

## **Course Title: Cost Accounting**

**Paper: UBBATC301**

**Total Marks: 100**

**Credit: 6**

**Internal Assessment: 20**

**Contact Hours: 45**

**External Examination: 80**

**Duration of Examination: 2 ½ hours**

**(For the Examinations to be held for Semester-III at undergraduate level under CBCS in December 2017, 2018 and 2019)**

### **Objective:**

To acquaint the students with basic concepts used in cost accounting and various methods involved in cost ascertainment systems.

### **UNIT I-**

Concept of cost, costing, cost Accounting & Cost Accountancy, Limitations of Financial Accounting, Origin and objectives of cost Accounting, Advantages and Limitations of Cost Accounting, Difference between Financial and Cost Accounting, Cost Unit & Cost Centre Elements of cost Material, Labour and other Expenses

### **UNIT II-**

Standard Costing: Concept of standard costs, establishing various cost standards, calculation of Material Variance, Labour Variance, and Overhead Variance, and its applications and implications.

### **UNIT III-**

Cost Concepts & Classification of cost, Cost Sheet or statement of Cost, Treatment of Stock, Stock of Raw Materials, Stock of Work-in-Progress, Stock of Finished Goods  
One Operation (unit or output) Costing, Collection of Costs, Tenders or Quotations, Treatment of Scrap

### **UNIT IV –**

Marginal Costing: Meaning, Cost-Volume-Profit Analysis; Absorption Costing vs. Marginal Costing; Meaning and Computation of Break-Even Analysis and CVP Statement, Calculating Margin of Safety, Profit or Loss and Angle of Incidence through Break-Even Analysis.

Process Costing: Meaning, features, Distinction between job costing and processing costing.  
Preparation of process account when there is normal loss, abnormal loss and abnormal gain

**Note for Paper Setter:**

The paper shall consist of following:

1. Five (5) short questions of 3 marks each at least One from each Unit. (All Compulsory)  
(5\*3=15)
2. Five (5) short questions of 7 mark each. (All Compulsory) (5\*7=35)
3. Four/Five (4/5) long Questions Only Two (2) be attempted of 15 marks each at least One from each Unit. (2\*15=30)

**Suggested Readings:**

- 1 Narang, K.L & Jain, S.P : Cost Accounting Theory and Practice, Kalyani Publishers, New Delhi
- 2 Khan & Jain : Cost Accounting, Tata McGraw, New Delhi
- 3 Jain, I. C & Nigam, B.M.L : Cost Accounting Principles and Practice, Prentice Hall of India, New Delhi.
- 4 Pillai, R.s.N. & Bhgavathi, V : Cost Accounting; S. Chand and Company Ltd, New Delhi

**Course Title: Macro Economics**

**Paper: UBBATC302**

**Total Marks: 100**

**Credit: 6**

**Internal Assessment: 20**

**Contact Hours: 45**

**External Examination: 80**

**Duration of Examination: 2 ½ hours**

**(For the Examinations to be held for Semester-III at undergraduate level under CBCS in December 2017, 2018 and 2019)**

**Objective:**

To introduce the concepts of Macro Economics in the developing Indian economy

**UNIT I**

Introduction to macroeconomics; GDP and the circular flow of income and expenditures; Components of GDP; Real and nominal GDP; GDP Deflator; Measuring national income, inequality and unemployment; Macroeconomics models.

**UNIT II**

Inflation: Measuring cost of living – inflation and the consumer price index; Real and nominal return; Deflation: Inflationary and deflationary scenarios; The Phillips curve: Inflation and unemployment.

**UNIT III**

Aggregate demand and aggregate supply; Historical circumstances explained by AD/AS; The business cycle; Monetary and fiscal policy; The Monetary System: Fractional reserve banking; Money supply; Fractional reserve accounting; Interest as the price of money; Functions of money.

**UNIT IV**

Income and expenditure: Marginal propensity to consume (MPC); Consumption function; Keynesian thinking; Keynesian cross; IS-LM model; Foreign exchange and trade: Balance of payments: Current account; Capital account; Currency reserves: accumulating foreign currency reserves; using reserves to stabilize currency and speculative attacks on currency.

**Note for Paper Setter:**

The paper shall consist of following:

1. Five (5) short questions of 3 marks each at least One from each Unit. (All Compulsory)  
( $5*3=15$ )
2. Five (5) short questions of 7 mark each. (All Compulsory) ( $5*7=35$ )
3. Four/Five (4/5) long Questions Only Two (2) be attempted of 15 marks each at least One from each Unit. ( $2*15=30$ )

**Suggested Readings:**

1. Dornbusch, Fischer and Startz, Macroeconomics, McGraw Hill, 11th edition, 2010.
2. N. Gregory Mankiw. Macroeconomics, Worth Publishers, 7th edition, 2010.
3. Olivier Blanchard, Macroeconomics, Pearson Education, Inc., 5th edition, 2009.
4. Richard T. Froyen, Macroeconomics, Pearson Education Asia, 2nd edition, 2005.
5. Andrew B. Abel and Ben S. Bernanke, Macroeconomics, Pearson Education, Inc., 7th edition, 2011.
6. Errol D'Souza, Macroeconomics, Pearson Education, 2009.
7. Paul R. Krugman, Maurice Obstfeld and Marc Melitz, International Economics, Pearson Education Asia, 9th edition, 2012.

## **Course Title: Human Resource Management**

**Paper: UBBATC303**

**Total Marks: 100**

**Credit: 6**

**Internal Assessment: 20**

**Contact Hours: 45**

**External Examination: 80**

**Duration of Examination: 2 ½ hours**

**(For the Examinations to be held for Semester-III at undergraduate level under CBCS in December 2017, 2018 and 2019)**

### **Objective**

The objective of this course is to sensitize the students with the various facets of managing people and to create an understanding of the various policies and practices of Human Resource Management.

### **Unit-I**

Human Resource Management (HRM): Concept, Nature, Scope and Importance; Personnel Management vs. HRM, Functions of the HRM, Role and responsibilities of HR managers, HRM in a dynamic environment.

### **Unit-II**

Manpower Planning: Job design and Job analysis, Recruitment and Selection Processes, Induction and Placement, Promotions and Transfers, Coaching and Mentoring, Work stress and Counselling.

### **Unit-III**

Training and Development: Training need analysis, methods of training, Career Development; Performance appraisal: process and techniques, Compensation Management: rewards, incentives and other benefits.

### **Unit-IV**

Worker's participation and empowerment, Work life balance and Quality of Work Life, Human Resource Information System (HRIS), Knowledge Management and Human Resource Management.

### **Note for Paper Setter:**

The paper shall consist of following:

1. Five (5) short questions of 3 marks each at least One from each Unit. (All Compulsory)  
(5\*3=15)
2. Five (5) short questions of 7 mark each. (All Compulsory) (5\*7=35)

3. Four/Five (4/5) long Questions Only Two (2) be attempted of 15 marks each at least One from each Unit. (2\*15=30)

### **Suggested Readings**

1. A framework for Human Resource Management: Dessler. Gary, Published by Pearson education (2010), 7th Edition.
2. Human Resource management Text and cases: Rao. VSP, Excel books (2010), 3<sup>rd</sup> edition.
3. Training for Development: Lynton R.P., Pareek Uday. Sage publication India Pvt. Ltd (2011) 3<sup>rd</sup> edition
4. Managing Human Resources: Cascio W.F., Nambudiri Ranjeet, Tata McGraw- hill (2010) 8<sup>th</sup> edition.
5. Managing Human Resources: Mejjia L.R.G, Balkin D.B, Cardy R.L., PHI learning private limited (2012), 7<sup>th</sup> edition.
6. Human Resource management: Haldar Uday, Sarkar Juthika, Oxford university press (2012) 1<sup>st</sup> edition.

## **Course Title: Personality Development & Communication Skills**

**Paper: UBBATS304**

**Credit: 4**

**Contact Hours: 45**

**Total Marks: 100**

**Internal Assessment: 20**

**External Examination: 80**

**Duration of Examination: 2 ½ hours**

**(For the Examinations to be held for Semester-III at undergraduate level under CBCS in December 2017, 2018 and 2019)**

**Course Objective:**

To impart knowledge about basic communication skills and enhance their personality.

**UNIT- I**

**Introduction to Communication**

Meaning, Nature, Importance and Functions of communication, Process of communication, Elements of communication, Principles of effective communication, Communication Barriers-Overcoming barriers in communication.

**UNIT-II**

**Forms of Communication**

Formal and informal communication- Meaning, Merits and demerits; Types of formal and informal communication, Methods of communication- Oral, Written and gestural communication.

**UNIT-III**

**Business Communication**

Business letters- Kinds of business letters, planning and layout of business letter, Essentials of effective business letter, Report Writing -Meaning, characteristics of good business report and types of business report.

**UNIT-IV**

**Personality Development**

Interviews- Essentials, Do's and Don'ts; Body Language- Essentials, Do's and Don'ts; Dining Etiquette- Essentials, Do's and Don'ts; Telephone Etiquette- Essentials, Do's and Don'ts.

**Note for Paper Setter:**

The paper shall consist of following:

1. Five (5) short questions of 3 marks each at least One from each Unit. (All Compulsory)  
(5\*3=15)
2. Five (5) short questions of 7 mark each. (All Compulsory) (5\*7=35)

3. Four/Five (4/5) long Questions Only Two (2) be attempted of 15 marks each at least One from each Unit. (2\*15=30)

**Suggested Readings:**

1. Business Communication - K. K. Sinha - Galgotia Publishing Company, New Delhi.
2. Essentials of Business Communication - Rajendra Pal and J. S. Korlhalli - Sultan Chand & Sons, New Delhi.
3. Business Communication (Principles, Methods and Techniques) Nirmal Singh - Deep & Deep Publications Pvt. Ltd., New Delhi.
4. Business Correspondence and Report Writing - R. C. Sharma, Krishna Mohan - Tata McGraw-Hill Publishing Company Limited, New Delhi.

**Course Title: Production and Operations Management**

(Generic Elective)

**Paper: UBBATGE305**

**Total Marks: 100**

**Credit: 4**

**Internal Assessment: 20**

**Contact Hours: 45**

**External Examination: 80**

**Duration of Examination: 2 ½ hours**



**(For the Examinations to be held for Semester-III at undergraduate level under CBCS in December  
2017, 2018 and 2019)**

**Objective:**

To understand the production and operation function and familiarize students with the technique for planning and control.

**UNIT I**

Introduction to Production & Operations Management: Definition, need, responsibilities, key decisions of OM, goods vs. services. Operations as a key functional area in an organization operation Strategies- Definition, relevance, strategy formulation process, order qualifying and order winning attribute Maintenance Management: Need of maintenance management, equipment life cycle ,Lean production: Definition of lean production, lean Demand Pull logic, waste in operations, elements that address elimination of waste, 2 card kanban Production Control system.

**UNIT II**

Forecasting-Definition, types, qualitative (grass roots, market research and Delphi method) and quantitative approach (simple moving average method, weighted moving average and single exponential smoothing method), forecast error, MAD. Scheduling: Operation scheduling, goals of short term scheduling, job sequencing (FCFS, SPT, EDD, LPT, CR) & Johnson's rule on two machines, Gantt charts.

**UNIT III**

Process Selection: Definition, Characteristics that influence the choice of alternative processes (volume and variety), type of processes- job shop, batch, mass and continuous, product-process design Matrix and Services design matrix, technology issues in process design, flexible manufacturing systems (FMS), computer integrated manufacturing (CIM).

**UNIT IV**

Layout Decision: Layout planning – Benefits of good layout, importance, different types of layouts (Process, Product, Group technology and Fixed position layout). Assembly line balancing by using LOT rule; Location Decisions & Models: Facility Location – Objective, factors that influence location decision, location evaluation methods- factor rating method. Capacity Planning: Definition, measures of capacity (input and output), types of planning over time horizon. Decision trees analysis

**Note for Paper Setter:**

The paper shall consist of following:

1. Five (5) short questions of 3 marks each at least One from each Unit. (All Compulsory)  
(5\*3=15)
2. Five (5) short questions of 7 mark each. (All Compulsory) (5\*7=35)
3. Four/Five (4/5) long Questions Only Two (2) be attempted of 15 marks each at least One from each Unit. (2\*15=30)

**Suggested Readings:**

1. Mahadevan B, Operations Management Theory & Practice, Pearson Education
2. Heizer Jay and Render Barry , Production & Operations Management, Pearson Education
3. Chase R B, Aquilano N J , Jacobs F R and Agarwal N, Production & Operations Management Manufacturing and Services, Tata McGraw Hill
4. S.P. Gupta , Statistical methods, Sultan Chand & Sons .
5. Adam,E.E and Ebert, Production & operations Management, Prentice Hall of India, New Delhi
6. S.N. Chary, Production & operations management – Tata McGraw Hill, New Delhi

**Course Title: Financial Management**

**Paper: UBBATC401**

**Total Marks: 100**

**Credit: 6**

**Internal Assessment: 20**

**Contact Hours: 45**

**External Examination: 80**

**Duration of Examination: 2 ½ hours**

**(For the Examinations to be held for Semester-IV at undergraduate level under CBCS in May 2018, 2019 and 2020)**

**Objective:**

The objective of this course is to impart basic knowledge about the aspects of finance and its application to the business decisions and to acquaint participants with the nuances of banking and finance.

#### **UNIT I: INTRODUCTION**

Financial management- meaning and concept. Finance function and firm's objective. Emerging role of finance manager. Financial decision: an overview.

#### **UNIT II: FINANCIAL PLANNING**

Concepts and steps in financial planning. Features of an appropriate financial plan. Determinants of capital structure. Overcapitalization and undercapitalization.

#### **UNIT III: SOURCES OF FINANCE**

Bank finance and non banking finance companies. Equity shares and preference shares, debentures and other debt instruments.

#### **UNIT IV: WORKING CAPITAL**

Working capital- meaning and types. Factors influencing working capital. Approaches to financing working capital.

#### **Note for Paper Setter:**

The paper shall consist of following:

1. Five (5) short questions of 3 marks each at least One from each Unit. (All Compulsory) (5\*3=15)
2. Five (5) short questions of 7 mark each. (All Compulsory) (5\*7=35)
3. Four/Five (4/5) long Questions Only Two (2) be attempted of 15 marks each at least One from each Unit. (2\*15=30)

#### **Suggested Readings:**

1. Chandra Prsanna (2010), Financial Management, Tata Mc Graw Hill, Delhi.
2. Hampton John (2010), Financial Decision Making, Pretice Hall, Delhi.
3. Pandey I.M. (2010), Vikas Publishing House, Delhi.
4. Van Horne James C (2001), Financial Management Policy, Pretince Hall, Delhi.
5. Van horne, J.C. and J.M. Wacowicz Jr. (2011), Fundamentals of Financial Management, Pretince Hall, Delhi.

## **Course Title: Principles of Marketing**

**Paper: UBBATC402**

**Total Marks: 100**

**Credit: 6**

**Internal Assessment: 20**

**Contact Hours: 45**

**External Examination: 80**

**Duration of Examination: 2 ½ hours**

**(For the Examinations to be held for Semester-IV at undergraduate level under CBCS in May 2018,  
2019 and 2020)**

**Objective:**

To introduce the concepts, principles and techniques of Marketing Management

#### **UNIT I**

Meaning of market and marketing; The marketing Mix and the role of marketing in a developing economy like India; Social marketing; Difference between marketing of product and services; Marketing function and approaches; Marketing versus Selling; The modern concept of marketing.

#### **UNIT II**

Concept of product; Product decision and strategies; Classification of products; Product life cycle; New product development process; Why products fail?

Branding and packaging decisions; Marketing segmentation and its bases; Considerations involved and methods of designing a marketing organisation; Meaning of marketing research-its applications; Procedure and the marketing research scenario in India.

#### **UNIT III**

Concept of price; Pricing policies and strategies; Factors determining pricing decisions; Role of cost in pricing; Pricing methods and objectives.

Meaning of sales forecast; Approaches to and methods of forecasting; Importance and objectives of channels of distribution; Major channels of distribution; Functions and services of wholesalers and retailers; Selection of a channel of distribution; Physical distribution tasks and decisions on channels of distribution.

#### **UNIT IV**

Concept and importance of consumer behaviour; Types of consumers; Models of consumer behaviour; Factors influencing consumer behaviour; Consumer decision making process and stages; Indian consumer environment; Consumerism.

#### **Note for Paper Setter:**

The paper shall consist of following:

1. Five (5) short questions of 3 marks each at least One from each Unit. (All Compulsory)  
(5\*3=15)
2. Five (5) short questions of 7 mark each. (All Compulsory) (5\*7=35)

3. Four/Five (4/5) long Questions Only Two (2) be attempted of 15 marks each at least One from each Unit. (2\*15=30)

**Suggested Readings:**

1. Marketing Management: Philip Kotler
2. Basic Marketing: Cundiff, Still and Govani
3. Modern Marketing Management: R. S. Davar
4. Fundamentals of Marketing: William J. Stanton
5. Marketing Principles and Methods: Philips and Duncon
6. Marketing Management in Indian Perspective: Jha and Singh
7. Marketing Management: Ramaswami and Namakumari

**Course Title: Business Research**

**Paper: UBBATC403**

**Total Marks: 100**

**Credit: 6**

**Internal Assessment: 20**

**Contact Hours: 45**

**External Examination: 80**

**Duration of Examination: 2 ½ hours**

**(For the Examinations to be held for Semester-IV at undergraduate level under CBCS in May 2018, 2019 and 2020)**

**Objective:**

The objective of the course is to introduce the concept of business research and its applications for effective decision making in the business organizations.

#### **UNIT-I**

Basics of Business Research- Concept, meaning, Objectives, nature and scope of Research, Significance of Research, Research Approaches, Types of Research, Criteria of a Good research, Ethics in Business Research.

#### **UNIT-II**

Business Research Process and Research Design: Business Research Process- steps, advantages. Research Design- Meaning, Need and Features. Types of Research Designs. Sample surveys, Measurement and scaling.

#### **UNIT-III**

Data collection and Data Analysis: Data Meaning and Types, Data Collection types and procedures, Questionnaire Development, Data Preparation, Descriptive Statistics, Hypothesis testing and other data analysis techniques.

#### **UNIT-IV**

Interpretation and Report Writing : Meaning of interpretation, Research Report – Meaning, types, steps and layout , Report Presentation- Format and writing Style

#### **Note for Paper Setter:**

The paper shall consist of following:

1. Five (5) short questions of 3 marks each at least One from each Unit. (All Compulsory) (5\*3=15)
2. Five (5) short questions of 7 mark each. (All Compulsory) (5\*7=35)
3. Four/Five (4/5) long Questions Only Two (2) be attempted of 15 marks each at least One from each Unit. (2\*15=30)

#### **Suggested Readings :**

1. Kothari CR and Haurav Garg, Research Methodology, New Age Publishers.
2. Karunakaran, K., Business Research Methods, Himalaya Publishing
3. [Donald Cooper](#) , [Pamela Schindler](#), Business Research Methods, Mc Graw Hill Publishing.



## Course Title: IT Tools in Business

**Paper: UBBATS404**

**Total Marks: 100**

**Credit: 4**

**Internal Assessment: 20**

**Contact Hours: 45**

**External Examination: 80**

**Duration of Examination: 2 ½ hours**

**(For the Examinations to be held for Semester-III at undergraduate level under CBCS in December 2017, 2018 and 2019)**

### **Objective:**

The objective of the course is to make students understand the basic fundamentals of computers and equip them with requisite skills required in business environment by training them on s/w packages used for word processing, worksheets, power point and databases

### **UNIT I**

Basic Concepts: Meaning, characteristics and applications of a Computer, Advantages and limitations of a computer, Meaning of Data, Information and Knowledge, Data types, data storage, Components of Computers: Hardware components: input devices, output devices, system unit. Software components: Application software: general purpose packaged software and tailor – made software, System software: operating system, interpreter, compiler, linker, loader.

### **UNIT II**

Operating System: Need and functions of an Operating System, Graphic user interface and character user interface. Introduction to Networks and Internet: Meaning and types of networks - LAN, MAN and WAN, Internet, difference between internet and intranet. Basics: functions, growth, anatomy, Uses, Wireless and wifi, Internet services: ISP, types of accounts, World Wide Web: websites file transfer, browsing, searching.

### **UNIT III**

**Spreadsheets:** Introduction: Concept of worksheets and workbooks, creating, opening, closing and saving workbooks, moving, copying, inserting, deleting and renaming worksheets, working with multiple worksheets and multiple workbooks, controlling worksheet views, naming cells using name box, name create and name define. Using formulae and functions: Understanding absolute, relative and mixed referencing in formulas, referencing cells in other worksheets and workbooks, correcting common formula errors, working with inbuilt function categories like mathematical, statistical, text, lookup, information, logical, database, date and time and basic financial functions. Consolidating worksheets and workbooks using formulae and data consolidate command Printing and Protecting worksheets: Adjusting margins, creating headers and footers, setting page breaks, changing orientation, creating portable documents and printing data and formulae. Implementing file level security and protecting

data within the worksheet Creating charts and graphics: Choosing a chart type, understanding data points and data series, editing and formatting chart elements, and creating sparkline graphics. Analysing data using pivot tables: Creating, formatting and modifying a pivot table, sorting, filtering and grouping items, creating calculated field and calculated item, creating pivot table charts, producing a report with pivot tables. Performing what-if analysis: Types of what if analysis (manual, data tables, scenario manager), what-if analysis in reverse (goal-seek, solver) Exchanging data using clipboard, object linking and embedding.

**Wordprocessing** :Introduction: Creating and saving your document, displaying different views, working with styles and character formatting, working with paragraph formatting techniques using indents, tabs, alignment, spacing, bullets and numbering and creating borders. Page setup and sections: Setting page margins, orientation, headers and footers, end notes and foot notes, creating section breaks and page borders. Working with tables: Creating tables, modifying table layout and design, sorting, inserting graphics in a table, table math, converting text to table and vice versa.Create newspaper columns, indexes and table of contents. Spellcheck your document using inbuilt and custom dictionaries, checking grammar and style ,using thesaurus and finding and replacing text. Create bookmarks, captions and cross referencing, adding hyperlinks, adding sources and compiling and bibliography Mail merge: Creating and editing your main document and data source, sorting and filtering merged documents and using merge instructions like ask, fill-in and if-then-else. Linking and embedding to keep things together.

#### **Unit IV**

**Powerpoint presentation** :Introduction: Creating a blank presentation using a design template, basing a new presentation on an existing one, creating and managing slides, using content place holders, creating graphs, tables, diagrams, organization charts, inserting clip art and images. Viewing and navigating a presentation: Organising ideas in outline view, using slide sorter to rearrange a presentation, previewing presentation in slide show, understanding master views, using title master, slide master, handout master and notes master, working with headers and footers, using hyperlinks, advanced navigation with action settings, navigation short hand with action buttons Animation and multimedia: Using and applying animation schemes, custom animation, understanding sound file formats and video types, adding music, sound and video clips. Final presentation: Applying transition to slides, controlling transition speed, using hidden slides, using custom shows, using on screen pen and adding and accessing notes during a presentation.

**Databases** :Introduction to Database Development: Database Terminology, Objects, Creating Tables, working with fields, understanding Data types , Changing table design, Assigning Field Properties, Setting Primary Keys, using field validation and record validation rules, Indexing, working with multiple tables, Relationships & Integrity Rules, Join Properties, Record manipulation, Sorting & Filtering. Select data with queries: Creating Query by design & by wizard (Select, Make Table, Append, Delete, Cross Tab, Update, Parameterized Query, Find Duplicate and Find Unmatched), Creating multi table queries, creating & working with table joins. Using operators & expressions: Creating simple & advance criteria. Working with forms: Creating Basic forms, working with bound, unbound and calculated controls, understanding property sheet, Working with Data on Forms: Changing Layout, creating Sub Forms,

creating list box, combo box and option groups. Working with Reports: Creating Basic Reports, Creating Header & Footer, Placing Controls on reports, sorting & grouping, Creating Sub reports.

**Note for Paper Setter:**

The paper shall consist of following:

1. Five (5) short questions of 3 marks each at least One from each Unit. (All Compulsory)  
(5\*3=15)
2. Five (5) short questions of 7 mark each. (All Compulsory) (5\*7=35)
3. Four/Five (4/5) long Questions Only Two (2) be attempted of 15 marks each at least One from each Unit. (2\*15=30)

**Suggested Readings :**

1. Absolute Beginner's Guide to Computer Basics by Michael Miller
2. Fundamental of Computers by AkashSaxena, Kratika Gupta
3. Fundamentals of Information Technology, Alexis and Mathew
4. Computers Today, Donald H. Sanders.
5. Computer Fundamentals, P.K. Sinha

**Course Title: Entrepreneurship Development**

(Generic Elective)

**Paper: UBBATGE405**

**Total Marks: 100**

**Credit: 4**

**Internal Assessment: 20**

**Contact Hours: 45**

**External Examination: 80**

**Duration of Examination: 2 ½ hours**

**(For the Examinations to be held for Semester-IV at undergraduate level under CBCS in May 2018, 2019 and 2020)**

**Objective:**

The course aims to introduce the fundamental concepts of issues and challenges in context of entrepreneurship to encourage and promote entrepreneurship among the young business leaders who aspire to be successful business *entrepreneurs*

**UNIT-I**

Entrepreneurship: : Nature, meaning and concept of Entrepreneurship; Entrepreneurial Traits, Characteristics and Skills; Classification of Entrepreneurs, Growth of Entrepreneurs, Nature and Importance of Entrepreneurs, Entrepreneurial decision process.

**UNIT-II**

Entrepreneurship Development: Entrepreneurship environment, Entrepreneurship training and development, Role of Innovation in Entrepreneurship; Project management and financial analysis, budget and planning.

**UNIT-III**

Regulatory and Institutional Support : Role of central government and J&K government in promoting entrepreneurship, Introduction to various incentives, Subsidies and grants - Fiscal and non-fiscal concessions available, Role and contribution of various developmental and financial Institutions for entrepreneurship development

**UNIT-IV**

Entrepreneurial Environment and Family Business: Entrepreneurship and Socio-Economic Development; Role of entrepreneur in economy. Factors Influencing Entrepreneurship; Management of

Family Business , Family Management Practices, Issues and Problems in Family Business, Contemporary Family Business Strategies.

**Note for Paper Setter:**

The paper shall consist of following:

1. Five (5) short questions of 3 marks each at least One from each Unit. (All Compulsory) (5\*3=15)
2. Five (5) short questions of 7 mark each. (All Compulsory) (5\*7=35)
3. Four/Five (4/5) long Questions Only Two (2) be attempted of 15 marks each at least One from each Unit. (2\*15=30)

**Suggested Readings :**

1. Dynamics of Entrepreneurial Development and Management, Vasant Desai Himalaya Publishing.
2. Entrepreneurship, Cynthis L. Greene, Cengage Learning, New Delhi
3. Entrepreneurship, Madhurima Lal and Shikha Sahai, Excell Books, New Delhi
4. Entrepreneurship, Rajeev Roy, Oxford University Press

**Course Title: Management Science**

**Paper: UBBATC501**

**Total Marks: 100**

**Credit: 6**

**Internal Assessment: 20**

**Contact Hours: 45**

**External Examination: 80**

**Duration of Examination: 2 ½ hours**

**(For the Examinations to be held for Semester-V at undergraduate level under CBCS in December 2018, 2019 and 2020)**

**Objective:**

To acquaint the students with basic concepts used in management science and how various tools can help in decision making.

**UNIT I**

Management Science – Historical Development; Nature and Characteristics; Linear Programming – Formulation of LPP, Assumptions; Solution of Maximization and Minimization problems using Graphical Method; Simplex Method

**UNIT II**

Decision Theory: Decision making situations – Decision making under certainty - Decision making under uncertainty: Payoff, Regret (Opportunity loss), Maximax criterion – Minimax criterion, Maximin criterion, Laplace criterion & Hurwicz alpha criterion – Decision making under risk: Expected Monetary Value (EMV) , Expected Opportunity Loss (EOL) , Expected Value of perfect information (EVPI)

**UNIT III**

Queuing Theory – General Structure of Queuing System; Operating Characteristics of queuing system; Queuing Models – Deterministic queuing model, probabilistic queuing model; Poisson – exponential single server model infinite population; Poisson – exponential, single – server Model – Finite population; Poisson – Exponential, Multiple Server Model – Infinite population.

**UNIT IV**

Theory of Games ; Game Models – Two Person Zero Sum Games – With Saddle Point and Without Saddle Point; Limitations of the Game Theory; Simulation – Introduction, Process, Merits and Demerits; Monte Carlo Simulation.

**Note for Paper Setter:**

The paper shall consist of following:

1. Five (5) short questions of 3 marks each at least One from each Unit. (All Compulsory)  
( $5*3=15$ )
2. Five (5) short questions of 7 mark each. (All Compulsory) ( $5*7=35$ )
3. Four/Five (4/5) long Questions Only Two (2) be attempted of 15 marks each at least One from each Unit. ( $2*15=30$ )

**Suggested Readings**

1. Quantitative Techniques in Management, ND Vohra, Tata McGraw Hill
2. Operation Research Techniques for management – V.K Kapoor, Sulthan Chand & Sons
3. Operations Research an Introduction – Taha, Prentice hall.
4. Operations Research Theory and Application – J.K. Sharma.
5. Operations Research Problems and solutions – J.K. Sharma (Macmillan)

**Course Title: Management Accounting**

**Paper: UBBATC502**

**Total Marks: 100**

**Credit: 6**

**Internal Assessment: 20**

**Contact Hours: 45**

**External Examination: 80**

**Duration of Examination: 2 ½ hours**

**(For the Examinations to be held for Semester-V at undergraduate level under CBCS in December 2018, 2019 and 2020)**

**Objective:**

To develop knowledge and understanding of management accounting techniques to support management in planning, controlling and monitoring performance in a variety of business context

**UNIT I**

**Introduction** – Meaning , Nature, Objectives Scope and Function of Management accounting . Role of management accounting in decision making, Management accounting Vs Financial accounting Vs Cost Accounting

**UNIT II**

**Ratio Analysis:** Meaning, Importance and Limitations of Ratio Analysis Computation of Financial Ratios: Liquidity and Solvency Ratios, Proprietary and Debt Equity Ratios; Income and Financial Statement Ratios: Velocity or Movement or Turnover Ratios Return on Capital Employed; P/E Ratio, EPS, Payout, Ratio Analysis of DUPont Chart.

**UNIT III**

**Working Capital Management;** Nature of working capital; Need for working capital ; Factors affecting Working Capital Requirement; Estimation of working capital requirement;

**Funds Flow Statement and Cash flow Statement-** Changes in Working Capital, Sources and applications of funds, preparation of Funds Flow Statement and preparation of Cash Flow Statement.

**UNIT IV**

**Budgeting:** Meaning of Budget and Budgetary Control, Definition, Nature of Budget and Budgetary Control, Objective of Budget and Budgetary Control, Limitations of Budget and Budgetary Control, Steps in Budgetary Control; Types/ classification of Budgets.



Preparation of Cash Budget, Sales Budget, Production Budget, Materials Budget, Capital Expenditure Budget and Master Budget, Advantages and Limitations of Budgetary Control.

**Note for Paper Setter:**

The paper shall consist of following:

1. Five (5) short questions of 3 marks each at least One from each Unit. (All Compulsory) (5\*3=15)
2. Five (5) short questions of 7 mark each. (All Compulsory) (5\*7=35)
3. Four/Five (4/5) long Questions Only Two (2) be attempted of 15 marks each at least One from each Unit. (2\*15=30)

**Suggested Readings:**

1. Khan M.Y. and Jain P.K., Management accounting, Tata McGraw Hill, New Delhi.
2. Charles T. Horngren, Introduction to management Accounting, Prentice Hall of India, New Delhi.
3. Horngren, Charles T., George Foster and Shrikant M. Daliar : Cost Accounting : A Managerial Emphasis, Prentice Hall, Delhi.
4. Pandey I. M. : Management Accounting, Vani Publication, Delhi.
5. Welsch Glenn A., Ronald W. Hilton and Paul N. Gordon : Budgeting, Profit Planning and Control, Prentice Hall, New Delhi.
6. Manmohan & Goyal : Principles of Management Accounting.
7. Maheshwari : Principles of Management Accounting.

**Course Title: Consumer Behaviour & Marketing Research**

(Discipline Specific Elective)

**Paper: UBBATE511**

**Total Marks: 100**

**Credit: 6**

**Internal Assessment: 20**

**Contact Hours: 45**

**External Examination: 80**

**Duration of Examination: 2 ½ hours**

**(For the Examinations to be held for Semester-V at undergraduate level under CBCS in December  
2018, 2019 and 2020)**

**Objective:**

The objective of the course is to help the students to understand and apply the concepts of consumer behavior in the business organizations

**UNIT-I**

Consumer Behaviour : Introduction and Overview of Consumer Behaviour, Consumer behavior and marketing management, Trends in Consumer Behaviour. Consumer Behaviour models- Howard Sheth Model, Engel-Kollat- Blackwell Model and Nikosia Model.

**UNIT-II**

Individual Determinants of Consumer Behaviour : Consumer Perception, Consumer Learning, Personality and Life Style, Attitude and Behaviour and Motivation.

**UNIT-III**

Social Process and Consumer Decision Making : Demographics, Social Class and Culture, Reference Group Influences, Consumer Decision Making Adoption and Diffusion of Innovation

**UNIT-IV**

Marketing Research : Concept, Difference between MR and MIS, Evolution and Growth of MR, Types and Role of MR, Components of MR, Marketing Research Process, Ethics in Marketing Research. Emerging trends in Marketing Research.

**Note for Paper Setter:**

The paper shall consist of following:

1. Five (5) short questions of 3 marks each at least One from each Unit. (All Compulsory)  
(5\*3=15)
2. Five (5) short questions of 7 mark each. (All Compulsory) (5\*7=35)

3. Four/Five (4/5) long Questions Only Two (2) be attempted of 15 marks each at least One from each Unit. (2\*15=30)

**Suggested Readings :**

1. Suja R. Nair Consumer Behaviour and Marketing Research , Himalaya Publishing.
2. Suja R. Nair, Marketing Research, Himalaya Publishing.
3. Leon G. Schiffman and Leslie Lazar Kannuk, Consumer Behaviour, Pearson Prantice Hall.
4. [S. Sumathi](#), [P Saravanel](#), Marketing Research & Consumer Behaviour, Vikas Publishing House

**Course Title: Advertising & Promotion**

(Discipline Specific Elective)

**Paper: UBBATE512**

**Total Marks: 100**

**Credit: 6**

**Internal Assessment: 20**

**Contact Hours: 45**

**External Examination: 80**

**Duration of Examination: 2 ½ hours**

**(For the Examinations to be held for Semester-V at undergraduate level under CBCS in December 2018, 2019 and 2020)**

**Objective:**

To acquaint the students with the concepts and application of various tools of Advertising and Promotion.

**UNIT I**

**Introduction to Advertising:** Definition and Classification - Origin and Development of advertising - Role and functions of advertising - The Advertiser and the Advertising Agency interface- Steps in development of advertisement

**Unit II**

**Advertising Design:** Appeals, message strategies and executional framework: advertising design and theory - Types of advertising appeals - Structure of an advertisement - Creating an advertisement - Advertising effectiveness

**Unit III**

**Media Planning and Strategies:** Growth and importance of media - Meaning and role of media planning, media plan - Market analysis, media objectives - Developing and implementing media strategies, evaluating the effectiveness

**Unit IV**

**Sales Promotion:** Scope and role of sales promotion, Objectives of sales promotion, Sales promotion methods - Promotion mix - Advertisement - Message - Copy writing - Media strategy - Personal selling, significance and Process – Publicity, advantages and disadvantages .

**Note for Paper Setter:**

The paper shall consist of following:

1. Five (5) short questions of 3 marks each at least One from each Unit. (All Compulsory) (5\*3=15)
2. Five (5) short questions of 7 mark each. (All Compulsory) (5\*7=35)

3. Four/Five (4/5) long Questions Only Two (2) be attempted of 15 marks each at least One from each Unit. (2\*15=30)

**Suggested Readings:**

1. Advertising and Promotion, George e belch, Michael belch and Purani, Tata McGraw Hill, 2009
2. Advertising and Sales Promotion, S H H Kazmi and Satish K Batra, Excel books India, 2009
3. Advertising Principles and Practices, William Wells, John Burnett, Sandra Ernst Moriarty Prentice Hall, 2003
4. Advertising and Promotions, Kruti Shah, Tata McGraw Hill Education, 2009

**Course Title: Working Capital Management**

(Discipline Specific Elective)

**Paper: UBBATE521**

**Total Marks: 100**

**Credit: 6**

**Internal Assessment: 20**

**Contact Hours: 45**

**External Examination: 80**

**Duration of Examination: 2 ½ hours**

**(For the Examinations to be held for Semester-V at undergraduate level under CBCS in December  
2018, 2019 and 2020)**

**Objectives**

The main objective of this course is to appraise students about Working Capital Management

**UNIT I**

**Introduction**

Concept of working capital, Factors affecting working capital requirement. Financing Current Assets- (Short-term Sources): Public Deposits, Financing through Bank (CC limit / OD, LOC and Commercial Papers), and Factoring, Computation of average working capital requirements.

**UNIT II**

**Cash Management**

Introduction, Motives for Holding Cash and Marketable Securities, Factors determining the Cash balance, Cash Budget, management of Cash flow Types of Collection Systems and Disbursement strategies.

**UNIT III**

**Receivable Management**

Introduction; determining the Appropriate Receivable Policy; Marginal Analysis; Evaluating Credit Applicant; Credit Analysis and decision; Heuristic Approach; Discriminant Analysis and Sequential decision Analysis.

**UNIT IV**

**Inventory Management**

Introduction; Determining the types of Control required; Cost of Holding inventories; Cost of Holding Inventories; Inventory Control Models – EOQ, Just-in-Time; Inventory Management and Valuation- Average cost method, First-in First Out (FIFO), Last-in First Out (LIFO).

**Note for Paper Setter:**

The paper shall consist of following:

1. Five (5) short questions of 3 marks each at least One from each Unit. (All Compulsory)  
(5\*3=15)
2. Five (5) short questions of 7 mark each. (All Compulsory) (5\*7=35)

3. Four/Five (4/5) long Questions Only Two (2) be attempted of 15 marks each at least One from each Unit. (2\*15=30)

### **Suggested Readings**

1. Bhalla, V.K: Working Capital Management: Text and Cases, New Delhi, Anmol Pub (P) Ltd., 4th ed., 2001.
2. Rao P.M. Pramanik A.K.: Working Capital Management; New Delhi, Deep & Deep Publication, 2004.
3. Satish B. Mathur: Working Capital Management and Control (Principles and Practice); Newage International P Limited, 2007
4. [Hrishikesh Bhattacharya](#): Working Capital Management: Strategies and Techniques; Prentice-Hall of India, 2004

## **Course Title: Indian Banking System**

(Discipline Specific Elective)

**Paper: UBBATE522**

**Total Marks: 100**

**Credit: 6**

**Internal Assessment: 20**

**Contact Hours: 45**

**External Examination: 80**

**Duration of Examination: 2 ½ hours**

**(For the Examinations to be held for Semester-V at undergraduate level under CBCS in December  
2018, 2019 and 2020)**

### **Objectives**

The main objective of this course is to appraise students about Indian Financial System including the detailed study of the working of the leading financial institutions.

#### **UNIT I: Indian Financial System – Introduction**

Present structure of Indian Financial System; Financial Sector Reforms – Context, need and Objectives, Major reforms during the last decade of twentieth century, Issues in Financial Reforms and Restructuring, Future Agenda for Reforms.

#### **UNIT II: Central Banking in India- Reserve Bank of India**

Organisation Structure, Management and Functions of Reserve Bank of India, Monetary Policy and its objectives; Organisation, Instruments of Monetary Control and recent policy developments; Autonomy for Central Bank in India.

#### **UNIT III: Commercial Banking**

Present structure and functions of Commercial Banks, Local Area Banks, Branch vs. Unit Banking, e-banking; Lead Bank Scheme, Deposit Insurance Credit Guarantee Corporation; Narsimham Committee Reports.

#### **UNIT IV: Rural Banking**

Present Structure of Rural Banking; Organisation Structure, Management and Functions of Co-operative Banking; its weaknesses and suggestions for reforms. Organisation Structure, Management and Functions of RRBs; Role of NABARD in rural financing.

### **Note for Paper Setter:**

The paper shall consist of following:

1. Five (5) short questions of 3 marks each at least One from each Unit. (All Compulsory)  
(5\*3=15)
2. Five (5) short questions of 7 mark each. (All Compulsory) (5\*7=35)



3. Four/Five (4/5) long Questions Only Two (2) be attempted of 15 marks each at least One from each Unit. (2\*15=30)

**Suggested Readings:**

1. M.Y.Khan : Indian Financial System
2. H.R. Machiraju : Indian Financial System
3. L.M.Bhole :Financial Institutions and Markets
- 4.R.M.Srivastva : Indian Financial Institutions

**Course Title: E-Commerce**

(Discipline Specific Elective)

**Paper: UBBATE531**

**Total Marks: 100**

**Credit: 6**

**Internal Assessment: 20**

**Contact Hours: 45**

**External Examination: 80**

**Duration of Examination: 2 ½ hours**

**(For the Examinations to be held for Semester-V at undergraduate level under CBCS in December  
2018, 2019 and 2020)**

**Objectives:**

The course imparts understanding of the concepts and various application issues of e-commerce like Internet infrastructure, security over internet, payment systems and various online strategies for e-business.

**UNIT I**

Electronic Business, Electronic Commerce, Electronic Commerce Models, Types of Electronic Commerce, Value Chains in Electronic Commerce, E-Commerce in India. Internet, World Wide Web, Internet Architectures, Internet Applications, Web Based Tools for Electronic Commerce, Intranet, Composition of Intranet, Business Applications on Intranet, Extranets. Electronic Data Interchange, Components of Electronic Data Interchange, Electronic Data Interchange Communication Process.

**UNIT II**

Security Overview, Electronic Commerce Threats, Encryption, Cryptography, Public Key and Private Key Cryptography, Digital Signatures, Digital Certificates, Security Protocols over Public Networks: HTTP, SSL, Firewall as Security Control, Public Key Infrastructure (PKI) for Security, Prominent Cryptographic Applications.

**UNIT III**

Electronic Payment System, Concept of Money, Electronic Payment System, Types of Electronic Payment Systems, Smart Cards and Electronic Payment Systems, Infrastructure Issues in EPS, Electronic Fund Transfer.

**UNIT IV**

e-Business Applications & Strategies, Business Models & Revenue Models over Internet, Emerging Trends in e-Business, e-Governance, Digital Commerce, Mobile Commerce, Strategies for Business over Web, Internet based Business Models

**Note for Paper Setter:**

The paper shall consist of following:

1. Five (5) short questions of 3 marks each at least One from each Unit. (All Compulsory)  
(5\*3=15)
2. Five (5) short questions of 7 mark each. (All Compulsory) (5\*7=35)

3. Four/Five (4/5) long Questions Only Two (2) be attempted of 15 marks each at least One from each Unit. (2\*15=30)

**Suggested Readings**

1. Whitley, David (2000). e-Commerce Strategy, Technologies and Applications. Tata McGraw Hill.
2. Schneider Gary P. and Perry, James T (1st Edition 2000). Electronic Commerce. Thomson Learning.
3. Bajaj, Kamlesh K and Nag, Debjani (Ist Edition 1999). E-Commerce: The Cutting Edge of Business. Tata McGraw Hill, Publishing Company Ltd., New Delhi.
4. Treese G. Winfield & Stewart C. Lawrance (Ist, Edition 1999). Designing Systems for Internet Commerce. Addison Wesley.
5. Trepper Charles (Ist Edition 2000). E-Commerce Strategies. Prentice Hall of India, New Delhi.
6. Rehman S.M. & Raisinghania (Ist Edition 2000). Electronic Commerce Opportunity & Challenges. Idea Group Publishing, USA.
7. Knapp C. Michel (Ist Edition, 2003). E-commerce Real Issues & Cases. Thomson Learning.

**Course Title: Management Information System**

**Paper: UBBATC532**

**Total Marks: 100**

**Credit: 6**

**Internal Assessment: 20**

**Contact Hours: 45**

**External Examination: 80**

**Duration of Examination: 2 ½ hours**

**(For the Examinations to be held for Semester-V at undergraduate level under CBCS in December 2018, 2019 and 2020)**

**Objectives:**

The objective of this course is to expose the students to the managerial issues relating to information systems and help them identify and evaluate various options in this regard.

**UNIT I**

Meaning and Role of Information Systems. Decision making in MIS – Overviews of System, analysis & design system development life cycle, Concepts & model – requirement and recognition structured & unstructured decision. Information, requirement for decision making strategies under different condition synonymous decision making, models foundation of information system.

**UNIT II**

Types of Information Systems: Operations Support Systems, Management Support Systems, Expert Systems, and Knowledge Management Systems. Information Systems for Strategic Management: Competitive Strategy Concepts, Strategic Role of Information Systems. Integrating Information Systems with Business Strategy, Value Chain Analysis, and Strategic Information Systems Framework.

**UNIT III**

Planning for Information Systems: Identification of Applications, Business Planning Systems and Critical Success Factors, Method of Identifying Applications, Risks in Information Systems. Resource Requirements for Information Systems: Hardware and Capacity Planning, Software Needs, Procurement Options – Make or Buy decisions, Outsourcing as an Option

**UNIT IV**

Emerging Concepts and Issues in Information Systems: Supply Chain Management, Customer Relationship Management, ERP. Introduction to Data Warehousing, Data Mining and its Applications, Emerging Concepts in Information System Design and Application

**Note for Paper Setter:**

The paper shall consist of following:

1. Five (5) short questions of 3 marks each at least One from each Unit. (All Compulsory)  
(5\*3=15)
2. Five (5) short questions of 7 mark each. (All Compulsory) (5\*7=35)
3. Four/Five (4/5) long Questions Only Two (2) be attempted of 15 marks each at least One from each Unit. (2\*15=30)

**Suggested Readings :**

1. MIS conceptual foundations – Davis & Olsan
2. Analysis design information System – Jas Zenn
3. Introduction to system analysis and design – I.D. Haryz Keuys Kenneth,
4. Laudon and Jane Laudon (2005). MIS: Managing the Digital Firm. Pearson Education.
5. James, A. O'Brien (2005). Introduction to Information Systems. Tata McGraw Hill.
6. Turban, E., McLean, E. and Wetherbe, J. (2001). Information Technology for Management: Making Connections for Strategic Advantage. John Wiley and Sons.
7. Jawadekar, W. S. (2004). Management Information Systems. Tata McGraw Hill.

**Course Title: Human Resource Development**

(Discipline Specific Elective)

**Paper: UBBATE541**

**Total Marks: 100**

**Credit: 6**

**Internal Assessment: 20**

**Contact Hours: 45**

**External Examination: 80**

**Duration of Examination: 2 ½ hours**

**(For the Examinations to be held for Semester-V at undergraduate level under CBCS in December  
2018, 2019 and 2020)**

**Objective:**

The purpose of this course is to facilitate an understanding of the concepts, methods and strategies for Human Resource Development in the Organisational context

**UNIT I**

Concept of Human Resource Development (HRD), multiple goals of HRD, Value anchored HRD Processes, HRD Mechanisms, HRD System and Subsystem, HRD for Organizational Effectiveness. HRD trends in India. HRD climate, Contemporary Approaches to HRD. Human Resource Planning, Role of HRP Professionals, Link between HRP and Strategic Planning.

**UNIT II**

Career System: Concept of Career, Career Development, Career Need assessment, Career opportunities, Career Anchors, Career Development Cycle. Career Paths, Career Problems, Individual Strategies for Career Development, Organizational Strategies for Career Development and Career Planning. Career Development v/s Career Planning. Stress related to Career management. Career Counselling and Balancing Work and Family.

**UNIT III**

Employee Training and Development: Training Need Analysis, Training Methods and Techniques, Designing, Conducting and Evaluation of Training Programmes, Management Development v/s Training. Performance Appraisal Systems, Developing a Performance Appraisal system, Process of Performance Appraisal, Different types of Employee Appraisal System, New Trends in Performance Appraisal system, 360 Degree Performance Appraisal System and Feedback. Performance appraisal vs. Potential Appraisal,

**UNIT IV**

Assessment and Development Centres: Origin, Essential Features, Accuracy, Use, Assessment Centres as Development tools, Development Centres, Employee Empowerment- Guidelines for Introducing Empowerment, Factors affecting Empowerment, Empowerment Cycle, HRIS, Human Resource Audit, HRD and Competitive advantage.

**Note for Paper Setter:**

The paper shall consist of following:

1. Five (5) short questions of 3 marks each at least One from each Unit. (All Compulsory)  
(5\*3=15)
2. Five (5) short questions of 7 mark each. (All Compulsory) (5\*7=35)
3. Four/Five (4/5) long Questions Only Two (2) be attempted of 15 marks each at least One from each Unit. (2\*15=30)

**Suggested Readings :**

1. Pareek Udai and T.V Rao, (1992) 'Designing and Managing Human Resource Systems'Oxford and IBM, (Second edition).
2. Rao T.V (2012) 'Human Resource Development: experiences, interventions, strategies' Sage publications.
3. Rao T.V (2012) 'HRD AUDIT', Sage publications.
4. Lynton R.P,Udai Pareek (2011) 'Training for Development'Sage publication India pvt. Ltd (Third edition).
5. Werner Jon. M, Randy L. Desimone,(2011)'Human Resource Development 'Cengage Learning, (Sixth edition).
6. Singh.K. Sanjeev (2008) 'Human Resource Development 'Atlantic Publishers.
7. Sundaram k. Anant,J.Stewart Black, (2013) The International Business Environment, PHI Learning.
8. Rao T.V, (2011) HRD Score Card 2500, Sage publication, (Fourth edition).

**Course Title: Organizational Psychology**

(Discipline Specific Elective)

**Paper: UBBATE542**

**Total Marks: 100**

**Credit: 6**

**Internal Assessment: 20**

**Contact Hours: 45**

**External Examination: 80**

**Duration of Examination: 2 ½ hours**

**(For the Examinations to be held for Semester-V at undergraduate level under CBCS in December**

**2018, 2019 and 2020)**

**Objective**

Main objective of the course is to provide an understanding of the concepts, frameworks and Implications of organisational psychology.

**UNIT-I**

Need and scope of organizational behavior - Theories of organization - Individual difference vs. Groups intelligence tests - Measurement of intelligence - Personality tests - Nature - Types and uses - Perception.

**UNIT-II**

Motivation - Financial and non-financial motivational techniques - Job satisfaction - Meaning - Factors - Theories - Measurement - Morale - Importance - Employee attitudes and behavior and their significance to employee productivity

**UNIT-III**

Work environment - Good housekeeping practices - Design of work place - Fatigue - Causes and prevention and their importance, Stress Management, Leadership - Types and Theories of leadership.

**UNIT-IV**

Group dynamics – Features and types of group Stages in the development of group ; Conflict – Resolution,. Organizational culture and climate - Organizational effectiveness; Counseling and guidance - Importance of Counselor - Types of Counseling - Information needed for Counseling.

**Note for Paper Setter:**

The paper shall consist of following:

1. Five (5) short questions of 3 marks each at least One from each Unit. (All Compulsory) (5\*3=15)
2. Five (5) short questions of 7 mark each. (All Compulsory) (5\*7=35)
3. Four/Five (4/5) long Questions Only Two (2) be attempted of 15 marks each at least One from each Unit. (2\*15=30)



**Suggested Readings**

1. Blum ML - Industrial Psychology and its social foundation
2. Diwedi - Human Relation and Organizational Behavior, MacMillan India
3. Aswathappa - Organizational Behavior
4. Sekaran - Organizational Behavior

**Course Title: Business Policy & Strategic Management****Paper: UBBATC601****Total Marks: 100****Credit: 6****Internal Assessment: 20****Contact Hours: 45****External Examination: 80****Duration of Examination: 2 ½ hours**

**(For the Examinations to be held for Semester-VI at undergraduate level under CBCS in May 2019,  
2020 and 2021)**

**Objective:**

To acquaint the students with basic concepts used in business policy and strategic management and understand the role of strategy in gaining competitive advantage of business.

#### **UNIT I**

Meaning of strategic management, concept of strategy, policy and strategy, strategy and tactic, Strategy and strategic plan, Nature of strategic plan, nature of strategic decisions, approaches to strategic decision making, levels of strategies, The strategic management process

#### **UNIT II**

Concept of Strategic Intent, Vision, Mission, Goals and Objectives. Characteristics of effective vision and mission statement. Concept of environment, environmental analysis and appraisal, component of environment, SWOT:A tool of environment analysis, techniques of environmental search and analysis, ETOP: A technique of diagnosis, decision making on environmental information; Industry Analysis – Porters Five Forces Framework

#### **UNIT III**

Concept of Corporate Strategy, Business Level Strategies; Types of Corporate Level Strategies; Porters Generic Strategies; Evaluation of Strategic Alternatives; Strategic Choice

#### **UNIT IV**

Implementation of Strategy, Challenges during Implementation; Important Issues in Strategy Implementation; Functional Level Strategies; Strategic Evaluation and Control.

#### **Note for Paper Setter:**

The paper shall consist of following:

1. Five (5) short questions of 3 marks each at least One from each Unit. (All Compulsory)  
(5\*3=15)
2. Five (5) short questions of 7 mark each. (All Compulsory) (5\*7=35)
3. Four/Five (4/5) long Questions Only Two (2) be attempted of 15 marks each at least One from each Unit. (2\*15=30)

#### **Suggested Readings**

1. Prasad L.M. — Business policy & Strategy (Sultan chand & Sons New Delhi)
2. Ramaswamy V.S. & Namakumari S. — Strategic planning formulation of Corporate Strategy (Macmillan India Delhi)
3. Strategic Management by Azhar Kazmi

## **Course Title: Services Marketing**

(Discipline Specific Elective)

**Paper: UBBATE611**

**Total Marks: 100**

**Credit: 6**

**Internal Assessment: 20**

**Contact Hours: 45**

**External Examination: 80**

**Duration of Examination: 2 ½ hours**

**(For the Examinations to be held for Semester-VI at undergraduate level under CBCS in May 2019,**

**2020 and 2021)**

**Objective:**

To acquaint the students with basic concepts used in services marketing and introduce the principles of marketing the services

**Unit-I**

Introduction to Services Marketing; Significance of Services in Economy; Importance, Growth and Development of Service Sector in India; Difference between Goods and Services; Characteristics of Services; Classification of services; Services Marketing Mix

**Unit-II**

Concept of Service Quality; Dimensions of Service Quality; Relationship between Service Quality and Customer Satisfaction; Consumer Behavior in Services; Service Failure and Service Recovery; Service Guarantees

**Unit-III**

Services Marketing Research; Relationship Marketing; new service development; service blueprinting; Physical evidences and servicescape; Role of employee's in service delivery; customer role in service delivery

**Unit-IV**

Managing demand and supply in services; Pricing of services- Approaches to pricing, pricing strategies; Service distribution – types of channels, issues involving channels; Integrated services marketing communications

**Note for Paper Setter:**

The paper shall consist of following:

1. Five (5) short questions of 3 marks each at least One from each Unit. (All Compulsory) (5\*3=15)
2. Five (5) short questions of 7 mark each. (All Compulsory) (5\*7=35)
3. Four/Five (4/5) long Questions Only Two (2) be attempted of 15 marks each at least One from each Unit. (2\*15=30)

**Suggested Readings**

1. Services Marketing, V.A.Zaithmal, D.D. Gremler, M.J.Betmer and Ajay Pandit, McGraw Hill.
2. Services Marketing, Harsh V. Verma, Pearson Education, 2012 Edition.
3. Service Marketing, Lovelock, Pearson Publications 2011 Edition.
4. Marketing Management, Kotler, Pearson Publications 2011 Edition.

## **Course Title: Rural Marketing**

(Discipline Specific Elective)

**Paper: UBBATE612**

**Total Marks: 100**

**Credit: 6**

**Internal Assessment: 20**

**Contact Hours: 45**

**External Examination: 80**

**Duration of Examination: 2 ½ hours**

**(For the Examinations to be held for Semester-VI at undergraduate level under CBCS in May 2019, 2020 and 2021)**

### **Objective:**

To acquaint the students with importance of rural markets in overall business strategy and how rural marketing is unique. The student will be able to apply rural marketing approaches that integrate

product, service, pricing, communications and channel decisions aiming at satisfying the rural consumers.

#### **Unit-I**

Introduction to Rural Marketing, Opportunities and Challenges in Rural Marketing, Taxonomy of Rural Markets, Rural versus Urban Marketing, The Rural Marketing Environment, Rural Consumer Behavior, The Consumer Buying Behavior Model, The Buying Decision Process, Rural Marketing Research Process

#### **Unit-II**

Segmentation of Rural Markets, Bases and Approaches of Rural Segmentation, Targeting the Rural Consumers, Positioning in Rural Context, Product Strategy in Context of Rural Markets, Pricing in Rural India/

#### **Unit-III**

Distribution Challenges in Rural Context, Rural Logistics and Rural Coverage Decisions, Rural Retailing, Types of Rural Retail Outlets, Online Retailing and Rural Consumers, Challenges in Rural Communication, Developing Effective Rural Communication, Rural Media and Rural Advertising

#### **Unit-IV**

Marketing of Services to Rural Consumers, Marketing of Social Campaigns to Rural Consumers, Agricultural Marketing, Marketing of Rural Industry Products, Future of Rural Marketing, Rural Innovations.

#### **Note for Paper Setter:**

The paper shall consist of following:

1. Five (5) short questions of 3 marks each at least One from each Unit. (All Compulsory) (5\*3=15)
2. Five (5) short questions of 7 mark each. (All Compulsory) (5\*7=35)
3. Four/Five (4/5) long Questions Only Two (2) be attempted of 15 marks each at least One from each Unit. (2\*15=30)

#### **Suggested Readings**

1. Rural Marketing: Text And Cases, 2/E By Krishnamacharyulu C. S. G. and Lalitha Ramakrishnana, Pearson
2. The Rural Marketing Book (Text & Practice), By Pradeep Kashyap, Siddhartha Raut, Biztantra
3. Rural Marketing: Targeting the Non-urban Consumer By Sanal Kumar Velayudhan, Response Books (Sage)

## **Course Title: Financial Services**

(Discipline Specific Elective)

**Paper: UBBATE621**

**Total Marks: 100**

**Credit: 6**

**Internal Assessment: 20**

**Contact Hours: 45**

**External Examination: 80**

**Duration of Examination: 2 ½ hours**

**(For the Examinations to be held for Semester-VI at undergraduate level under CBCS in May 2019, 2020 and 2021)**

### **Objective:**

The main objective of this course is to develop an insight into the dynamic and complex field of financial services and to equip the students to understand and manage the ever evolving role of these services in the overall financial system.

**UNIT I:**

Financial Services – An Overview of the Financial System. Components of financial system--institutions, financial markets, participants and instruments traded in the financial markets.

**UNIT II:**

Financial markets: typology of financial markets--money market and capital market. Primary and secondary financial markets.

**UNIT III:**

Stock market operations- Regional Stock Exchanges, online trading, activities in the stock markets, functional specialization of members of stock exchange.

**UNIT IV:**

Mutual funds management, types of mutual funds, advantages and disadvantages of mutual fund investment. Role of mutual funds in retail investment.

**Note for Paper Setter:**

The paper shall consist of following:

1. Five (5) short questions of 3 marks each at least One from each Unit. (All Compulsory) (5\*3=15)
2. Five (5) short questions of 7 mark each. (All Compulsory) (5\*7=35)
3. Four/Five (4/5) long Questions Only Two (2) be attempted of 15 marks each at least One from each Unit. (2\*15=30)

**Suggested Readings:**

1. V.K. Bhalla : Management of Financial Services
2. M.Y. Khan : Financial Services
3. G.S.Batra & R.C. Dangwal : Financial Services – New Innovations
4. G.S.Batra : Financial Services and Markets
5. Renu Sobti : Banking and Financial Services in India



**Course Title: Insurance Management**

(Discipline Specific Elective)

**Paper: UBBATE622**

**Total Marks: 100**

**Credit: 6**

**Internal Assessment: 20**

**Contact Hours: 45**

**External Examination: 80**

**Duration of Examination: 2 ½ hours**

**(For the Examinations to be held for Semester-VI at undergraduate level under CBCS in May 2019,  
2020 and 2021)**

**Objectives**

The main objective of this course is to appraise students about Indian Financial System including the detailed study of the working of the leading financial institutions.

**UNIT I:**

Basic characteristics of insurance, Requirements of insurable risk, types of insurance, Basic legal principles and requirements of insurance contract, basic parts of insurance contract; utility of insurance to individuals, business and society

**UNIT II:**

Basic components of a life insurance contract, contractual provisions of life insurance, types of life insurance policies, types of life insurance claims and their settlement, claim amount

**UNIT III:**

Insurance intermediaries and their functioning, Risk management in insurance companies, risk Management Elements, Risks in providing Insurance services.

**UNIT IV:**

Insurance in India, Insurance sector reforms – Malhotra Committee 1993, IRDA Bill, Major Provisions of Insurance Act, 1938, Insurance Regulatory and Development Authority Act,1999 – duties, powers and functions of Authority

**Note for Paper Setter:**

The paper shall consist of following:

1. Five (5) short questions of 3 marks each at least One from each Unit. (All Compulsory)  
(5\*3=15)
2. Five (5) short questions of 7 mark each. (All Compulsory) (5\*7=35)
3. Four/Five (4/5) long Questions Only Two (2) be attempted of 15 marks each at least One from each Unit. (2\*15=30)

**Suggested Readings:**

1. Life and Health Insurance Black, Jr.Kenneth and Horold Skipper  
Pearson (Indian Economy  
Edition).
2. Principles of Risk Management and Insurance Rejda, George (Economy (Indian  
Economy Edition)

- |                                      |   |
|--------------------------------------|---|
| 3. Risk Management and Insurance.    | Trieschman, Sommer and Hoyt –Cengage Learning   |
| 4. Insurance and Risk Management     | P.K.Gupta Himalaya Publishing House             |
| 5. Insurance Principles and Practice | M. N. Mishra and S.B. Mishra, S.Chand & Co Ltd. |

## **Course Title: Customer Relationship Management**

(Discipline Specific Elective)

**Paper: UBBATE631**

**Total Marks: 100**

**Credit: 6**

**Internal Assessment: 20**

**Contact Hours: 45**

**External Examination: 80**

**Duration of Examination: 2 ½ hours**

**(For the Examinations to be held for Semester-VI at undergraduate level under CBCS in May 2019, 2020 and 2021)**

**Objective:**

The objective of the course is to understand the fundamentals of CRM, which include understanding benefits of and difficulties in developing and implementing CRM strategies, Role of CRM system in managing customers in various sectors

### **UNIT I**

Customer relationship management: Changing nature of marketing and customer service, Evolution and Transformation of Customers; Relationships: History, Description and Dynamics; Relationship Marketing: Meaning, Transactional Marketing, Relationship Marketing and CRM, CRM as a Business Strategy, Elements of CRM, CRM processes and Systems, Entrance, Application and success of CRM

### **UNIT II**

Customer Supplier Relationships: History , Description and Dynamics of Relationship, CRM as an Integral Business Strategy: Nature, context and Results of Successful CRM Strategy , Relationship oriented organizations; role of mission , culture, structure, people, communication and Information, Systems

### **UNIT III**

Customer Knowledge: The value of Customer, The utilization of data as an asset, From data to Customer Knowledge, Communication and Multi channels, The Individualized Customer proposition, The Relationship Policy, Loyalty Programmes

### **UNIT IV**

Developing and implementing CRM strategy; Understanding privacy and ethical consideration in CRM; Future of CRM; CRM in practice-CRM in manufacturing, CRM in insurance, CRM in airlines, CRM in hotels, CRM in telecom, CRM in pharmaceutical industry, CRM in retailing

#### **Note for Paper Setter:**

The paper shall consist of following:

1. Five (5) short questions of 3 marks each at least One from each Unit. (All Compulsory)  
(5\*3=15)

2. Five (5) short questions of 7 mark each. (All Compulsory) (5\*7=35)
3. Four/Five (4/5) long Questions Only Two (2) be attempted of 15 marks each at least One from each Unit. (2\*15=30)

**Suggested Readings:**

1. Customer Relationship Management by Ed Peelen, Pearson India Education Services Private Ltd.
2. Customer Relationship Management by Roger.J.Baran, Robert J. Galka, Daniel.P. Struck (Cengage Learning Press)
3. Customer Relationship Management: Modern Trends and Perspectives by S. Shanmugasundaram (PHI)
4. Customer Relationship Management: Concepts and Cases by Alok Kumar Rai (PHI)
5. Customer Relationship Management: A Strategic Approach to Marketing by Kaushik Mukerjee (PHI)
6. Business Intelligence by Elizabeth Vitt, Michael Luckevich, Stacia Minser (PHI)
7. Stanley A.Brown: Customer Relationship Management, John Wiley & Sons, Canada Ltd.

**Course Title: Enterprise Resource Planning**

(Discipline Specific Elective)

**Paper: UBBATE632**

**Total Marks: 100**

**Credit: 6**

**Internal Assessment: 20**

**Contact Hours: 45**

**External Examination: 80**

**Duration of Examination: 2 ½ hours**

**(For the Examinations to be held for Semester-VI at undergraduate level under CBCS in May 2019, 2020 and 2021)**

**Objective:**

This course aims at providing overall knowledge regarding the concepts and structure of ERP systems and imparts necessary managerial skills for ERP implementation in a business enterprise.

**UNIT I**

ERP: Enterprise Perspective: An Overview, Features of ERP, MIS Integration, ERP drivers, Trends in ERP, ERP in India

## **UNIT II**

ERP: System Perspective: Management Information System, Operations Support System, DSS, Transaction Processing System, Network Structure of ERP System, ERP Work flow, Process modeling for ERP Systems, Communication in ERP Systems, OLTP, (On Line Transaction Processing), OLAP (On Line Analytical Processing), Enterprise Integration Application Tools for ERP

## **UNIT III**

ERP: Resource Management Perspective: Business Modules in ERP Packages, Finance, Production, Human Resource, Plant Maintenance, Materials Management, Quality Management, Sales and Distribution, Business Process Reengineering, Relationship between ERP & BPR, ERP Implementation Life Cycle, Implementation methodology, ERP Project Management & Monitoring.

## **UNIT IV**

ERP: Key Issues: ERP and E-Commerce, ERP Culture, ERP and CRM, ERP and SCM, ERP Selection Issues, ERP in Public Sector Enterprises, Pre and Post Implementation Issues, ERP Vendors, Key ERP Consultants in India, Future Directions in ERP

### **Note for Paper Setter:**

The paper shall consist of following:

1. Five (5) short questions of 3 marks each at least One from each Unit. (All Compulsory) (5\*3=15)
2. Five (5) short questions of 7 mark each. (All Compulsory) (5\*7=35)
3. Four/Five (4/5) long Questions Only Two (2) be attempted of 15 marks each at least One from each Unit. (2\*15=30)

### **Suggested Readings:**

1. Alexis, Leon (Ist Edition, 2000). ERP Demystified. Tata McGraw Hill.
2. Garg, V.K. and Venket, Krishna, N.K., (Ist edition, 1997). ERP Concepts and Practices. PHI Publications.
3. Sadagopan, S. (Ist Edition, 1999). ERP: A Managerial perspective. Tata McGraw Hill.

## **Course Title: Strategic Human Resource Management**

(Discipline Specific Elective)

**Paper: UBBATE641**

**Total Marks: 100**

**Credit: 6**

**Internal Assessment: 20**

**Contact Hours: 45**

**External Examination: 80**

**Duration of Examination: 2 ½ hours**

**(For the Examinations to be held for Semester-VI at undergraduate level under CBCS in May 2019,  
2020 and 2021)**

### **Objective**

Main objective of the course is to provide an understanding of the concepts frameworks and strategic issues in Human Resource Management

### **UNIT I**

Strategic Human Resource Management: Concept, Need, Importance, Process and Issues; Implications of Strategic Human Resource Management; Evolutionary Stages of Strategic Human Resource Management.

#### **UNIT II**

Strategic HR Planning, Recruitment and Selection Strategies; Training and Development Strategies; Performance Management Strategies; Reward and Compensation Strategies.

#### **UNIT III**

Global Human Resource Environment: HR Strategies in Multinational, Global and Transnational companies; Technology and Structure; Work force Diversity.

#### **UNIT IV**

Developing HR as Strategic value addition function: Balanced Scorecard; Competency Mapping, Virtual Organizations; Emotional Intelligence and Future challenges of SHRM.

#### **Note for Paper Setter:**

The paper shall consist of following:

1. Five (5) short questions of 3 marks each at least One from each Unit. (All Compulsory) (5\*3=15)
2. Five (5) short questions of 7 mark each. (All Compulsory) (5\*7=35)
3. Four/Five (4/5) long Questions Only Two (2) be attempted of 15 marks each at least One from each Unit. (2\*15=30)

#### **Suggested Readings**

1. Dhar, R. L., (2012). 'Strategic Human Resource Management', Excel Books, New Delhi, Second edition.
2. Mello, Jeffery. A, (2012). 'Strategic Human Resource Management', Thomson Southern Western publication, Third edition.
3. Sharma, A. and Khandekar A., (2006). 'Strategic Human Resource Management', Response books, sage publications, First edition.
4. Schuler, R.S and Jackson S. E, (2006). 'Strategic Human Resource Management: Global Perspective', Wiley- Blackwell, Second edition.
5. Salaman. G, Storey .J, Billsberry.J(2006). 'Strategic Human Resource Management: Theory and Practice' Sage publication ltd. Second edition.



## **Course Title: Organisational Change**

(Discipline Specific Elective)

**Paper: UBBATE642**

**Total Marks: 100**

**Credit: 6**

**Internal Assessment: 20**

**Contact Hours: 45**

**External Examination: 80**

**Duration of Examination: 2 ½ hours**

**(For the Examinations to be held for Semester-VI at undergraduate level under CBCS in May 2019, 2020 and 2021)**

### **Objective**

To acquaint the students with issues related to the processes of organizational change and development. Also, prepare them as Organizational Change facilitators using the knowledge and techniques of behavioral science.

### **UNIT I**

Organisational Change Management: Understanding Organizational Transformation, Transformation Strategies, Process of Organizational Transformation, Nature of Organizational Change, Perspectives of Organizational Change; Models of Organizational Change: Process-based Change Models, Content-based Change Models, Individual Change Models, Integration of Change Models

## **UNIT II**

Communicating Change: Need for Communicating Change, Factors Involved in Communicating Change, Methods and Techniques for Communicating Change, Role of Top Management in Communicating Change; Process of Change Management: Change Management Process, Phases of the Change Management Process, Change Management Process Control

## **UNIT III**

Resistance to Change: Concept of Resistance to Change, Forms of Resistance, Reactions to Change, Resistance to Organizational Change Initiatives, Overcoming the Resistance to Change, Techniques to Overcome Resistance; change Agents: Meaning and Concept of Change Agents, Types of Change Agents, Role and Competencies of a Change Agent, Change Agent Styles, Areas that Change Agents can Change

## **UNIT IV**

Strategies for Implementing Change: Introduction, Types of Change Management Strategies, Factors Affecting the Choice of a Change Strategy, Formulating and Facilitating Change, Facilitating Change, Implementing Change; Evaluating Organizational Change: Concept of Monitoring and Evaluation, Measurement and Methods of Evaluation, Feedback Process, Continuous Incremental Change

### **Note for Paper Setter:**

The paper shall consist of following:

1. Five (5) short questions of 3 marks each at least One from each Unit. (All Compulsory) (5\*3=15)
2. Five (5) short questions of 7 mark each. (All Compulsory) (5\*7=35)
3. Four/Five (4/5) long Questions Only Two (2) be attempted of 15 marks each at least One from each Unit. (2\*15=30)

### **Suggested Readings**

1. Nilakant, V and Ramnarayan.S,(1998), Managing Organisational Change; New Delhi: Response Books.
2. Dijer, William G., (1984) Strategies for Managing Change, Addison-WesleyPublishing Co. Inc.
3. Harigopal,K,(2001) Management of Organisational Change – LeveragingTransformation, Response Books.
4. Virmani, B. R, (2000) 'Managing People in Organisations, Sage: Response Books.
5. Varma,Madhurendra K.(2000). 'Nurturing Change through Your Human Assets',Response Books.