Types of banks- Unit banking and Branch banking, their Functions.
6. Commercial Banks- Creation of credit and other functions of Commercial Banks.
7. Investment Policy of Commercial Banks.
8. Central Bank- Functions of Central Bank, Credit control methods and Tools of Monetary Policy.
9. RBI and its Functions, Success and Failure of RBI and Agricultural credit, NABARD.
10. Co-operative Banks and Rural Banks.

### **Suggested Readings:**

- M.Y. Khan- Indian Financial System, T.M.H New Delhi
- L.M. Bhole- Financial Market and Institution T.M.H New Delhi
- Crowther- An Out Line of Money.
- Shridhar Pandey- Mudrik Siddhant.
- K.P.M Sundharam- Money Banking trade finance, Sultan Chand publ<sup>l</sup>

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**301, BUSINESS STATISTIC FOR MANAGEMENT**

[50 Lectures]

Full marks: 20(MSE) +80(ESE)=100

Time: 3 Hrs.

Pass Marks: 45

**1. Introduction of Business Statistic**

What is Statistics, Statistical method, function, Importance, Scope and Limitation of Statistic.

**2. Collection of Presentation of Data, Classification of Data, Two dimensional Diagram, Bar Pie diagram, Graph of Frequency Distribution- Histogram, Frequency Polygon, Ogive.****3. Measures of Central Tendency:**

Arithmetic Mean, Median, Mode, Geometric Mean, Harmonic Mean, Characteristics of good average. **Measure of dispersion, Absolute and Relative measures of dispersion.**

**4. Measures of Variation: Range, Quartile Deviation, Mean Deviation, Standard Deviation and Skewness.****5. Correlation Analysis: Types of Correlation, Karl Person Coefficient of correlation, Rank correlation coefficient.****6. Regression Analysis and Time Series.****7. Index number: Un-weighted Index number, Weighted index number, Chain Index number, CPI, WPI, IIP.*****Suggested Readings:-***

1. Business Statistics, S.P. Gupta & M.P. Gupta, Sultan Chand and Sons.
2. Quantitative Methods, Dr Agarwal, Vrinda Publication
3. Fundamentals of Statistics, S.C. Gupta, Himalay Publication

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**302: Introduction to Marketing Management**

[50 Lectures]

Full marks: 20(MSE) +80(ESE)=100

Time: 3 Hrs.

Pass Marks: 45

**Instructions to Paper-setter & Examinee**

- a) Question No. 1 shall be compulsory and objective type, i.e.,  $16 \times 1 = 16$  marks.  
b) Out of 8 any 4 question to be answered, each of 16 marks, i.e.,  $4 \times 16 = 64$  marks

1. Nature & scope of marketing management, the core concept of Marketing. Marketing concept & selling concept.
2. The Marketing environment- Element of Micro environment & Macro environment.
3. Market segmentation: Concept of Target Market
4. Product Management: Product forms, Concept of Product Line & Product- mix.
5. Concept of Product Life cycle & strategies for managing different stages in the PLC.
6. Pricing decisions: overview of pricing process.
7. Marketing Planning- the strategic planning Process, Concepts of SBU, B.C.G. Matrix.
8. Product Differentiation:- Concept of Positioning & Competitive advantage.
9. Physical distribution: channel design, management decisions, channel conflicts.
10. Introduction to marketing research & Marketing information system, Meaning & Role of Promotion Mix, Direct selling.

**Suggested Readings:**

1. Philip Kotler
2. T.N. Chabra
3. T.K. Panda
4. S.H. Kazmi
5. Arun Kumar

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**303, Legal Aspects of Business**

[50 Lectures]

Full marks: 20(MSE) +80(ESE)=100

Time: 3 Hrs.

Pass Marks: 45

***Instructions to Paper-setter & Examinee***

- a) Question No. 1 shall be compulsory and objective type, i.e.,  $16 \times 1 = 16$  marks.  
b) Out of 8 any 4 question to be answered, each of 16 marks, i.e.,  $4 \times 16 = 64$  marks

1. Contract Act. 1872:- Definitions & nature of contracts, offer & acceptance, consideration, capacity of parties, free – consent. Legality of object, void agreements. Contingent contracts. Performance of contracts. Discharge of contract, Remedies for breach of Contract. Indemnity & Guarantee. **Bailment & Pledge Agency.**
2. Sales of Goods Act 1932: Nature of contract of sale, classification of goods; Conditions & Warranties, unpaid Seller and right of unpaid Seller, Remedies for breach of Contract of Sales.
3. Negotiable Instruments Act. 1881: Definition & character of Negotiable instruments, - Promissory notes, Bills of Exchange & cheques. Parties to Negotiable instruments, Dishonour of a negotiable instrument.
4. Indian Partnership Act: 1932- Definition, Partnership Deed, Registration of a Firm, effect of non registration, Dissolution of a firm.
5. Companies Act 1956:- A brief introduction of Companies, Types of companies, Articles of Association and Memorandum of Association, **Companies Act 2013.**

**Suggested Readings:**

1. N.D. Kapoor
2. Tulsian
3. M.C. Kuchhal
4. Pathak & Akhileswar – Legal Aspects of Business

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**304, IT Tools for Business**

[50 Lectures]

Full marks: 20(MSE) +80(ESE)=100

Time: 3 Hrs.

Pass Marks: 45

**Unit-1 Introduction to Computers**

Hardware - Software - Systems Software, Application Software and Packages. Fundamentals of operating system- windows, Unix/Linux. Introduction to World Wide-Internet operations. Data and Information-meaning & concept.

**Unit-2 Programming language and generation**

Lower level and high level language and different computer generation

**Unit-3 Telecommunication and Networks**

Fundamental of Data Communication- Network Concepts and Classification, Telecommunications Media, Network Topologies.

**Unit-4 Overview of Computer Applications in Public Services and Business**

Office Automation applications - Word Processor (MS -Word), Spreadsheet & Presentation (MS PowerPoint).

**Unit-5 Functional and Enterprise Management Systems**

Introduction to Management Information System- Transaction Processing Information Systems, Accounting and Finance Systems, Marketing and Sales Systems, Production and Operation Management Systems, Human Resources Management Systems.

**Unit-6 Introduction to Programming Concepts & flow charting**

Models of computer data processing, flow charting technique-principles of flow charting, symbols used in flow charts, Benefits & limitations of flow chart, examples.

**Suggested Readings:-**

1. Fundamentals of Computer, Reema Thareja, Oxford.
2. Computer Fundamentals, B. Ram, New Age Publication.
3. Fundamentals of IT, Alexis Leon, Mathwes Leon. Vikas Publication.
4. Management Information System. Waman S Jawadkar. Mc Graw Hill

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**305: ECONOMIC PLANNING AND DEVELOPMENT OF INDIA**

[40 Lectures]

Full marks: 100

Time: 3 Hrs.

Pass Marks: 33

**Instructions to Paper-setter & Examinee***All together ten Question to be set, out of which any five to be answered, i.e., 5x20 = 100.*

1. Economic system- Capitalism, Socialism & Mixed economy, their features, significance of Planned Economic System.
2. Economic Planning- Definition, meaning, objective, scope & importance of economic planning, Types of economic planning in an under developed economy, **NITI AYO**G
3. Economic growth and development, economic development, determinants, measurement of economic development balanced growth and unbalanced growth.
4. Agriculture- Profile of Indian agriculture, measures of improving agricultural productivity, agricultural policy in India, food problem and food production in India.
5. Problems of Industrialization in India- Problem & **present position** of large scale industries in India. Importance of Small Scale Industries and Cottage industry and their **present problems**.
6. Fiscal policy, Industrial policy, Privatization in India.
7. Foreign Capital & Foreign Investment in India- Foreign collaboration in India. World Trade Organization (WTO).

**Suggested Readings:**

- K.P.M.Sundharam- Indian economy, S. Chand, New Delhi.
- C.B Memoria- Bharat ka Arthik Vikas
- Alok Ghosh- Indian Economy.
- Dutt & Sundharam- Indian Economy.

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**401, Introduction to Financial Management****[50 Lectures]****Full marks: 20(MSE) +80(ESE)=100****Time: 3 Hrs.****Pass Marks: 45*****Instructions to Paper-setter & Examinee***

- a) Question No. 1 shall be compulsory and objective type, i.e.,  $16 \times 1 = 16$  marks.  
b) Out of 8 any 4 question to be answered, each of 16 marks, i.e.,  $4 \times 16 = 64$  marks

1. Financial Management: Meaning, nature, scope; financial goal; Wealth maximization objectives.
2. Role of finance manager.
3. Concept of Ratio Analysis: Nature, Classification of ratios.
4. Capital budgeting: Nature of investment decisions, Investment evaluation criteria, Net Present value, Internal rate of return, Comparison between NPV & IRR.
5. Cost of Capital: Meaning & Significance of cost of Capital; Cost of borrowed capital, Cost of Preference capital, Cost of equity share capital.
6. Capital structure: Steps in financial planning, capitalization, Designing of capital structure, Optimum capital structure.
7. The concept of Leverages. Degree of operation Leverage, Significance of operating leverage.
8. Finance Leverage, Impact of different leverage on profit, Combined financial & Operating leverage.
9. Working capital & its role, Operating cycle, Factors determining the size of working capital, Estimating working capital requirements.
10. Objective of Inventory Management, Size & cost of inventory, Analysis of inventory, Inventory turnovers, Inventory control- Economic order Quantity, Re-order point, ABC analysis.
11. Dividend policy

**Suggested Readings:**

1. I.M. Panday
2. P. Chandra
3. S.P. Gupta
4. M.Y. Khan

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**402: Management Information System**

[50 Lectures]

Full marks: 20(MSE) +80(ESE)=100

Time: 3 Hrs.

Pass Marks: 45

**Instructions to Paper-setter & Examinee**

- a) Question No. 1 shall be compulsory and objective type, i.e.,  $16 \times 1 = 16$  marks.  
b) Out of 8 any 4 question to be answered, each of 16 marks, i.e.,  $4 \times 16 = 64$  marks

1. Concept of information: Classification of Information, Value of information, Information & M.I.S.
2. Concept, Role & Importance of Management Information Systems.
3. M.I.S. & Decision making concepts, Herbert Simon Model; Concept & Philosophy of DSS.
4. Concept of System Analysis & Design (SAD)
5. Planning, Designing & Implementation of MIS.
6. The concept of DBMS & RDBMS.
7. Introduction to Enterprise Management System.

**Suggested Readings:**

1. Jawadekar
2. D.P.Goyal

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**403, Organization Behaviour**

[50 Lectures]

Full marks: 20(MSE) +80(ESE)=100

Time: 3 Hrs.

Pass Marks: 45

***Instructions to Paper-setter & Examinee***

- c) Question No. 1 shall be compulsory and objective type, i.e.,  $16 \times 1 = 16$  marks.  
d) Out of 8 any 4 question to be answered, each of 16 marks, i.e.,  $4 \times 16 = 64$  marks

**Organization Behaviour**

1. Introduction of Organization behaviour-concept, relationship between OB & Business Management
2. Personality: Concept, Determinants & Traits Attitudes: Formation, Measurement
3. Perception: concept, process, distortion, selectivity & implications.
4. Learning: Theoretical process of learning, Principles, Behaviour modification.
5. Motivation: concept and their **application**, Theories-Maslow, Herzberg, Theory X & Theory Y
6. Leadership and its style, **Leadership Theories: Trait, Behavioral.**
7. Conflicts: Concept, sources, patterns, **Stages of Conflict Management of Conflict**
8. **Group and Teams: Difference between Groups and teams, Stages of Group Development, Group cohesiveness, Types of team, Analysis of interpersonal relationship: Transactional Analysis, Johari window.**

**Suggested Readings:**

5. L.M. Prasad- Principle and practice of management
6. V.S.P. Rao & V. Harikrishna- Principle and practice of management
7. James A.F Stonner- Management; Jteptions Robbins- OB
8. Fred Luthans- OB

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**404, Summer Internship**

Full marks:=100

Time: 3 Hrs.

Pass Marks: 45

**Internship Project (SIP)**

At the end of fifth semester, all the students will have to undergo training of 4 weeks with an industrial/ business or Service organization by taking up a project study. A report will be prepared together with a training dairy. After the training is over, this report will be submitted in the department within the period of 3 weeks. It will be examined in semester-6<sup>th</sup>. 80 marks will be for written report and 20 marks for viva examination.

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**405: Macro Economics for Business**

Full marks: 100

Time: 3 Hrs.

Pass Marks: 33

1. Introduction to Macroeconomics:—Objective and Instruments of Macroeconomics: Measurement of macroeconomic variables: National Income Accounts, Gross Domestic Product, National Income, Personal and Personal disposable income;
2. Measurement of National Income. Circular Flow of Income, Approach to National Income, Measures of Aggregate Income :Gross and Net concept, Domestic and National concept, Market and Factor cost, Nominal and Real GDP,GDP Deflator,
3. Classical theory of income and employment: Quantity Theory of Money, Classical aggregate demand curve, Classical theory of interest rate, effect of fiscal and monetary policy.
4. Keynesian theory of Income and employment: simple Keynesian model, components of aggregate demand, equilibrium income, changes in equilibrium, multiplier (investment, Government expenditure, lump sum tax, foreign trade), effect of fiscal and monetary policy, effect of monetary and fiscal policy,.
5. Inflation : meaning, demand and supply side factors, consequences of inflation, anti inflationary policies, natural rate theory, monetary policy-output and inflation, Impact of inflation on production, Phillips curve (short run and long run),Measuring Inflation ,WPI, CPI ,Measures to control Inflation: monetary measures, fiscal measures
6. Open Economy: brief introduction to BOP account, Causes and type of disequilibrium in BoP and corrective measures, market for foreign exchange and exchange rate, monetary and fiscal policy in open economy.

**Readings:**

1. Froyen, R.P. (2011) Macroeconomics-theories and policies (8th ed.) . Pearson:
2. Dornbusch and Fischer (2010). Macroeconomics (9th ed.). Tata McGraw Hill
3. N Gregory Mankiw (2010). Macroeconomics (7th ed.). Worth Publishers
4. Olivier Blanchard, Macroeconomics (2009). (5th ed.) Pearson

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**501: Entrepreneurship and Small Business**

[50 Lectures]

Full marks: 20(MSE) +80(ESE)=100

Time: 3 Hrs.

Pass Marks: 45

***Instructions to Paper-setter & Examinee***

- a) Question No. 1 shall be compulsory and objective type, i.e.,  $16 \times 1 = 16$  marks.  
 b) Out of 8 any 4 question to be answered, each of 16 marks, i.e.,  $4 \times 16 = 64$  marks

1. Definition & concept of Entrepreneurship, Classification & Type, Nature & Importance of Entrepreneurs. John Kao model of Entrepreneurship ,Entrepreneurship & small business: Entrepreneurship & its environmental problems, **Social Entrepreneurship**, characteristic and **role of Social Entrepreneurship**
2. Choice of business: Size of a business unit, Optimum firm, Representative firm
3. Entrepreneurship development – Role of EDI's. NIESBUD, NSIC, and DIC's in promoting entrepreneurs: The entrepreneurial process, Entrepreneurial decision making.
4. Entrepreneurship ,Creativity & Innovation.: **Stimulating Creativity, Organisational actions that enhance / hinder creativity, source of innovation in business, Innovation and Entrepreneurship in Social context, Start Up**
5. Preparing projects process.
6. Sources of finance for small business, **arrangement of funds, traditional source of financing, Loan syndication, consortium finance, venture capital.**
7. Setting up a small industry – Steps involved sickness in small scale industries.

**Suggesting Readings:-**

1. Hisrica Peters, T.M.H Publication.
2. David H. Holt Prentice Hall of India Ltd.
3. Vasant Desai

4. Jerry Katz- Entrepreneurial Small Business, St. Louis University; TMH



**502: Research Methodology**

[50 Lectures]

Full marks: 20(MSE) +80(ESE)=100

Time: 3 Hrs.

Pass Marks: 45

***Instructions to Paper-setter & Examinee***

- c) Question No. 1 shall be compulsory and objective type, i.e.,  $16 \times 1 = 16$  marks.  
d) Out of 8 any 4 question to be answered, each of 16 marks, i.e.,  $4 \times 16 = 64$  marks

1. Research Methodology – Meaning, Objectives, **Nature**, Types, **Scope of Business Research**, **Role of Research in Decision Making**, **Research Process**, the research proposal.
2. Research design: Need, Features of good design, Related concepts, Different research design.(**Exploratory, Discriptive, and Casual**)
3. Sampling Design: Steps, Characteristics, Types, techniques of sampling, (**Determination of sampling size by using statistical techniques**).
4. Data-Types: Data collection methods- Questionnaire: **forms and design**, Interview schedule, scaling etc.
5. Case study method.
6. Data analysis- Quantitative & Qualitative analysis.
7. Interpretation of Data & Report writing.

**Suggested Readings:**

1. C.R. Kothari
2. Dr. V.P. Micahel

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**503: Securities & Portfolio Management (FM)**

50 Lectures]

Full marks: 20(MSE) +80(ESE)=100

Time: 3 Hrs.

Pass Marks: 45

***Instructions to Paper-setter & Examinee***

- a) Question No. 1 shall be compulsory and objective type, i.e.,  $16 \times 1 = 16$  marks.  
b) Out of 8 any 4 question to be answered, each of 16 marks, i.e.,  $4 \times 16 = 64$  marks

1. Securities & Securities market-bonds, Stocks, Convertible securities, Organized security markets over the counter, Market trading arrangements, Efficient marketers, Regulation of securities markets.
2. Risk & return classification, Systematic & Unsystematic risk measurement, Standard Deviation, Variance, Regression equations, Correlation coefficients, Probability distributions, Statistical methods.
  - Bond analysis, Bond selection, Common stock analysis, Earning analysis,
  - Technical analysis, Fundamental analysis, Efficient market theory.
  - Portfolio management, Diversified portfolios, Investment performance evaluation, Mutual funds.

**Suggested readings:**

1. V.K Bhalla- Investment Management
2. Preeri Singh- - Investment Management.

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**503: Retail Management & Service Marketing (MM)**

[50 Lectures]

Full marks: 20(MSE) +80(ESE)=100

Time: 3 Hrs.

Pass Marks: 45

**Instructions to Paper-setter & Examinee**

- a) Question No. 1 shall be compulsory and objective type, i.e.,  $16 \times 1 = 16$  marks.  
b) Out of 8 any 4 question to be answered, each of 16 marks, i.e.,  $4 \times 16 = 64$  marks

**A. Retail Management**

1. Introduction, Overview, Understanding retail customer.
2. Retail Strategy- Market, Financial requirement, Site location & Site evaluation.
3. Merchandise management- Assortment, Purchasing, Pricing, Promotion mix,
4. Managing Retail store- Store management, layout, customer services
5. Careers in Retailing.

**B. Service Marketing**

1. Rise & Growth of service sector.
2. 7P's of Marketing Mix (product, price, place, promotion, people, process & physical evidence).
3. Marketing of services- Difficulties & challenges.
4. Marketing of production and services.
5. Aligning strategy, services design and standards.
6. Delivering & performing services; Managing service promises.

**Suggested Readings:**

1. Swapana Pradhan- Retail Management, TMH
2. Michael Lewy & Barton Weitz- Retailing Management, TMH
3. Rajendra Nargundkar- Services Marketing
4. Valerie Zeithani & D. Gremler- Service Marketing.

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**503: Manpower Planning & Resourcing (HRM)**

[50 Lectures]

Full marks: 20(MSE) +80(ESE)=100

Time: 3 Hrs.

Pass Marks: 45

***Instructions to Paper-setter & Examinee***

- a) Question No. 1 shall be compulsory and objective type, i.e.,  $16 \times 1 = 16$  marks.  
b) Out of 8 any 4 question to be answered, each of 16 marks, i.e.,  $4 \times 16 = 64$  marks

1. Introduction to Manpower planning-Concept, Significance, Objective, Functions & Benefits.
2. The Manpower environment-Sources of change, Technological change, Social change, Economic change, Political change.
3. Human resource strategy, Human resource planning process.
4. Determining manpower requirements: Job analysis, Job evaluation, Skill inventory, Manpower audit, Manpower requirement plan.
5. Human resource Supply & Demand: Forecasting labour demand & supply, Supply planning, Manpower flows within the organization, Internal & External sourcing.
6. Recruitment and selection of employees: Challenges of hiring process, Determining the characteristics, Performance meaning, Meeting the challenges of effective staffing, the motivation factor, Selection tools as the predictors of the job performance.

**Suggested readings:**

1. C.B Mamoria-Personnel Management
2. R.S. Dewivedi- Manpower Management.
3. Kumar Surinder & Padhya Prasantha-Personnel Management.

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**504:Investment ,Banking and Financial Services (FM)**

[50 Lectures]

Full marks: 20(MSE) +80(ESE)=100

Time: 3 Hrs.

Pass Marks: 45

**Instructions to Paper-setter & Examinee**

- a) Question No. 1 shall be compulsory and objective type, i.e.,  $16 \times 1 = 16$  marks.  
 b) Out of 8 any 4 question to be answered, each of 16 marks, i.e.,  $4 \times 16 = 64$  marks

1. **INDIAN FINANCIAL SYSTEM** Indian Financial System, Financial Services in Indian Financial Market, Concept of Financial Assets, Different types of Financial Assets & Their Role in Economic Development. (The module deals with country specific Financial System)
2. **FINANCIAL MARKET** Organizational Structure, Money Market - Organisation, Different Players, Different Types of Instruments, Capital Market-Organisation, Different Players, Different types of Instruments.
3. **SEBI AS A REGULATORY BODY** SEBI and Guideline of SEBI, FERA, FEMA,
4. **CENTRAL BANK** Organisational Structure of RBI, Role of RBI, Monetary Policy of RBI, Credit Control Measures.
5. **COMMERCIAL BANKING** Functions, Different Types of Commercial Banking- Unit & Branch Banking, NPA, Capital Adequacy Agreement ,BASAL norms
6. **NON BANKING FINANCIAL SERVICES** Introduction of NBFC, Investment Companies, Hire Purchase Companies, Lease Companies, Housing Finance, Merchant Banks, Venture Capital Funds.
7. **International Financial Institutions** - International Monetary Fund, Asian Development Bank, World Bank.

**Suggested Readings:-**

1. Indian Financial System, Sapna Nibsiya, Vikash Publication
2. Financial Services, M.Y. Khan, TMH
3. Indian Financial System, H.R. Manchiraju, Vikash Publication
4. **Suggested Readings:**

1. S. Natrajan & R. Parameswaran
2. M.L. Seth

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**504: Sales & Advertising Management (MM)**

[50 Lectures]

Full marks: 20(MSE) +80(ESE)=100

Time: 3 Hrs.

Pass Marks: 45

***Instructions to Paper-setter & Examinee***

- a) Question No. 1 shall be compulsory and objective type, i.e.,  $16 \times 1 = 16$  marks.  
b) Out of 8 any 4 question to be answered, each of 16 marks, i.e.,  $4 \times 16 = 64$  marks

1. Sales management: Definition, Objectives, Attributes of a good sales manager, Role of sales manager.
2. Sales Budget: Meaning, Objectives, Factors, Steps, Importance.
3. Sales Forecasting: Meaning, Importance, Limitations, Objectives, Differences between personal selling & salesmanship.
4. Personal Selling: Meaning, importance, limitations, objectives, differences between personal selling & salesmanship.
5. Recruitment, Selection and Training of salesmen
6. Remuneration of Salesmen.
7. Advertising: 5M's Meaning, Definition, Characteristics, Origin, Objectives, Functions, Distinguished from Publicity, Types, Kinds, Classification of Advertising.
8. Media of Advertisement, Things considered while selecting a media.
9. Measurement of advertisement effectiveness.

**Suggested Readings:**

1. V.S Ramaswami
2. S. Narayana Kumar

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**504, Labour Legislation (HRM)**

[50 Lectures]

Full marks: 20 (MSE) +80(ESE)=100

Time: 3 Hrs.

Pass Marks: 45

***Instructions to Paper-setter & Examinee***

- a) Question No. 1 shall be compulsory and objective type, i.e.,  $16 \times 1 = 16$  marks.  
b) Out of 8 any 4 question to be answered, each of 16 marks, i.e.,  $4 \times 16 = 64$  marks

1. The Factories Act, 1948: Objectives, Scope & Coverage provisions, Safety, Welfare, Working hours of adults, Employment of women.
2. The Trade Union Act, 1926: Objectives, Scope & Coverage, Meaning of trade union, Membership of unions, Obligation of registered Trade Unions, Rights of registered Trade Unions.
3. Industrial's Disputes Act: Meaning of Industrial Dispute, Works committee, Grievance settlement, Conciliation, Court of inquiry, Voluntary arbitration, Labour court & tribunals, Strikes and lockouts- definition & provisions.
4. Payment of Wages Act, 1936: Objectives, Scope & Coverage, Fixation of wage period, Time & mode of payments, Authorized deductions.
5. The Workman Compensation Act, 1923: Objectives, Scope & Coverage, provisions relation to compensation.

**Suggested Readings:**

1. Ajay Gong – Labour Law
2. Avatar Singh- Introduction to Labour & Industrial Law.

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**601: Business Ethics**

[50 Lectures]

Full marks: 20(MSE) +80(ESE)=100

Time: 3 Hrs.

Pass Marks: 45

**Instructions to Paper-setter & Examinee**

- a) Question No. 1 shall be compulsory and objective type, i.e.,  $16 \times 1 = 16$  marks.  
b) Out of 8 any 4 question to be answered, each of 16 marks, i.e.,  $4 \times 16 = 64$  marks

1. Introduction, Ethics-meaning & Concept, Conflict between self interest & Morality, Dilemmas.
2. Principles & models of ethical issues-Utilitarian view, Rights & duties, Justice; Egalitarian, Capitalist, socialist, Librarian view, Trusteeship theory of Mahatma Gandhi.
3. Corporate Governance & Business Ethics, Sustainability & reasons for sustainability, Corporate governance & good company.
4. Corporate Governance & the social responsibility of business, Corporate governance & Environmental responsibility of business.
5. Code of Ethics- Meaning & Nature, Conveying code for performance expectations.
6. Ethical Issues & Dilemmas in the work place.
  - Employee right & duties.
  - Organizational misconduct & prejudicial practices.
7. Ethics & Social responsibility in the marketing strategy.
8. Ethics in Finance, marketing strategy.
9. Ethical Implication of technology.

**Suggested Readings:**

1. Draft-Thomson Publication House
2. Manuel G. Velasquez
3. Perspectives of Business Ethics-Laura Hartman, Abha Chatterjee, TMH
4. Business Ethics- Jhon Richardson, TMH

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**602: Strategic Management**

[50 Lectures]

Full marks: 20(MSE) +80(ESE)=100

Time: 3 Hrs.

Pass Marks: 45

***Instructions to Paper-setter & Examinee***

- a) Question No. 1 shall be compulsory and objective type, i.e.,  $16 \times 1 = 16$  marks.  
b) Out of 8 any 4 question to be answered, each of 16 marks, i.e.,  $4 \times 16 = 64$  marks

1. Introduction to Strategies: Introduction, Fundamentals of Strategy, Conceptual Evolution of Strategy, Scope and Importance of Strategies, Purpose of Business,
2. Difference between Goals and Objectives of Business, Strategic Intent through Vision and Mission Statements, Core Competencies of Business
3. Strategic Management: Introduction, Strategic Management, Need, scope, key features and importance of strategic management,
4. Role of Strategists in Decision Making, strategists at various management levels, Types of Strategies, Limitations of Strategic Management
5. Strategy Analysis: Introduction, Strategy Analysis and its Importance, Environmental Appraisal
6. Strategy Formulation and Implementation: Introduction, Strategy Formulation, Process in Strategy Formulation,
7. Strategy Implementation and its Stages, Reasons for Strategy Failure and Methods to Overcome, Strategy Leadership and Strategy Implementation, Strategic Business Units (SBUs)
8. Strategic Control and Evaluation: Introduction, Strategy Evaluation, Strategic Control,

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**603: Project Management (FM)**

PAPER-14

[50 Lectures]

Full marks: 20(MSE) +80(ESE)=100

Time: 3 Hrs.

Pass Marks: 45

**Instructions to Paper-setter & Examinee**

- a) Question No. 1 shall be compulsory and objective type, i.e.,  $16 \times 1 = 16$  marks.  
b) Out of 8 any 4 question to be answered, each of 16 marks, i.e.,  $4 \times 16 = 64$  marks

1. Generation & Screening of project ideas.
2. Feasibility study of project- Marketing Analysis, Technical Analysis, Financial analysis.
3. Project cash flows- Incremental principle, Long run funds principle, Exclusion of financing cost principle.
4. Project appraisal criteria-NPV, IRR, PAY BACK PERIOD.
5. Network techniques for project management-Development of project work, PERT & CPM model, Network system.
6. Project review & administration.

**Suggested Readings:**

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Vikas Sharma  
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Dr. S. S. S.  
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**603: International Marketing (MM)**

[50 Lectures]

Full marks: 20(MSE) +80(ESE)=100

Time: 3 Hrs.

Pass Marks: 45

**Instructions to Paper-setter & Examinee**

- a) Question No. 1 shall be compulsory and objective type, i.e.,  $16 \times 1 = 16$  marks.  
b) Out of 8 any 4 question to be answered, each of 16 marks, i.e.,  $4 \times 16 = 64$  marks

1. Concept, Scope & Nature of International marketing, Distinction between International marketing and Domestic marketing.
2. International institutions: World Bank, IMP, WTO, Free trade zones, Customer union.
3. Types of Tariff & Non Tariff; Barriers to International Trade.
4. Introduction to International market, Selection & Product policy in International marketing. Pricing strategies for international marketing, Distribution channels.
5. Export- Import policy of India, Role of export promotion councils.
6. Concept of Credit & Non credit risk in international trade, Role of ECGC.

**Suggested Reader:**

1. M. Francis Cherunilam
2. M. Vern Tenpstra
3. Onkvisit & Snav
4. By Cateora, R. Philip, Graham, Prashant; TMH

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**603: Industrial Relations (HRM)**

[50 Lectures]

Full marks: 20(MSE) +80(ESE)=100

Time: 3 Hrs.

Pass Marks: 45

*Instructions to Paper-setter & Examinee*

- a) Question No. 1 shall be compulsory and objective type, i.e.,  $16 \times 1 = 16$  marks.  
b) Out of 8 any 4 question to be answered, each of 16 marks, i.e.,  $4 \times 16 = 64$  marks

1. HR- Meaning, Characteristics, Significance, Objectives & Scope; Conditions for congenial HR.
2. Trade Unions- Meaning, reason behind workers joining Trade Unions; Functions and role of Trade Unions; Objective behind Trade Unions, Structure of Trade Unions, Problems faced by Trade Unions.
3. Industrial Conflict- Definition of disputes, strikes & lockouts. Consequences of Industrial conflicts.
4. a) Grievance Handling – Meaning, Definition of Grievance, need. Pre-requisites of grievance handling.  
b) Discipline & Disciplinary action- Need, Meaning, Aspects of disciplinary procedure, Domestic enquiry.  
c) Consultative Machinery – Participative management, Levels of participation, Types of consultative machinery, Reasons for failure.

**Suggested Readings:-**

1. C.B Memoria & D.S Memoria- Dynamics of Industrial Relations.
2. Kumar Surinder & Padhy Prasantha – Personnel Management & Industrial Relations.

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**604: International Finance (FM)**

[50 Lectures]

Full marks: 20(MSE) +80(ESE)=100

Time: 3 Hrs.

Pass Marks: 45

**Instructions to Paper-setter & Examinee**

- a) Question No. 1 shall be compulsory and objective type. i.e.,  $16 \times 1 = 16$  marks.  
b) Out of 8 any 4 question to be answered, each of 16 marks, i.e.,  $4 \times 16 = 64$  marks

1. International Finance: Nature, Scope, Importance of study, an overview of International trade and Finance.
2. International trade and finance: Modes, Balance of payments, Current account transactions, official reserve account, Pectoral independence, Domestic and foreign exchange market, International currency market.
3. Exchange rate mechanism: Exchange rate quotation, Exchange rate determination in spot market, Factors influencing exchange rate; Exchange rate theories- Purchasing power parity, interest rate parity, Methods of forecasting foreign exchange rate.
4. International financing decision: overview of inter financial market, instruments, cost of capital financial structure.
5. Export-Import, producers and documentations: terms of export import order, letter of credit. Bills of lading, Bills of exchange. RBI's role as exchange control Authority.

**Suggested Readings:**

1. V.K Avadhani
2. V. Sharan
3. P.G. Apte, IIM Bangalore; TMH
4. C.B. Memoria- Dynamics of I.R.
5. Kumar Surinder & Padhy Prasantha- Personnel Mgmt. & I.R.

**604: Consumer Behaviour (MM)**

[50 Lectures]

Full marks: 20(MSE) +80(ESE)=100

Time: 3 Hrs.

Pass Marks: 45

**Instructions to Paper-setter & Examinee**

- a) Question No. 1 shall be compulsory and objective type, i.e.,  $16 \times 1 = 16$  marks.  
b) Out of 8 any 4 question to be answered, each of 16 marks, i.e.,  $4 \times 16 = 64$  marks

1. Introduction: Concept, Need for the study of consumer behaviour (CB).
2. Individual Factors:
  - Personality & Consumer behaviour.
  - Consumer Perception.
  - Significance of learning & enforcement in CB, Dynamics of brand loyalty.
  - Significance of attitude as a determinant of CB.
3. Group Influencers
  - Types of groups, Consumer relevant groups, Reference group & Consumer conformity.
  - Family buying decision making, Influences of social class, 7 Social status of buying behavior.
  - Influences of culture on buying behaviour.
  - Concepts of culture opinion leadership, Profile of Opinion leader.
  - Model of Consumer decision making (Schiff man & Kanuk), relationship marketing.
  - Public policy & Consumer protection in India.
4. Behavior & Marketing Strategy.
5. Consumer analysis & Marketing Strategy.

**Suggested Readings:**

1. Schiffman & Kanuk
2. Industrial Marketing- Reader Briery
3. By Paul Peter , Jerry C Olson, TMH

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**604: Compensation & Reward (HRM)**

[50 Lectures]

Full marks: 20(MSE) +80(ESE)=100

Time: 3 Hrs.

Pass Marks: 45

***Instructions to Paper-setter & Examinee***

- a) Question No. 1 shall be compulsory and objective type, i.e.,  $16 \times 1 = 16$  marks.  
b) Out of 8 any 4 question to be answered, each of 16 marks, i.e.,  $4 \times 16 = 64$  marks

1. Employee remuneration- Component, Wages and Salaries, Incentives, Fringe benefits, Perquisites, Non-Monetary benefits.
2. Theories of Remuneration- Reinforcement & Expectancy theories, Equity theory, Agency Theory, Principles of wages & salary administration.
3. Importance of Ideal remuneration system, Influencing factors, Remuneration plan & Business strategy, Devising a remuneration plan, Challenges of remuneration.
4. Wage policy in India, Current trends in salary administration, Wages-minimum fair & living wage.
5. International Compensation.
6. Incentive payments: Meaning Definition, Pre-requisites of an effective incentive system, Types and scope of incentives schemes.
7. Executives Remuneration: Components-salary, Commission, Long term incentives, Perquisites; Special feature of executive remuneration, Extent of payments, Relevant issues.

**Suggested Readings:**

1. Milkovich & Newman-Compensation
2. Lawber & Edward- Pay & Organizational Cultural Development

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