

**M.G.S. UNIVERSITY,  
BIKANER**

# **SYLLABUS**

**SCHEME OF EXAMINATION AND  
COURSES OF STUDY**

**FACULTY OF MANAGEMENT**

**THREE YEAR FULL TIME  
BACHELOR OF BUSINESS ADMINISTRATION  
(BBA)**

**BBA PART I EXAM 2017  
BBA PART II EXAM 2017  
BBA PART III EXAM 2017  
BBA PART III EXAM 2018**



**सूर्य प्रकाशन मन्दिर**

दाऊजी रोड़ (नेहरू मार्ग), बीकानेर 5 (राज.)

## NOTICE

1. The Ordinances Governing the examination in the Faculties of Arts, Fine Arts, Social Sciences, Science, Commerce, Management, Engineering, Education and Law are contained in separate booklet. The students are advised to the same.
2. Changes in Statutes / Ordinances / Rules/ Regulations / Syllabus and Books may from time to time, be made by amendment or remaking, and a candidate shall, except in so far as the University determines otherwise comply with any changes that applies to years he has not completed at the time of change.
3. The syllabus is given in both the languages i.e. Hindi & English, if there is any discrepancy, English version will be authentic.
4. The list of text books/ Recommended books/Reference Books as approved by the various B.O.S. are printed along with the English version only.

**Note :** The decision taken by the Academic Council shall be final. Students are advised to refer the university website for more details.

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Published by : ADHUNIK VIGYAN PRAKASHAN, BIKANER M. : 9829280717  
For M.G.S. University, Bikaner

वर्ष 2014 व उसके बाद के वर्षों (जैसे 2014, 2015, 2016 आदि) में दाखिला लेने वाले विद्यार्थियों के लिए BBA प्रथम वर्ष का पाठ्यक्रम निम्न सारणी अनुसार मान्य होगा तथा इसी आधार पर परीक्षाएँ आयोजित की जाएगी

## **BBA FIRST YEAR EXAM 2016**

1.	General Hindi/English
2.	Elementary Computer Application
3.	Environmental Studies
101	Business and Management Concepts
102.	Financial Accounting
103.	Business Laws
104.	Organizational Behavior
105.	Business Communication
106.	Entrepreneurship and Small Business Management

वर्ष 2014 व उसके बाद के वर्षों (जैसे 2014, 2015, 2016 आदि) में दाखिला लेने वाले विद्यार्थियों के लिए BBA द्वितीय वर्ष का पाठ्यक्रम निम्न सारणी अनुसार मान्य होगा तथा इसी आधार पर परीक्षाएँ आयोजित की जाएगी

## **BBA SECOND YEAR EXAM 2016**

201	Managerial Economics
202	Research Methods
203	Financial Management
204	Business Ethics and Corporate Governance
205	Production and Operation Management
206	Marketing Management
207	Human Resource Management

वर्ष 2013 व उसके पहले के वर्षों (जैसे 2013, 2012, 2011 आदि) में दखिला लेने वाले विद्यार्थियों के लिए BBA तृतीय वर्ष का पाठ्यक्रम निम्न सारणी अनुसार मान्य होगा तथा इसी आधार वर्ष 2016 में परीक्षाएँ आयोजित की जाएगी। इसका अर्थ है कि वर्ष 2016 में BBA भाग तीन की परीक्षाएँ इस सारणी अनुसार होगी।

## **BBA THIRD YEAR EXAM 2016**

301	Small Business Management
302	Economic Environment of Business
303	Business Policy and Strategic Management
304	Summer Training Project Report and Comprehensive VIVA VOCE

*# Specialization Papers (Three papers in all with at least two from one specialization)*

Marketing Management (M Group)

Human Resource Management (HRM Group)

Accounting and Finance (F Group)

603 – M	Marketing of Services
604 – M	Product and Brand Management
605 –M	Retailing and Rural Marketing
603 – HRM	Organization Development
604 – HRM	Industrial Relations
605 –HRM	Wages and Salary Administrative
603 – F	Management of Working Capital
604 – F	Accounting Applications for Management
605 –F	Investment Management

वर्ष 2014 व उसके बाद के वर्षों (जैसे 2014, 2015, 2016 आदि) में दाखिला लेने वाले विद्यार्थियों के लिए BBA तृतीय वर्ष का पाठ्यक्रम निम्न सारणी अनुसार मान्य होगा तथा इसी आधार पर वर्ष 2017 की परीक्षाएँ आयोजित की जाएगी। इसका अर्थ है कि वर्ष 2017 में BBA भाग तीन की परीक्षाएँ इस सारणी अनुसार होगी।

## **BBA THIRD YEAR EXAM 2017**

301	Management Information System
302	Economic Environment of Business
303	Business Policy and Strategic Management
304	Summer Training Project Report and Comprehensive VIVA VOCE

# Specialization Papers (Three papers in all with at least two from one specialization)

Marketing Management (M Group)

Human Resource Management (HRM Group)

Accounting and Finance (F Group)

603 – M	Marketing of Services
604 – M	Advertising Management
605 –M	Retailing and Rural Marketing
603 – HRM	Organization Development
604 – HRM	Industrial Relations and Labour Law
605 –HRM	Training & Development and Leadership
603 – F	Management of Working Capital
604 – F	Principles and Practices of Banking
605 –F	Security Analysis and Portfolio Management

**THREE-YEAR BACHELOR OF BUSINESS ADMINISTRATION (B.B.A.)**

FOR, BBA PART I 2016 EXAMINATION  
BBA PART II 2016 EXAMINATION  
BBA PART III 2016 EXAMINATION  
BBA PART III 2017 EXAMINATION

**BBA PART - I- 2016 EXAMINATION**

**SCHEME OF EXAMINATION AND RULES REGARDING PASSING:**

Every student must secure at least 40% marks individually in each paper and 50% in aggregate to qualify for next year.

Papers from 1, 2, 3 will not be counted for calculating the aggregate marks. Candidate will have to pass (36%) the papers from 1, 2, 3 but these papers will not be considered while calculating merit of the candidate.

Each candidate will have to pass in each paper individually both in internals as well as in external examination. In each of these, he / she must secure at least 40% marks.

Each examination shall be regarded as the separate unit for the purpose of Working at the results of the candidates. The candidate must secure at least 40% marks in the individual courses in at least 4 papers out of 6 courses prescribed for BBA-I examination 2011 with 50% marks in the aggregate in such papers.

This is to be noted that the BBA-Part I Examination 2016 shall be of 70 marks and three hours duration for each paper and there shall be Internal assessment for 30 marks.

No candidate shall be considered to have pursued regular courses of study unless he/ she is certified by Head/Dean of the faculty to have attended the three fourth of the total number of classroom sessions conducted in each year during his/her course of study. Any student not complying with this requirement will not be allowed to appear in the examination.

The candidate shall be admitted to BBA-II upon his/her Completing regular course of study for one academic year and after passing the BBA-I examination 2016. If the candidate, who has failed at BBA-I 2016 but has passed at least in 4 out of 6 papers (Internals and Externals separately / Session work and theory papers separately), may be provisionally admitted to BBA II classes, after attending the regular course of study for one academic year. This is subject to the condition that along with the course prescribed for BBA-II examination he/she will also reappear and pass the paper (s) of the BBA-I examination in which he/she has failed.

Where a candidate secures the requisite percentage of marks prescribed for passing in an aggregate of all the courses, he/she shall be deemed to have passed in course in which he/she has secured at least 40% marks in BBA-I examination 2016.

Where the candidate fails to secure the requisite minimum percentage marks for a pass in aggregate of all the courses he/she shall be deemed to have passed in each course in which he/she has secured at least 50% marks.

Candidate who does not pass in at least 4 courses prescribed for BBA-I Examination shall not be eligible for the admission to BBA II classes for Appearing at BBA Part-II examinations. He/she may appear for the subsequent BBA Part-I Examination in all the prescribed courses as ex-student.

A candidate who has passed in at least 4 courses of BBA I and thereby becomes eligible for admission to BBA Part-II class, but chooses not to do so and desires to appear in all the prescribed courses of die BBA - I examination will be permitted to do

so on the condition that in the latter case, his/her previous performance will be treated as cancelled.

If the candidate fails to obtain at least 40% marks in the annual examination in a maximum of two of the annual courses, he / she can carry it as ATKT. A student can appear in the ATKT paper in the same annual exams next year.

The Candidates of BBA Part I who fail at the Internal examinations will reappear in the failed internal examination papers, the next academic year.

Candidates appearing at an examination subsequently shall be examined in accordance with scheme and syllabus in force at that time.

The course can be taught / examined / evaluated in English/Hindi Medium only.

The span period of the program is four years from the date of registration in the program.

The degree shall be awarded to successful students on the basis of the combined result of the first year, second year and third year examinations as follows:

Securing 60% and above : Ist Division

All other : 2nd Division

### 1. सामान्य हिन्दी

समय ३ घण्टे

उत्तीर्णांक : ३६

पूर्णांक - १००

S.N.	Subject	Paper	Max. Marks	Min. Marks	Max. Internal Marks	Min. Marks	Total Max. Marks Of Papers
1	Gen Hindi / English	Compulsory	100	36	-	-	100
2	Elementory Computer						
	Application	Compulsory	60	32	40	15	100
3	Environmental Studies	Compulsory	100	36	-	-	100
101	Business & Management Concept	Optional	70	28	30	12	100
102	Financial Accounting	Optional	70	28	30	12	100
103	Business Laws	Optional	70	28	30	12	100
104	Organisational Behaviour	Optional	70	28	30	12	100
105	Business Communication	Optional	70	28	30	12	100
106	Entrepreneurship & Small Business Management	Optional	70	28	30	12	100

### इकाई - १

#### साहित्य खण्ड -

(क) गद्य भाग :- निर्धारित रचनाएँ :-

- भारतवर्ष की उन्नति कैसे हो सकती है - भारतेन्दु
- मेरा जीवन - प्रेमचन्द
- मजदूरी और प्रेम - पूर्ण सिंह
- भारतीय संस्कृति की देन - हजारी प्रसाद द्विवेदी
- सोना - महादेवी वर्मा (रेखाचित्र)

## 8 / Syllabus / B.B.A.

- |     |                           |                           |
|-----|---------------------------|---------------------------|
| ६.  | राष्ट्रपिता महात्मा गांधी | – मुक्तिबोध               |
| ७.  | सवालों की नोक पर          | – मोहन राकेश              |
| ८.  | गर्दिश के दिन             | – गुलशेर अहमद खान 'शानी'  |
| ९.  | निन्दा रस                 | – हरिशंकर परसाई (व्यंग्य) |
| १०. | नेता नहीं नागरिक चाहिए    | – रामधारी सिंह दिनकर      |
| ११. | आज भी खरे हैं तालाब       | – अनुपम मिश्र             |

### इकाई - २

- (ख) पद्य भाग :- निर्धारित रचनाएँ  
१. अयोध्यासिंह उपाध्याय 'हरिऔध'  
२. मैथिलीशरण गुप्त

:-

- कर्मवीर  
– भूलोक का गौरव (भारत-भारती)  
(भूलोक का गौरव....आज भी कुछ खड़े हैं।)

संदेश यहाँ मैं नहीं स्वर्ग का लाया (साकेत-आठवां सर्ग)  
(निज रक्षा का अधिकार.....उच्च फल जैसा।)

- |     |                              |  |
|-----|------------------------------|--|
| ३.  | सूर्यकान्त त्रिपाठी 'निराला' | – तोड़ती पत्थर   |
| ४.  | जयशंकर प्रसाद                | – अरुण यह मधुमय देश हमारा, हमारा<br>प्यारा भारतवर्ष<br>(चन्द्रगुप्त से) (स्कन्दगुप्त से) |
| ५.  | सुभद्रा कुमारी चौहान         | – झाँसी की रानी  |
| ६.  | हरिवंशराय बच्चन              | – पथ की पहचान  |
| ७.  | शिव मंगल सिंह सुमन           | – परिचय (हिल्लोल से)   |
| ८.  | केदार नाथ अग्रवाल            | – जब-जब मैंने उसको देखा, यह<br>धरती उस किसान की  |
| ९.  | नागार्जुन                    | – प्रेत का बयान  |
| १०. | भवानी प्रसाद मिश्र           | – गीतफरोश  |
| ११. | ताराप्रकाश जोशी              | – आ रे आ बादल  |
| १२. | सरल विशारद                   | – यही एक दर्द, अनुभूति सुख, एक<br>अनुभूति, परिवार के चार चित्र (खामोशी<br>के रंग से)     |

### इकाई - ३

- संक्षेपण
- लोकोक्ति, मुहावरे
- शुद्धीकरण  
(क) शब्द शुद्धीकरण  
(ख) वाक्य शुद्धीकरण

### इकाई - ४

- पारिभाषिक शब्द  
शब्द युग्म  
पल्लवन  
पत्र (प्रारूप)



## इकाई - ५

निबन्ध

## परीक्षकों के लिए निर्देश :-

१. प्रश्न पत्र इकाइयों में विभक्त हो।
२. प्रत्येक इकाई से निर्देशानुसार व्याख्यात्मक एवं आलोचनात्मक प्रश्न पूछे जाएँ।
३. प्रत्येक इकाई से व्याख्यात्मक एवं आलोचनात्मक प्रश्नों को निरन्तर क्रम से पूछा जाए।
४. पाठ्यक्रम में कुछ न कुछ बदलाव होता रहता है, अतः परीक्षक पूर्ववर्ती प्रश्न पत्र को प्रमाण न मानें।

विस्तृत अंक विभाजन

## इकाई - १

- |     |  |       |        |
|-----|--|-------|--------|
| (अ) | चार व्याख्याएँ पूछी जायेंगी जिनमें से दो व्याख्याएँ करनी होंगी।    |       |        |
|     | शब्द सीमा - १५०  | अंक-६ | ६X२=१२ |
| (ब) | चार आलोचनात्मक प्रश्न पूछे जायेंगे जिनमें से दो प्रश्न करने होंगे। |       |        |
|     | शब्द सीमा - २५०  | अंक-७ | ७X२=१४ |

## इकाई - २

- |     |  |       |        |
|-----|--|-------|--------|
| (अ) | चार व्याख्याएँ पूछी जायेंगी जिनमें से दो व्याख्याएँ करनी होंगी।    |       |        |
|     | शब्द सीमा - १५०  | अंक-६ | ६X२=१२ |
| (ब) | चार आलोचनात्मक प्रश्न पूछे जायेंगे जिनमें से दो प्रश्न करने होंगे। |       |        |
|     | शब्द सीमा - २५०  | अंक-७ | ७X२=१४ |

## इकाई - ३

- |     |                     |   |
|-----|---------------------|---|
| (अ) | संक्षेपण            | ५ |
| (ब) | लोकोक्ति व मुहावरे  | ५ |
| (स) | शुद्धिकरण :-        |   |
|     | (क) शब्द शुद्धिकरण  | ५ |
|     | (ख) वाक्य शुद्धिकरण | ५ |

## इकाई - ४

- |     |                |   |
|-----|----------------|---|
| (अ) | पारिभाषिक शब्द | ४ |
| (ब) | शब्द युग्म     | ४ |
| (स) | पल्लवन         | ५ |
| (द) | पत्र (प्रारूप) | ५ |

## इकाई - ५

निबन्ध—किसी भी विषय पर पाँच निबन्ध पूछे जायेंगे जिनमें से एक करना होगा। १०

**प्रारम्भिक हिन्दी**

(सामान्य हिन्दी के स्थान पर केवल अहिन्दी भाषी क्षेत्रों से आये हुए विद्यार्थियों के लिए)

समय - ३ घण्टे

उत्तीर्णांक - ३६

पूर्णांक - १००

पाठ्यक्रम :-

**१. गद्य संग्रह**

- (क) **जीवनी** - प्रेमचन्द : लमही में जन्म एवं अन्तिम बीमारी - अम तराय (कलम का सिपाही से)
- (ख) **आत्मकथा** - अपनी खबर : पांडेय बेचन शर्मा 'उग्र' ('अपनी खबर' से)
- (ग) **यात्र साहित्य** - शान्तिनिकेतन में : राहुल सांकृत्यायन ('मेरी जीवन यात्रा' से)
- (घ) **गद्य काव्य** - गद्य-काव्य अ टक : वियोगी हरि (श्रद्धाकण से)
- (ङ) **हास्य-व्यंग्य**-एकलव्य ने गुरु को अंगूठा दिखाया: हरिशंकर परसाई(सदाचार का ताबीज से)
- (च) **संस्मरण** - तीस बरस का साथी-रामविलास शर्मा : अम तलाल नागर (जिनके साथ जिया से)
- (छ) **रेखाचित्र** - गिल्लू : महादेवी वर्मा ('मेरा परिवार' से)
- (ज) **गो ठी प्रसंग**- 'विवेचना'-वार्षिकोत्सव : विवेचक ('माध्यम', दिस.,६६ से)
- (झ) **डायरी** - प्रवास की डायरी - कुछ विशिष्ट पन्ने : हरिवंशराय बच्चन (प्रवास की डायरी से)
- () **टिप्पणी** - हाशिए पर कुछ नोट्स : गजानन माधव मुक्तिबोध (एक साहित्यिक की डायरी से)
- (ट) **भेंटवार्ता** - श्री बालकृष्ण शर्मा 'नवीन' : प सिंह शर्मा 'कमलेश' (में इनसे मिला से)
- (ठ) **पत्र** - प सिंह शर्मा के पत्र : सं. बनारसीदास चतुर्वेदी (पारसनाथ सिंह, वियोगी हरि, बनारसी दास चतुर्वेदी, हरिशंकर शर्मा, पं. श्रीराम शर्मा एवं नाथूराम शर्मा 'शंकर' के नाम)

२. **व्याकरण** : शब्द विचार, वाक्य विन्यास, वाक्य खण्ड, पद क्रम का ज्ञान तथा इनमें होने वाली सामान्य त्रुटियों का ज्ञान

३. (क) मुहावरे एवं लोकोक्तियों का प्रयोग, वाक्यों में रिक्त स्थानों की पूर्ति, समान दिखने वाले शब्दों का अर्थ, भेद अथवा वाक्यों में प्रयोग

(ख) पत्र लेखन अथवा निबन्ध

**अंक विभाजन :-**

पुस्तकों पर आधारित ५० अंक (२०+१५+१५ के तीन प्रश्न)

व्याकरण से सम्बन्धित २० अंक (५+५+५+५ के चार प्रश्न संज्ञा, सर्वनाम

क्रिया और विशेषण संबंधी)

रचना से सम्बन्धित

(क) मुहावरे एवं लोकोक्तियां आदि

१० अंक

(ख) पत्र लेखन

१० अंक

(ग) निबन्ध

१० अंक

**GENERAL ENGLISH**

M.M. 100

Duration : 3 hrs.

Min. Marks 36

**A. Grammar**

**[10 Marks]**

- ◆ Determiners
- ◆ Tenses and Concord
- ◆ Auxiliaries
- ◆ Prepositions
- ◆ Basic Sentence Patterns

**B. Transformations**

**[10 Marks]**

- ◆ Active to Passive Voice
- ◆ Simple to Compound / Complex
- ◆ Declarative into Negative/ Interrogative
- ◆ Direct to Indirect Speech

**C. Comprehension**

**[50 Marks]**

- ◆ Comprehension of an Unseen Passage [10 Marks]
- ◆ Comprehension (from the following Texts): Comprehension based Questions of 10 Marks will be asked from Prose, Short Stories, One Act Play and Poetry each [40 Marks]

**Prose**

- ◆ A.P.J. Abdul Kalam: The Power of Prayer
- ◆ Martin Luther King: I have a Dream
- ◆ Albert Einstein: The World as I see it

**Short Stories**

- ◆ Leo Tolstoy: The Three Questions
- ◆ Ruskin Bond: A Face in the Darkness

**One Act Play**

- ◆ Cedric Mount: The Never Never Nest

**Poetry**

- ◆ R.N. Tagore : Heaven of Freedom
- ◆ John Donne : Death be not Proud
- ◆ Swami Vivekanand : Kali the Mother

**D. Written Composition**

**[30 Marks]**

- ◆ Precis Writing [5 Marks]
- ◆ Paragraph Writing [10 Marks]
- ◆ Letter Writing (Formal and Informal) [5 Marks]
- ◆ Report Writing [10 Marks]

**Suggested Readings:**

Murphy, Raymond: Intermediate English Grammar ( CUP)  
Huddleston, Rodney: English Grammar: An Outline (CUP)  
Greenbaum, Sidney: The Oxford English Grammar (OUP)

## HISTORY OF INDIAN CIVILISATION

(In lieu of compulsory subject of General Hindi an Foreign Students)

Min. pass Marks 36

Duration 3 hrs

Max. Marks 100

One paper 1½ Hrs. Duration

- (A) Outline of Historical Development : Indus Valley and the Aryans. Rise of Empires-Mauryas and Gupta. Impact of Islam. The Rajput and Akbar. The British Impact. The National Movement Gandhi and Nehru.
- (B) Social life and Cultural Heritage : Family, Caste, Education, Buddhism and Jainism, Bhakti Movement. Literary and Art Heritage, Epics Kalidas, Tulsida, Tagore, Sanchi Ajanta Temple Architecture, Mughal Architecture. Rajput and Mughal Painting.

## 2. ELEMENTARY COMPUTER APPLICATIONS

Theory :

Max. Marks: 60

Min. Passing Marks: 22

Duration: 3 Hours

Practical: Max Marks 40 Minimum Marks : 15

Time: 3 Hours

### Note:

1. Passing in theory and practical examination separately shall be necessary by securing at least 36% marks. Maximum marks for theory will be 60 and maximum marks for practical paper will be 40. Minimum marks for theory and practical shall be 22 and 15 respectively.
2. The theory paper shall consist of 60 objective type questions. Each question will carry 1 mark. Candidates will have to write correct answer (A) or (B) or (C) or (D) in space provided against the questions on OMR answer sheet.

roduction to Information Technology, Generation of Computers, Types of computers: Micro, Mini, Mainframe, Super,

Architecture of Computer System: CPU, ALU Primary Memory: RAM, ROM, Cache memory, Secondary Memories, Input/Output device, Pointing device.

Number System (binary, octal, decimal and hexadecimal) and their conversions, Logic gates, Languages: machine, assembly and high level languages including 3GL, 4GL,

Concept of Operating System, need and types of operating systems: batch, single user, multiprocessing, and time sharing, introduction to Windows and its simple commands.

Internet: Concept, email services, www, web browsers, search engines, simple programs in HTML, type of HTML document, documents structures: element, type and character formatting, tables, frames and forms, E-mail.

Word Processing packages: Standard features like toolbar, word wrap, text formatting, paragraph formatting, effect to text, mail merge.

Spreadsheet Packages: Type of entries, Simple arithmetic calculations, formula and statistical functions, Different types of charts, Sorting, searching, formatting, printing.

Computer Networking: Type of networks, LAN, MAN and WAN, concept of topology, bridges, routers, gateways, modems, ISDN leased lines, teleconferencing and videoconferencing.

E-Commerce: Concept of e-commerce, benefits and growth of e-commerce, e-commerce categories, e-Governance, EDI, electronic funds transfer on EDI networks Electronic payment system.

Laboratory: The laboratory exercise will be designed to help in the understanding of concepts of computer and the utilization in the areas outlined in the theory syllabus. The emphasis should be on practical usage rather than on theoretical concept only. In addition, DOS, MS Windows, MS Word, MS Excel, MS Power Point packages has to be practiced in the lab.

The practical examination scheme should be as follows:

- |  |         |
|--|---------|
| a) Record/ Sessionals                  | 7 marks |
| b) Viva-Voce                           | 8 marks |
| c) Practical Exercise (DOS)            | 5 marks |
| d) Practical Exercise (MS Windows)     | 5 marks |
| e) Practical Exercise (MS Word)        | 5 marks |
| f) Practical Exercise (MS Excel)       | 5 marks |
| g) Practical Exercise (MS Power Point) | 5 marks |

### References:

1. Computer Fundamental By P.K. Sinha (BPB Publications)
2. Computer Made Easy For Beginners (in Hindi) By Niranjana Bansal, Jayshri Saraogi
3. IT Tools and Applications By Satish Jain, Shashank Jain, Dr. Madhulika Jain (BPB Publication).
4. Rapidex computer Course, Vikas Gupta, Pustak Mahal.

## 3. ENVIRONMENTAL STUDIES

### Note.

1. The marks secured in this paper shall not be counted in awarding the division to a candidate.
2. The candidate have to clear compulsory paper in three years.
3. Non appearing or absent in the examination of compulsory paper will be counted a chance.

### The syllables and scheme of examination is as under:

Compulsory in 1<sup>st</sup> year for all streams at undergraduate level

### SCHEME OF EXAMINATION

Time 2 hrs.

Max. Marks 100

Min. Pass marks 36

1. The paper will be of 100 marks.
2. There will be no practical/Field work, instead student should be aware of ecology of local area; the question related to field work of local area can be asked by paper setter.
3. There will be 100 questions in the paper of multiple choice, each question of 1 mark.
4. There will be no negative marking in the assessment.  
Core Module syllabus for Environmental Studies for Under Graduate Courses of All Branches of Higher Education

#### **Unit-1 : The multidisciplinary nature of environmental studies.**

- Definition scope and awareness.
- Need for public awareness.

#### **Unit-2 : Natural Resources :**

- Renewable and non-renewable resources
- Natural resources and associated problems.
- Forest resources.
- Use and over-exploitation.
- Deforestation.
- Timber exploitation.
- Mining
- Dams and their effects on forests and tribal people.
- Water resources.
- Use and over utilization of surface and ground water.
- Floods
- Drought
- Conflicts over water
- Dams benefits and problems.
- Mineral resources.
- Use and exploitation.
- Environmental effects of extracting and using mineral resources.
- Food resources.
- World food problems.
- Changes caused by agriculture and overgrazing.
- Effects of modern agriculture.
- Fertilizer, pesticide problems.
- Water logging.
- Salinity

#### **Energy resources :**

- Growing energy needs.
- Renewable and non-renewable energy resources.
- Use of alternate energy resources.

### **Land resources :**

- Land as a resource.
- Land degradation.
- Man induced land slides.
- Soil erosion & desertification.

Role of an individual in conservation of natural resources. Equitable use of resources for sustainable system.

### **Unit-3 : Ecosystem:**

- Concept of an ecosystem.
- Structure and function of an ecosystem.
- Producers, consumers and decomposers.
- Energy flow in the ecosystem.
- Ecological succession.
- Food chains, food webs and ecological pyramids.
- Introduction types, characteristic features, structure and function of the following ecosystems.
- Forest ecosystem.
- Grassland ecosystem
- Desert ecosystem.
- Aquatic ecosystems (ponds, streams, lakes, rivers, oceans estuaries).

### **Unit-4 : Biodiversity and its conservation:**

- Introduction, definition and diversity at genetic, species and ecosystem level.
- Biogeographically classification of India.
- Value of biodiversity, consumptive use productive use, social, ethical, aesthetic and option values.
- Biodiversity at global, national & local levels.
- India as a mega-diversity nation.
- Hot-spots of biodiversity.
- Threats to biodiversity - habitat loss poaching of wild life, man-wild life conflicts.
- Endangered and endemic species of India.
- Conservation of biodiversity – In situ and Ex-situ conservation of biodiversity.

### **Unit-5 : Environmental Pollution :**

- Definition, causes, effect and control measures of
- Air pollution.
- Water pollution
- Soil pollution.
- Marine pollution
- Noise pollution
- Thermal pollution

- Nuclear hazards.
- Solid waste management : Causes, effects and control measures of urban industrial wastes.
- Role of an individual in prevention of pollution.
- Disaster management : Flood, earthquake, cyclone and land slides.

#### **Unit-6 : Social issues and the environment :**

- From unsustainable to sustainable development
- Urban problems related to energy.
- Water conservation, rain water harvesting, water shed management.
- Settlement and rehabilitation of people, its problem of concerns.
- Environmental ethics-issues and possible solutions. Ozone layer depletion, nuclear accidents.
- Wasteland reclamation.
- Consumerism and waste products.
- Environmental protection Act.
- i. Air ( ) prevention and control of pollution Act
- ii. Wild life protection Act
- iii. Forest conservation Act.
- Issues involved in enforcement of environmental legislation.
- Public awareness.

#### **Unit-7 : Human Population and the Environment :**

- Population growth, variation among nations.
- Population explosion-Family welfare programme.
- Environment and Human health.
- Human rights.
- Value education.
- HIV/AIDS
- Women & child welfare.
- Role of information technology in environment and human health.

#### **Field Work**

- Visit to a local area to document environmental assets-river/forest/ grassland/ hill/ mountain.
- Visit to local polluted site- Urban/rural/industrial/agricultural.
- Study of common plants, insects. Birds.
- Study of simple ecosystem-Pond, river, hill slope etc.

#### **Books recommended :**

- |                         |   |
|-------------------------|---|
| 1 पर्यावरण अध्ययन       | - वर्मा, गैना, खण्डेलवाल, रावत            |
| 2 पर्यावरण विज्ञान      | - पी.सी. त्रिवेदी, गरिमा गुप्ता           |
| 3 पर्यावरण अध्ययन       | - सुरेश आमेता, शिप्रा भारद्वाज            |
| 4 Environmental studies | - Pratap Singh, N.S. Rathore, A.N. Mathur |



- |   |                 |   |                        |
|---|-----------------|---|------------------------|
| 5 | पर्यावरण अध्ययन | – | बाकरे, बाकरे वाघवा     |
| 6 | पर्यावरण अध्ययन | – | मनोज यादव, अनूपमा यादव |

## 101 BUSINESS AND MANAGEMENT CONCEPTS

### Scheme of Examination:

There will be internal assessment for 30 marks and final examination (external) will be for 70 marks.

20 marks out of 30 internal assessment marks shall be based on the performance of the student in the internal tests. Two best out of the three internal tests shall be considered for awarding these marks.

10 marks shall be based on the overall performance of the student in the class on the basis of attendance, class participation, seminars, projects etc.

Final Examination paper shall consist of three sections for a total 70 marks-

Section A : 10 questions of 2 marks each to be attempted in 50 words each.

Two questions from each unit to be set.

Section B : 3 out of 5 questions of 10 marks each have to be attempted in 500 words. One question from each unit to be set.

Section C : Case study/Applied question from any of the unit(s) of 20 marks.

### UNIT-I

Fundamentals of Business. Forms and choice of Business organisation.

Management concepts: features, principles, process, functions, roles & responsibilities of managers, emerging concepts in management, Evolution of management thought & approaches.

### UNIT-II

Planning: Concept, purpose, principles, process, organisation structure, project and matrix structure, delegation and decentralisation.

### UNIT-III

Organisation: Concept, purpose, principles, process, organisation structure, project and matrix structure, delegation and decentralisation.

Staffing: Manpower planning, recruitment selection, induction, training and development.

### UNIT-IV

Directing & Controlling: Concept, purpose, process, controlling methods and techniques.

### UNIT-V

Communication: Concept, purpose, process, principles, types & method of communication, role of communication.

### Books Recommended:

1. R. D. Agarwal Organisation and Management, Tata McGraw Hill, New Delhi.
2. Koontz "O" Donnel: management, 8th Ed. International Student and Weihrich Edition, Kogakusha, Tokyo Newsman and Warren
3. The process of Management concept behaviour and practice "Prentice Hall of India."
4. N. C. Chatterji: The Principles of Management World Press, Calcutta Stoner: Management ( Prentice Hall of India, New Delhi 1992)
5. Y.K. Bhusan: Business Organisation and Management (M/s Sultan Chand & Sons, New Delhi)

6. Management Concept and Organisational Behaviour-G.S. Sudha (RBSA Publishers, Chaura Rasta, Jaipur)
7. Management - G.S. Sudha (RBSA Publishers, Chaura Rasta, Jaipur)
8. Principles of Management - B.S. Mathur (National Publishing House, Chaura Rasta, Jaipur)

## 102 FINANCIAL ACCOUNTING

Scheme of Examination:

There will be internal assessment for 30 marks and final examination (external) will be for 70 marks.

20 marks out of 30 internal assessment marks shall be based on the performance of the student in the internal tests. Two best out of the three internal tests shall be considered for awarding these marks.

10 marks shall be based on the overall performance of the student in the class on the basis of attendance, class participation, seminars, projects etc.

Final Examination paper shall consist of three sections for a total 70 marks-

Section A : 10 questions of 2 marks each to be attempted in 50 words each.

Two questions from each unit to be set.

Section B : 3 out of 5 questions of 10 marks each have to be attempted in 500 words. One question from each unit to be set.

Section C : Case study/Applied question from any of the unit(s) of 20 marks.

### UNIT I

Accounting; Meaning nature, functions; objectives and usefulness. Accounting as an information system in an organisation.

Concepts and Conventions of accounting.

Concepts of business transaction, classification of accounts, rules of debit and credit.

### UNIT II

Accounting process: Journal; Purpose, ruling and recording of journal and subdivision of Journal. Ledger; Purpose, ruling and posting, balancing, types and subdivisions.

### UNIT III

Preparation of trial balance; Accuracy of trial balance, Accounting errors, ratification of errors, effects of errors on final accounting.

Accounting for bills of exchange, Accounting for self ledger, accounting for depreciation. Inventory valuation methods

### UNIT IV

Preparation of final accounts; Concept and measurement of income, matching of cost and revenue, difference between capital and revenue, balance sheet concept and purpose, assets and liabilities as preparation of trading account. Profit and loss account (only for sole proprietorship and partnership firms)

### UNIT V

Accounting of consignment. Account for non-profit organisations.

Insurance claim, Departmental & Branch Accounts (Including foreign branch)

### Books Recommended:

1. Book Keeping & Accountancy : Jain, Khandelwal, Pareek, Ajmera Book Co., Tripolia Bazar, Jaipur
2. Advance accountancy: by Shukla and Grewal (Latest Edition)
3. Principle and Practice of accounting by R.L Gupta & V.K. Gupta (Sultan Chand and Sons, New Delhi)

4. Accounting Theory and Practice: by Juneja, Saxena (Kalyani Publishers)
5. Modern Accounting - Volume I and II - by: A. Mukherjee and M. Hanif
6. Financial Accounting - Sharma, Choudhary, Kiradoo, Ramesh Book Depot, Jaipur

### 103 BUSINESS LAWS

#### Scheme of Examination:

There will be internal assessment for 30 marks and final examination (external) will be for 70 marks. 20 marks out of 30 internal assessment marks shall be based on the performance of the student in the internal tests. Two best out of the three internal tests shall be considered for awarding these marks. 10 marks shall be based on the overall performance of the student in the class on the basis of attendance, class participation, seminars, projects etc. Final Examination paper shall consist of three sections for a total 70 marks-

Section A : 10 questions of 2 marks each to be attempted in 50 words each.

Two questions from each unit to be set.

Section B : 3 out of 5 questions of 10 marks each have to be attempted in 500 words. One question from each unit to be set.

Section C : Case study/Applied question from any of the unit(s) of 20 marks.

#### UNIT-I

The Indian Contract Act 1872 (Section 1 to 75 & 124 to 238)

#### UNIT-II

The Sale of Goods Act 1930 (Sections 1 to 54 & 64 only)

#### UNIT-III

The negotiable Instruments Act 1881 (Section 1 to 25, 31 to 101, 118, 138 to 142)

Consumer Protection act

#### UNIT IV

Arbitration Act

#### UNIT-V

Common Carriers Act

#### Books Recommended:

1. The Indian Contract Act: by : Dr. Avtar Singh
2. Business Regulatory Frame Work / Business Law (Hindi Edition)  
: Dr. Ashok Sharma etc., Ajmera Book Co., Tripolia Bazar, Jaipur
3. Mercantile Law: by : Mulla
4. Mercantile Law: by : N.D. Kapoor
5. A study of Industrial Law: by : G.M. Kothari
6. Principles and Prattice of Commercial Law - M.J. Mathew (RBSA Publishers,  
Chaura Rasta, Jaipur)
7. Mercantile Law - Davar
8. Elements of Mercantile Law - S.N. Kapoor
9. Business Law - Dr. R.L. Nolkha (Ramesh Book Depot, Jaipur)

### 104 ORGANISATIONAL BEHAVIOUR

#### Scheme of Examination:

There will be internal assessment for 30 marks and final examination (external) will be for 70 marks. 20 marks out of 30 internal assessment marks shall be based on the performance of the student in the internal tests. Two best out of the three internal

tests shall be considered for awarding these marks. 10 marks shall be based on the overall performance of the student in the class on the basis of attendance, class participation, seminars, projects etc. Final Examination paper shall consist of three sections for a total 70 marks-

Section A : 10 questions of 2 marks each to be attempted in 50 words each.  
Two questions from each unit to be set.

Section B : 3 out of 5 questions of 10 marks each have to be attempted in 500 words. One question from each unit to be set.

Section C : Case study/Applied question from any of the unit(s) of 20 marks.

#### UNIT-I

A Social Systems Approach.  
Perception, Learning & Motivation.

#### UNIT-II

Theories of Personality.  
Formation of attitudes and value systems.

#### UNIT-III

Leadership and team building factors affecting Group performance.  
Resolving Conflicts

#### UNIT-IV

Organisational Structure and design  
Management of change. Stress and Stress management.

#### UNIT-V

Management by objectives, Research studies and case studies in organisational behaviour

#### Books Recommended:

1. Robbins S. P.: Organisational Behaviour: Concept, controversies and applications. New Delhi, 1988, 3rd Edn. Prentice Hall.
2. Pareek U. others: Behavioural Process in Organisation, Oxford & IBH, New Delhi, 1981.
3. Fundamentals of Organisation Theory and Behaviour-M.J. Mathew (RBSA Publishers, Chaura Rasta, Jaipur)
4. Organisational Behaviour - L.M. Prasad (S.Chand & Co., Delhi)
5. Fundamentals of organisational Behaviour By - Stocum (ISBN-9788131502419)
6. Human Behaviour at work - Keith Davis (Tata Mcgraw Hill, Publishing Co., New Delhi)
7. Fred Luthans-Organisational Behaviour (Mcgraw Hill, New Delhi)
8. Organisation Theory and Behaviour (Himalaya Publishing House, New Delhi)
9. Management Concept and Organisational Behaviour-G.S. Sudha (RBSA Publishers, Chaura Rasta, Jaipur)
10. Organisational Behaviour by A.K. Korman
11. Human Relation and Organisational Behaviour by R.S. Dwivedi
12. Management of organisational Behaviour by paul hersey and kenned H. Blanchard.

### 105 BUSINESS COMMUNICATION

Scheme of Examination:

There will be internal assessment for 30 marks and final examination (external) will be for 70 marks.

20 marks out of 30 internal assessment marks shall be based on the performance of the student in the internal tests. Two best out of the three internal tests shall be considered for awarding these marks.

10 marks shall be based on the overall performance of the student in the class on the basis of attendance, class participation, seminars, projects etc.

Final Examination paper shall consist of three sections for a total 70 marks-

Section A : 10 questions of 2 marks each to be attempted in 50 words each.

Two questions from each unit to be set.

Section B : 3 out of 5 questions of 10 marks each have to be attempted in 500 words. One question from each unit to be set.

Section C : Case study/Applied question from any of the unit(s) of 20 marks.

#### **Unit I**

Introduction of communication, Process & Importance of communication, Importance of Feedback in Communication, Barriers & Gateway of communication.

#### **Unit – II**

Types of Communication – Verbal, Non verbal, written, Formal & Informal networks – Importance of Grapevine, Interpersonal & Intrapersonal Communication.

#### **Unit – III**

Written Communication - Need and functions of business letters - Planning & layout of business letter - Kinds of business letters - Essentials of effective correspondence

#### **Unit – IV**

Report Writing - What is report, Importance of Reports, Types of reports, Characteristic of good report, Format or reports

#### **Unit – V**

Application for employment and resume, Notices, Agenda and Minutes of the Meetings, Memos

#### **Suggested Readings:-**

1. Anjaneet Sethi, Bhavana Adhikari (2010) Business Communication, Tata Macgraw hills,
2. R K Madhukar (2009) Business Communication, Vikas Publishing House,
3. Rajesh Viswanathan, (2010) *Business Communication*, Himalya Publishing House
4. K.C. Goyal , Singh (2011-2012) *Business Communication*, Ramesh Book Depot

### **106 ENTREPRENEURSHIP & SMALL BUSINESS MANAGEMENT**

Scheme of Examination:

There will be internal assessment for 30 marks and final examination (external) will be for 70 marks.

20 marks out of 30 internal assessment marks shall be based on the performance of the student in the internal tests. Two best out of the three internal tests shall be considered for awarding these marks.

10 marks shall be based on the overall performance of the student in the class on the basis of attendance, class participation, seminars, projects etc.

Final Examination paper shall consist of three sections for a total 70 marks-

Section A : 10 questions of 2 marks each to be attempted in 50 words each.

Two questions from each unit to be set.

Section B : 3 out of 5 questions of 10 marks each have to be attempted in 500 words. One question from each unit to be set.

Section C : Case study/Applied question from any of the unit(s) of 20 marks.

**Unit – I**

Concept of Entrepreneur and Entrepreneurship- its evolution, characteristics, role of Entrepreneurship in Economic Development, Entrepreneurship in India- Factors and Institutional framework. Theories of Entrepreneurship.

**Unit – II**

Relationship between small and large business, problems of small scale industries in the Indian context, growth of SSI's and Entrepreneurial Motivation, Policy support to small scale industries and Entrepreneurship.

**Unit – III**

Forms of Ownership- Structural patterns, Entrepreneurial Development and Training, aspects involved in the growth of Entrepreneurial Environment.

**Unit – IV**

Projects managements- Project idea to Project Appraisal. Issues in financing small business.

**Unit – V**

Production and Operation Management, issues in small business, marketing channels/ methods in small business, problem of Entrepreneurship- reasons and remedies.

**Suggested Readings :-**

1. Bholanath Dutta (2010) *Entrepreneurship Management, - Text and Cases*, Excel Books
2. Vasant Desai, (2010) *Fundamental of Entrepreneurship and Small & business management*, Himalya Publishing house
3. Renu Arora, SK Sood, (2010) *Entrepreneurship Development*, Kalyani Publishers
4. Lal, Sahai (2010) *Entrepreneurship, 2<sup>nd</sup> Edition*, Excel Books

**THREE-YEAR BACHELOR OF BUSINESS ADMINISTRATION  
(B. B. A.) SECOND YEAR  
FOR BBA PART II 2016 EXAMINATION  
SCHEME OF EXAMINATION AND RULES REGARDING PASSING:**

S.N.	Subject	Paper	Max. Marks	Min. Marks	Max. Internal Marks	Min. Marks	Total Max. Marks Of Papers
201	Managerial Economics	Optional	70	28	30	12	100
202	Research Methods	Optional	70	28	30	12	100
203	Financial Management	Optional	70	28	30	12	100
204	Business Ethics & Corporate Governance	Optional	70	28	30	12	100
205	Production and Operation Management	Optional	70	28	30	12	100
206	Marketing Management	Optional	70	28	30	12	100
207	Human Resources Management	Optional	70	28	30	12	100

Every student must secure at least 40% marks individually in each paper and 50% in aggregate to qualify for next year.

Each candidate will have to pass in each paper individually both in internals as well as in external examination. In each of these, he / she must secure at least 40% marks.

Each examination shall be regarded as the separate unit for the purpose of Working at the results of the candidates. The candidate must secure at least 40% marks in the individual courses in at least 5 papers out of 7 courses prescribed for BBA-II with 50% marks in the aggregate in such papers.

The BBA-Part II Examination 2016 shall be of 70 marks and three hours duration for each paper and there shall be Internal assessment for 30 marks.

No candidate shall be considered to have pursued regular courses of study unless he/she is certified by Head/Dean of the faculty to have attended the three fourth of the total number of classroom sessions conducted in each year during his/her course of study. Any student not complying with this requirement will not be allowed to appear in the examination.

The candidate shall be admitted to BBA-III examination upon his/her Completing regular course of study for one academic year and after passing the BBA-II examination. If the candidate, who has failed at BBA-II but has passed at least in 5 out of 7 papers (Internals and Externals separately / Session work and theory papers separately), may be provisionally admitted to BBA III classes, after attending the regular course of study for one academic year. This is subject to the condition that along with the course prescribed for BBA-III examination he/she will also reappear and pass the paper (s) of the BBA-II examination in which he/she has failed.

Where a candidate secures the requisite percentage of marks prescribed for passing in an aggregate of all the courses, he/she shall be deemed to have passed in course in which he/she has secured at least 40% marks in BBA-II examination.

Where the candidate fails to secure the requisite minimum percentage marks for a pass in aggregate of all the courses he/she shall be deemed to have passed in each course in which he/she has secured at least 50% marks.

Candidate who does not pass in at least 5 courses prescribed for BBA-II Examination shall not be eligible for the admission to BBA III classes for Appearing at BBA Part-III examinations. He/she may appear for the subsequent BBA Part-II Examination in all the prescribed courses as ex-student.

A candidate who has passed in at least 5 courses of BBA II and thereby becomes eligible for admission to BBA Part-III class, but chooses not to do so and desires to appear in all the prescribed courses of the BBA - II examination will be permitted to do so on the condition that in the latter case, his/her previous performance will be treated as cancelled.

The Candidates of BBA Part II who fail at the Internal examinations will reappear in the failed internal examination papers, the next academic year.

If the candidate fails to obtain at least 40% marks in the annual examination in a maximum of two of the annual courses, he / she can carry it as ATKT. A student can appear in the ATKT paper in the same annual exams next year.

A student to be eligible for the third year, has to clear all the papers offered during the first year within two years (BBA Part I or BBA Part II).

Candidates appearing at an examination subsequently shall be examined in accordance with scheme and syllabus in force at that time.

The course shall be taught / examined / evaluated in English Medium only.

The span period of the BBA program is four years from the date of registration in the program.

The degree shall be awarded to successful students on the basis of the combined result of the first year, second year and third year examinations as follows:

Securing 60% and above : 1<sup>st</sup> Division

All other : 2<sup>nd</sup> Division

**(Every student is required to undergo a Summer Training of 45 days in an organisation of repute after completion of BBA II Examinations. )**

### **201 MANAGERIAL ECONOMICS**

#### **Scheme of Examination:**

There will be internal assessment for 30 marks and final examination (external) will be for 70 marks.

20 marks out of 30 internal assessment marks shall be based on the performance of the student in the internal tests. Two best out of the three internal tests shall be considered for awarding these marks.



10 marks shall be based on the overall performance of the student in the class on the basis of attendance, class participation, seminars, projects etc.

Final Examination paper shall consist of three sections for a total 70 marks-

Section A : 10 questions of 2 marks each to be attempted in 50 words each.  
Two questions from each unit to be set.

Section B : 3 out of 5 questions of 10 marks each have to be attempted in 500 words. One question from each unit to be set.

Section C : Case study/Applied question from any of the unit(s) of 20 marks.

### **UNIT-I**

The meaning, scope and methods of managerial economics. Economics concepts relevant to the business. Demand and supply, production. Distribution, consumption and consumption function, cost, price Competition, monopoly profit -Optimisations, Margin & Average Elasticity, Micro & Macro Analysis.

### **UNIT-II**

Demand Analysis and Business forecasting. Marketing structure, Factors influencing Demand Elasticity and Demand Level, Demand analysis for various products and situations. Determinants of Demand for durable and non-durable goods, Long run & short-run, derived and autonomous Demand, Industry & firm Demand

### **UNIT-III**

Production function Analysis. Factors of production, laws of production, Stages of production, Concepts of cost and revenue. Break Even point.

### **UNIT-IV**

Pricing Decision: Pricing and output decision under perfect and imperfect competition, oligopoly and monopoly. Pricing methods, products line pricing, specific pricing problems, price problems; price discrimination, price forecasting.

### **UNIT-V**

Theories of factor pricing: Wages, Rent & Interest.

Profit Management: Role of profit in the economy, nature and Measurement of profit, profit policies, profit maximisation, profit planning.

### **Books Recommended**

1. Managerial Economics-Saraswat, Lodha, Sharma, Kiradoo, Ajmera Book Co., Jaipur.
2. Mote V L. & Gupta G. S. Managerial Economics - Concepts and cases. Tata Mc Graw Hill, New Delhi.
3. Rangaragarn C. & Dholakia. H. : Macro economics, McGraw Hill, New Delhi.
4. Varshney R. L. & Maheshwari K. L. : Managerial Economics, Sultan Chand & Sons, New Delhi.
5. Business Economics-C.M. Choudhary (RBSA Publishers, Jaipur)

6. Principles of Economics-by M.L.Jhingar (Vikas Publishing House, New Delhi)
7. Principles of Economics-M.L.Seth (Laxmi Narain Agarwal, Agra)
8. Business Economics-N.D.Mathur (Shivam Book House P. Ltd., Jaipur)
9. Managerial Economics-D.N.Dwivedi (Vikas Publishing House, New Delhi)
10. Fundamentals of Business and Managerial Economics-by D.M. Mithani (Himalaya Publishing House, New delhi)
11. Economics by Paul A. Samuelson (Tata Mcgraw Hill, New Delhi)

## 202 RESEARCH METHODS

### **Scheme of Examination:**

There will be internal assessment for 30 marks and final examination (external) will be for 70 marks.

20 marks out of 30 internal assessment marks shall be based on the performance of the student in the internal tests. Two best out of the three internal tests shall be considered for awarding these marks.

10 marks shall be based on the overall performance of the student in the class on the basis of attendance, class participation, seminars, projects etc.

Final Examination paper shall consist of three sections for a total 70 marks-

Section A : 10 questions of 2 marks each to be attempted in 50 words each.  
Two questions from each unit to be set.

Section B : 3 out of 5 questions of 10 marks each have to be attempted in 500 words. One question from each unit to be set.

Section C : Case study/Applied question from any of the unit(s) of 20 marks.

### **UNIT-I**

**Business Research** – Meaning, types, process of research- management problem, defining the research problem, formulating the research Hypothesis, developing the research proposals, research design formulation, sampling design, planning and collecting the data for research, data analysis and interpretation. Research Application in business decisions, Features of good research study.

### **UNIT-II**

**Types of Business Research Design:** Exploratory Research Design, Conclusive Research Design, Experimental Research Design, Observational Research Design, Qualitative Research Design, Cross Sectional Research Design, Descriptive Research Design, and Empirical Research Design

**Sampling:** Concepts- Types of Sampling - Probability Sampling – simple random sampling, systematic sampling, stratified random sampling, cluster sampling -Non Probability Sampling – convenience sampling- judgmental sampling, snowball sampling- quota sampling – Errors in sampling.

### UNIT-III

**Data Collection:** Primary and Secondary data

**Measurement and Scaling Techniques:** Basic measurement scales-Nominal scale, Ordinal scale, Interval scale, Ratio scale. Attitude measurement scale - Likert's Scale, Semantic Differential Scale, Multi-Dimensional Scaling.

### UNIT-IV

**Hypothesis:** Meaning, Types, characteristics, source, Formulation of Hypothesis, Errors in Hypothesis

**Parametric and Non Parametric Test:** T-Test, Z-Test, the rank sums test. The mann-whitney U test, the one sample Runs test, and rank correlation

**Statistical Analysis:** Central Tendency (Mean, Median, Mode), Correlation & simple regression, Bivariate Analysis (Chi-Square only), Multivariate Analysis (Theory Only)

**ANOVA:** One- Way

### UNIT-V

**Report writing and presentation of results:** Importance of report writing, types of research report, report structure, guidelines for effective documentation.

**Bibliography and References** – Meaning, difference, and writing styles of bibliography and references.

#### **Books Recommended:**

1. Alan Bryman and Emma Bell (2011). *Business Research Methods*, Oxford University Press
2. C R Kothari (2002) *Research Methodology*, Vishwa Prakashan.
3. Donald R. Cooper & Pamela Schindler (2007). *Business Research Methods*. Tata McGraw Hills (9<sup>th</sup> Edition)
4. SL Gupta and Hetesh Gupta (2012). *Business Research Methods*, Tata McGraw Hills
5. Naresh K Malhotra (2007). *Marketing Research*, Pearson Education (5<sup>th</sup> Edition)
6. J K Sachdeva (2011) *Business Research Methodology*. Himalya Pyblication House (2<sup>nd</sup> Edition)

### 203 FINANCIAL MANAGEMENT

#### **Scheme of Examination:**

There will be internal assessment for 30 marks and final examination (external) will be for 70 marks.

20 marks out of 30 internal assessment marks shall be based on the performance of the student in the internal tests. Two best out of the three internal tests shall be considered for awarding these marks.

10 marks shall be based on the overall performance of the student in the class on the basis of attendance, class participation, seminars, projects etc.

Final Examination paper shall consist of three sections for a total 70 marks-

Section A : 10 questions of 2 marks each to be attempted in 50 words each.

Two questions from each unit to be set.

Section B : 3 out of 5 questions of 10 marks each have to be attempted in 500

words. One question from each unit to be set.

Section C : Case study/Applied question from any of the unit(s) of 20 marks.

#### **UNIT-I**

Introduction: Meaning, scope, role and objectives of financial management, Organisation of finance function, relationship of finance function with other functions. Investment Decisions: Return on investment method of evaluation of capital investment proposals, pay back accounting rate of return, discounted cash flow techniques: Rate of return, Discounted cash flow techniques NPV, profitability Index/cost benefit ratio and internal rate of return.

#### **UNIT-II**

Cost of Capital : Meaning, Significance and computation. Financing Decision, Financial Planning capitalisation and capital structure, Source of finance: Equity, V/s Debt and new instrument of finance, Money markets and capitals markets.

#### **UNIT-III**

Dividend Decisions: Meaning, scope and determination of income, dividend policy: Theories and methods of dividend payment retained earnings.

#### **UNIT-IV**

Operating Funds Management - Concept, determinants and source of working capital, Inventory, receivable and cash management.

#### **UNIT-V**

Tools of financial Analysis - Ratio, fund, flow and cash flow analysis, Break even analysis and leverage.

#### **Books Recommended**

1. Financial Management : M.R. Agarwal, Garima Prakashan, Mayur Complex, Bapu Bazar, Jaipur
2. Financial Management: R. M. Srivastav, Pragati Prakashan,
3. Financial Management: I. M. Pandey, Vikas Publishing house, Delhi (Seventh Edition)
4. Financial management: Prasanna Chandra, Tata McGraw Hill (Third Edition)

## **204 BUSINESS ETHICS & CORPORATE GOVERNANCE**

### **Scheme of Examination:**

There will be internal assessment for 30 marks and final examination (external) will be for 70 marks.

20 marks out of 30 internal assessment marks shall be based on the performance of the student in the internal tests. Two best out of the three internal tests shall be considered for awarding these marks.

10 marks shall be based on the overall performance of the student in the class on the basis of attendance, class participation, seminars, projects etc.

Final Examination paper shall consist of three sections for a total 70 marks-

Section A : 10 questions of 2 marks each to be attempted in 50 words each.

Two questions from each unit to be set.

Section B : 3 out of 5 questions of 10 marks each have to be attempted in 500 words. One question from each unit to be set.

Section C : Case study/Applied question from any of the unit(s) of 20 marks.

### **Unit 1**

Business Ethics: Nature, scope and purpose of ethics; Relevance of values; Importance of Ethics & Moral standards; Ethics & Moral Decision Making.

### **Unit 2**

Corporate Social Responsibility: Nature, Scope & Importance; Corporate Governance: Concept, Importance for Industry.

### **Unit 3**

Ethical Issues related with Advertisements, Finance, Investment, Technology; Secular versus Spiritual Values in Management; Work ethics: concept of Swadhrama.

### **Unit 4**

Gandhian approach in Management & Trusteeship: Gandhiji's doctrine of Satya & Ahinsa, Concept, importance & relevance of Trusteeship principle in modern business.

### **Unit 5**

Indian Ethos: Need, purpose & relevance of Indian Ethos; Salient feature (Brain Stilling, Total Quality Mind, Intuition, Intellectual rational brain V/s Holistic-Spiritual Brain, Holistic approach for Managers in Decision Making.

### **Suggested Readings:**

1. Business Ethics: Ferando, Pearson Publication
2. Business Ethics: Bani P Banerjee, Excel Books
3. Business Ethics: Manisha Paliwal, New Age Publishers
4. Business Ethics: Daniel Albuquerque, Oxford Publishers
5. Business Ethics: CSVMurthy, Himalaya Publishing House.
6. Business Ethics and Professional Values: AB Rao, Excel Books

7. Ethics in Management and Indian Ethos: Biswanath Ghosh, Vikas Publishing House
8. Business Ethics and Ethos: Jyotsna Mehta, Preeti Gupta, Pragati Prakashan

## **205 PRODUCTION AND OPERATIONS MANAGEMENT**

### **Scheme of Examination:**

There will be internal assessment for 30 marks and final examination (external) will be for 70 marks.

20 marks out of 30 internal assessment marks shall be based on the performance of the student in the internal tests. Two best out of the three internal tests shall be considered for awarding these marks.

10 marks shall be based on the overall performance of the student in the class on the basis of attendance, class participation, seminars, projects etc.

Final Examination paper shall consist of three sections for a total 70 marks-

Section A : 10 questions of 2 marks each to be attempted in 50 words each.  
Two questions from each unit

Section B : 3 out of 5 questions of 10 marks each have to be attempted in 500 words. One question from each unit.

Section C : Case study/Applied question from any of the unit(s) of 20 marks.

### **UNIT-I**

Introduction to production and operations Management. Types of production systems, forecasting, capacity planning, location and layout.

### **UNIT-II**

Production, planning and control aggregate planning. Manufacturing resource planning. Line balancing.

### **UNIT-III**

PERT/CPM [elementary]

### **UNIT-IV**

Inventory Control, relevant cost elementary Models, price breaks Model, selective control, Material requirement planning, elementary probability Models.

### **UNIT-V**

Concept and definition of quality, quality costs, Statistical quality control, control charts, acceptance sampling, Maintenance types and cost.

Operational Management in service and Contemporary issues.

### **Books Recommended**

1. Khandelwal, Gupta, Agarwal : Production and Operations Management, Ajmera Book Depot, Jaipur
2. Adam and Ebert: Production and operational Management, PHI (EEE Edition)
3. Stevenson: Production and operation Management
4. Monks J. G.: Production and operation Management, McGraw Hill

## 206 MARKETING MANAGEMENT

### **Scheme of Examination:**

There will be internal assessment for 30 marks and final examination (external) will be for 70 marks.

20 marks out of 30 internal assessment marks shall be based on the performance of the student in the internal tests. Two best out of the three internal tests shall be considered for awarding these marks.

10 marks shall be based on the overall performance of the student in the class on the basis of attendance, class participation, seminars, projects etc.

Final Examination paper shall consist of three sections for a total 70 marks-

Section A : 10 questions of 2 marks each to be attempted in 50 words each.  
Two questions from each unit

Section B : 3 out of 5 questions of 10 marks each have to be attempted in 500 words. One question from each unit.

Section C : Case study/Applied question from any of the unit(s) of 20 marks.

### **Course Contents**

#### **UNIT-I**

Marketing Concepts and its evolution. Meaning & definition of marketing and marketing mix variables. Marketing Planning: Importance of marketing planning, marketing planning process, scanning the marketing environment and identifying business opportunities.

#### **UNIT-II**

Basic understanding of Consumer Behaviour. Market Segmentation and Market Targeting, Importance of market segmentation, Methods and process of market segmentation.

#### **UNIT-III**

Market targeting, Positioning. Product Mix Strategies: Meaning & types of product, new product development.

#### **UNIT-IV**

Managing production lines, brands and packaging.

#### **UNIT-V**

Product life cycle concept and strategies to be used in different strategies of P.L.C.

### **Suggested Readings**

1. Marketing Management : Dr. Ashok Sharma etc., Ajmera Book Co., Jaipur
2. Philip Kotler : Marketing Management (Prentice Hall of India)
3. Philip Kotler: Principles of Marketing (Prentice Hall of India)
4. Stanton W. J. Fundamentals of Marketing (Mc Graw Hill New York)
5. Cundiff, Still, Govani - Fundamentals of Modern Marketing
6. Ramaswamy-VS. and S. Namakumari, Marketing Management (Macmillan India Ltd.)
7. Marketing Management by Ashok Saxena (Tata Mcgraw Hill, New Delhi)
8. Modern Marketing Principles and Principles and Prachices (R.S.N. Pillai,

Baggawati)

9. Modern Marketing-Davar R.S.
10. Marketing Management by - S.A. Sherleker (Himalaya Publishing House, Mumbai)
11. Marketing Management - Phelps, D.M. and Westing, J.H.
12. Sales and Marketing Management Textand Cases by Johnson Lewis K.

## **207 HUMAN RESOURCE MANAGEMENT**

### **Scheme of Examination:**

There will be internal assessment for 30 marks and final examination (external) will be for 70 marks.

20 marks out of 30 internal assessment marks shall be based on the performance of the student in the internal tests. Two best out of the three internal tests shall be considered for awarding these marks.

10 marks shall be based on the overall performance of the student in the class on the basis of attendance, class participation, seminars, projects etc.

Final Examination paper shall consist of three sections for a total 70 marks-

Section A : 10 questions of 2 marks each to be attempted in 50 words each.  
Two questions from each unit

Section B : 3 out of 5 questions of 10 marks each have to be attempted in 500 words. One question from each unit.

Section C : Case study/Applied question from any of the unit(s) of 20 marks.

### **Course Contents**

#### **UNIT-I**

HRM: Concepts, importance of human factor, functions of HRM, objectives, Qualities of human resource Manager.

#### **UNIT-II**

Evolution and future of HRM in India, Organisation structures of H.R. Department.

#### **UNIT-III**

Manpower Planning and Procurement : Job analysis, job description and specification, HR planning, recruitment, selections, Placements, Induction.

#### **UNIT-IV**

Training and Development Concepts: purpose, process, method, responsibility for training and development. Performance appraisal, Promotions and transfers, career planning and development.

#### **UNIT-V**

Compensation: Concepts, principles of Good wage, Factors affecting wage system, job evaluation systems, incentives and fringe benefits

### **Reference Books**

- 1 Personnel Management: Mamoria C.B.
- 2 Personnel Management and Industrial Relations : Daver R. S.
- 3 Personnel Management: Manoppa and Saiyadain..



- 4 Performance Appraisal : S. C. Jain and Mathur.
- 5 Rao and Da " Cases in Human resource management " .
- 6 Personnel Management by Fillipo Edwin B.(Mcgraw Hill International Book Co.)
7. Personnel Management and Industrial Relations by Yodder Dale.
8. Personnel Management-by Scott Clotheir and spriegal (Mcgraw Hill)
9. Indian Institute of Personnel Management : Personnel Management in India.
10. Personnel Administration and Labour Relation in India by Jakaria.
11. Human Resources Management : G.S. Sudha, Ramesh Book Depot, Jaipur

**Note :**

The faculty will be required to Announce at the beginning of the semester, three cases to be discussed during the semester.

## **BBA THIRD YEAR EXAM 2016**

वर्ष 2013 व उसके पहले के वर्षों (जैसे 2013, 2012, 2011 आदि) में दाखिला लेने वाले विद्यार्थियों के लिए BBA तृतीय वर्ष का पाठ्यक्रम निम्न सारणी अनुसार मान्य होगा तथा इसी आधार वर्ष 2016 में परीक्षाएँ आयोजित की जाएगी। इसका अर्थ है कि वर्ष 2016 में BBA भाग तीन की परीक्षाएँ इस सारणी अनुसार होगी।

301	Small Business Management
302	Economic Environment of Business
303	Business Policy and Strategic Management
304	Summer Training Project Report and Comprehensive VIVA VOCE
<i># Specialization Papers (Three papers in all with at least two from one specialization)</i>	
	Marketing Management (M Group)
	Human Resource Management (HRM Group)
	Accounting and Finance (F Group)
603 – M	Marketing of Services
604 – M	Product and Brand Management
605 –M	Retailing and Rural Marketing
603 – HRM	Organization Development
604 – HRM	Industrial Relations
605 –HRM	Wages and Salary Administrative
603 – F	Management of Working Capital
604 – F	Accounting Applications for Management
605 –F	Investment Management

### **THREE-YEAR BACHELOR OF BUSINESS ADMINISTRATION (B. B. A.) THIRD YEAR**

#### **FOR BBA PART III 2016 EXAMINATION**

#### **SCHEME OF EXAMINATION AND RULES REGARDING PASSING:**

Every student must secure at least 40% marks individually in each paper and 50% in aggregate to pass BBA Part III Examinations

Each candidate will have to pass in each paper individually both in internals as well as in external examination. In each of these, he / she must secure at least 40% marks.

Each examination shall be regarded as the separate unit for the purpose of Working at the results of the candidates.

The BBA-Part III Examination 2016 shall be of 70 marks and three hours duration for each paper and there shall be Internal assessment for 30 marks.

No candidate shall be considered to have pursued regular courses of study unless he/she is certified by Head/Dean of the faculty to have attended the three fourth of the total number of classroom sessions conducted in each year during his/her course of study. Any student not complying with this requirement will not be allowed to appear in the examination.

The candidate shall be admitted to BBA-III examination upon his/her Completing regular course of study for one academic year and after passing the BBA-II examination. If the candidate, who has failed at BBA-II but has passed at least in 5 out of 7 papers (Internals and Externals separately / Session work and theory papers separately), may be provisionally admitted to BBA III classes, after attending the regular course of study for one academic year. This is subject to the condition that along with the course prescribed for BBA-III examination he/she will also reappear and pass the paper (s) of the BBA-II examination in which he/she has failed.

A candidate who does not pass in at least 5 courses prescribed for BBA-III Examination shall have to reappear at BBA Part-III examinations. He/she will have to appear for the subsequent BBA Part-III Examination in all the prescribed courses as ex-student.

A candidate who has failed at the BBA-III examination but has passed in 5 Courses prescribed shall be exempted from reappearing in the subsequent Year's examination in the courses in which he/she has passed in accordance with the provisions:

If the candidate fails to obtain at least 40% marks in the annual examination in a maximum of three of the annual courses, he / she can reappear in the subsequent Year's examination in the courses in which he/she has failed. The candidate must have cleared all the ATKT papers of previous years to avail the reappearance in maximum of three courses of BBA Part III.

In case where the candidate does not pass the ATKT papers of the previous year with BBA Part III Examinations, he / she will have to reappear in all the courses of BBA Part III in the subsequent year.

The Candidates of BBA Part III who fail at the Internal examinations will reappear in the failed internal examination papers, the next academic year.

A candidate who has passed in at least 5 courses of BBA III and desires to appear in all the prescribed courses of die BBA-III examination, will be permitted to do so on the condition that in the latter case, his/her Previous performance will be treated as cancelled.

Candidates appearing at an examination subsequently shall be examined in accordance with scheme and syllabus in force at that time.

The span period of the BBA program is four years from the date of registration in the program.

The course shall be taught / examined / evaluated in English Medium only.

The degree shall be awarded to successful students on the basis of the combined result of the first year, second year and third year examinations as follows:

Securing 60% and above : Ist Division

All other : 2nd Division

### **SCHEME OF EXAMINATION:**

There will be internal assessment for 30 marks and final examination (external) will be for 70 marks.

20 marks out of 30 internal assessment marks shall be based on the performance of the student in the internal tests. Two best out of the three internal tests shall be considered for awarding these marks.

10 marks shall be based on the overall performance of the student in the class on the basis of attendance, class participation, seminars, projects etc.

Final Examination paper shall consist of three sections for a total 70 marks-

**Section A:** 10 questions of 2 marks each to be attempted in 50 words each. Two questions from each unit

**Section B :** 3 out of 5 questions of 10 marks each have to be attempted in 500 words. One question from each unit.

**Section C:** Case study/Applied question from any of the unit(s) of 20 marks.

## **301 SMALL BUSINESS MANAGEMENT**

### **Scheme of Examination:**

There will be internal assessment for 30 marks and final examination (external) will be for 70 marks.

20 marks out of 30 internal assessment marks shall be based on the performance of the student in the internal tests. Two best out of the three internal tests shall be considered for awarding these marks.

10 marks shall be based on the overall performance of the student in the class on the basis of attendance, class participation, seminars, projects etc.

Final Examination paper shall consist of three sections for a total 70 marks-

**Section A :** 10 questions of 2 marks each to be attempted in 50 words each.  
Two questions from each unit

**Section B :** 3 out of 5 questions of 10 marks each have to be attempted in 500 words. One question from each unit.

**Section C :** Case study/Applied question from any of the unit(s) of 20 marks.

### **Unit – I**

Concept of Entrepreneurship: Nature of Characteristic of entrepreneurship. Entrepreneurial Motivation. State and entrepreneur. Small Business as, Seedbed of entrepreneurship: Concept of business venture.

### **Unit – II**

The startup process, concept, plan; implementation, initial-strategic planning, product and market scope, legal and tax consider & analysis and financial considerations.

### **Unit – III**

Profit planning in Small enterprise-Growth, strategies and diversification. Finance management of current operations and expansion of capital. Roll of small business Development, government and non-government and non-government assistance.

### **Unit IV**

Contribution of Commercial banks in promotion and servicing small business. Elements of industrial policy for promoting small business and modern technology.

### **Unit – V**

Government policies and formalities in setting up a unit, Basic requirements regarding registration, Excise, Sales Tax, Factory Act.

#### **Books Recommended**

1. Small Business: Vasant Desai Vol. IIIIII Himalaya Publication, Mumbai
2. Small Scale Industry: Success R. Failure Concept, New Delhi

## **302 ECONOMIC ENVIRONMENT OF BUSINESS**

### **Scheme of Examination:**

The final examination (external) will be for 70 marks. Final Examination paper shall consist of three sections for a total of 70 marks, as under-

- Section A** : 10 questions of 2 marks each to be attempted in 50 word each. Minimum two questions from each unit.
- Section B** : 3 out of 5 questions of 10 marks each to be attempted in 500 words. One question from each unit.
- Section C** : Case study/Applied question from any of the unit(s) of 20 marks.

### **UNIT - I**

Economic Environment: Meaning, nature, contents and factors affecting economic environment. Significance of economic environment. Micro and Macro environment of business. Structure of Banking and Financial Institutions: Present structure of Banking and Financial institutions in India, Difference between commercial Banking and Development Banking.

### **UNIT - II**

Economic planning & Policies: Meaning, objectives and importance of Economic Planning. Techniques of Indian Planning, Role & Importance of planning in India under the present changed Economic Scenario. Main characteristics of Indian planning.

### **UNIT - III**

Economy: Role and present position of Public, private, non-resident Indians and MNCs in Indian Economy. Emerging trend and structure of Indian Economy, Population growth and problems in India and its effects on Economic development: HRD Policy in India.

### **UNIT-IV**

Government Policies and Business: Industrial Policy including the policy for foreign capital and collaboration and NRI investment. Causes of industrial sickness and its remedies and Government rehabilitation policy. Elementary study of Indian Monetary policy, Fiscal policy and budgetary policy for small scale sector.

### **UNIT-V**

Foreign Trade and Policies: Volume, composition and direction of foreign trade of India. Export promoting measures in India, present EXIM policy of Government of India.

#### **Books Recommended :**

1. Economic & Business Environment : Swami, Gupta, Vashnav
2. Government and Business: D.Amarchand, TME .
3. Business & Government : Cherunilam. F. Himalaya

### **303 BUSINESS POLICY AND STRATEGIC MANAGEMENT**

The final examination (external) will be for 70 marks. Final Examination paper shall consist of three sections for a total of 70 marks, as under-

- Section A** : 10 questions of 2 marks each to be attempted in 50 word each. Minimum two questions from each unit.
- Section B** : 3 out of 5 questions of 10 marks each to be attempted in 500 words. One question from each unit.
- Section C** : Case study/Applied question from any of the unit(s) of 20 marks.

#### **Course Contents**

##### **UNIT I**

Strategic Management: Concept of Business policy, strategy purpose, strategic management process, Strategy Formulation: Mission, purpose, environmental Analysis

##### **UNIT-II**

SWOT analysis & environmental Analysis, organisational analysis, SAP analysis

##### **UNIT-III**

Strategic Alternatives & Choice. Types of strategic growth, Strategies, strategic choice process, factors affecting choice techniques for choice making.

##### **UNIT-IV**

Strategic Implementation: Project & procedural Resource allocation, structural functional & behavioural implementation.

##### **UNIT-V**

Strategic Evaluation & Control: Process, Role of strategist, Techniques, criteria for evaluation, feed back.

#### **Books recommended :**

1. Ansoff "Corporate Strategy" McGraw -hill, New York.
2. Glueck : Business Policy & Strategic Management, McGraw Hill
3. A. Kazmi : Business Policy & Strategic Management, McGraw Hill
4. Rao and Jain: Strategic Management, Deep and Deep Publications, New Delhi
5. P. K. Ghosh : Business Policy Strategic Planning Management
6. McCarthy : Business Policy & Strategic Management

### **304 SUMMER TRAINING PROJECT REPORT AND VIVA VOCE**

Objectives : To enable the student to undertake a practical or theoretical Project in order to study, analyse, interpret and report on one or more management problems and situations. Viva will also judge the understanding of the students of all the courses learnt in BBA III year.

Methodology : The project study will be based on the theoretical or practical work done by the candidate under the supervision of a faculty member or an external supervisor either of whom will be appointed by the Board of Studies in Management Studies and will be written on the basis of primary and/or secondary data collection. The subject matter should reflect an in-depth analysis and interpretation of any managerial problem(s) or situation(s).The project study should be based on the standard research methodology adopted from management research. Its size should not ordinarily exceed 50 pages. Three copies of the project study will be submitted on or before the date announced. Questions will also be asked regarding subjects studied in BBA III year. This Viva-Voce, will include questions on the basis of the project study. The viva-voce will be conducted by a Board of Examiners recommended by the Board of

Studies in Management Studies and will ordinarily consist of the Dean, Faculty of Management Studies, External Examiner and an Internal Examiner.

**B-603 SPECIALISATION PAPERS  
(THREE PAPERS WITH AT LEAST TWO FROM ONE AREA)  
MARKETING MANAGEMENT (M) AREA**

**603 M MARKETING OF SERVICES**

**Scheme of Examination:**

There will be internal assessment for 30 marks and final examination (external) will be for 70 marks.

20 marks out of 30 internal assessment marks shall be based on the performance of the student in the internal tests. Two best out of the three internal tests shall be considered for awarding these marks.

10 marks shall be based on the overall performance of the student in the class on the basis of attendance, class participation, seminars, projects etc.

Final Examination paper shall consist of three sections for a total 70 marks-

**Section A :** 10 questions of 2 marks each to be attempted in 50 word each. Minimum two questions from each unit.

**Section B :** 3 out of 5 questions of 10 marks each to be attempted in 500 words. One question from each unit.

**Section C :** Case study/Applied question from any of the unit(s) of 20 marks.

**Course contents**

**UNIT I**

Introduction: Services v/s goods, characteristics of services, classification of services. The role of marketing in service organizations.

**UNIT II**

Consumer behaviour in Services : consumer purchase behaviour, service alternatives, satisfaction and post purchase evaluation.

**UNIT III**

Segmenting, targeting and positioning of Services. Traditional Marketing Mix: Product; Place, Promotion and Pricing.

**UNIT IV**

Elements of Extended Marketing Mix: Process, People, Physical evidence.

**UNIT V**

Quality gaps, Trends in services marketing.

**Suggested Readings.**

1. Helen Woodruffe: Services Marketing, MacMillan India Ltd. New Delhi.
2. Nimit Choudhary and Monika Choudhary: Marketing of Services: A text Book, Macmillan, New Delhi
3. Harsh V Verma; Marketing of services, Global Business Press, New Delhi.
4. Adrian Payne: Services Marketing, PHI, New Delhi.
5. Ronald T Rust, Anthony J Zahorik and Timothy L. Koninghani : Service Marketing, Harper Collins, New York.
6. ValarioA, Zeithami, A Parsurwnan and Leonard L. Berry : Delivering Quality

Service, The Free Press, New York-.

7. Rao A.V.S. Service Sector Management in India, Allied, New Delhi.
8. Philip Kotler: Marketing Non-Profit Organisations, PHI, New Delhi, 1990.
9. Christopher H.Lovelock Managing Services, Prentice Hall, International, London.
10. James L, Heskett: Managing in the Service Economy, Harvard Business School Press, Boston.
11. Stephen W. Brown Evert Cummesson, Bo Edvardsson and Bengtove Gustavasson: Service Quality,D.C. Heath and Company. Lexington.

### **604 M PRODUCT AND BRAND MANAGEMENT**

The final examination (external) will be for 70 marks. Final Examination paper shall consist of three sections for a total of 70 marks, as under-

- Section A** : 10 questions of 2 marks each to be attempted in 50 word each. Minimum two questions from each unit.
- Section B** : 3 out of 5 questions of 10 marks each to be attempted in 500 words. One question from each unit.
- Section C** : Case study/Applied question from any of the unit(s) of 20 marks

#### **Unit – I**

Products, classification and implications, Development of new products, managing product lines.

#### **Unit – II**

Differentiating and positioning the market offer, managing product support services.

#### **Unit – III**

Managing Brand Equity and Concept of brand equity, brand loyalty, brand awareness, Perceived quality of brands

#### **Unit IV**

Brand Associations, Positioning decision of brands, measurement of brand associations.

#### **Unit - V**

Brand Strategy: The name, symbol and slogan; brand extensions. Revitalizing the brand and Global branding.

Analysis of cases and Seminar on current developments.

#### **References**

- 1.“The other Guy Blanked” Roger Ensic (New York: Banta, Books. 1986)
- 2.“Motivation Research and Marketing Management (Beston; Harvard University Press, 1957)
- 3.The Regis Toch. ‘Regis McKenna (Boston: Assisson – Wisely. 1986)
- 4.Marketing Mistakes, Rober F. Hartely, 4<sup>th</sup> ed. New York, john Willy 1989
- 5.The Leading Brand: 1925-1985 Perspectives, Thomas S. Wurster, The Boston Consulting Group. 1987)
- 6.The PIMS Principles, Robert D. BuzadI and Brandley, T Gale. (New York, The Free Press 1987)
- 7.The Name is the Gains. Herry Charmasson (Homewod III: Dew Jones Irwin



8. "More than Pretty Pictures, Marketing and Decisions, Rich Zahrednik, Business to Business Guide) 1986.
9. "Positioning: The Battle for Your Mind". Al Ries and Jack Trout, (New York) McGraw Hill Book Com (1985)

### 605 M RETAILING AND RURAL MARKETING

#### **Scheme of Examination:**

There will be internal assessment for 30 marks and final examination (external) will be for 70 marks.

20 marks out of 30 internal assessment marks shall be based on the performance of the student in the internal tests. Two best out of the three internal tests shall be considered for awarding these marks.

10 marks shall be based on the overall performance of the student in the class on the basis of attendance, class participation, seminars, projects etc.

Final Examination paper shall consist of three sections for a total 70 marks-

**Section A :** 10 questions of 2 marks each to be attempted in 50 word each. Minimum two questions from each unit.

**Section B :** 3 out of 5 questions of 10 marks each to be attempted in 500 words. One question from each unit.

**Section C :** Case study/Applied question from any of the unit(s) of 20 marks.

#### **Course contents**

##### **UNIT I**

Introduction to retail marketing, Consumer behavior and retail operations, retail marketing mix, merchandise management.

##### **UNIT II**

Retail marketing planning, location, strategies and decisions, management of retail brand, applications of IT to retail marketing

##### **UNIT III**

Rural Marketing environments.

##### **UNIT IV**

Structure and characteristics of rural market- rural problems- Tapping the rural markets- Managing physical distribution channel management

##### **UNIT V**

Sales forces management, product management in rural markets.

#### **Books Recommended:**

1. Raja Gopal Rural Marketing in India, Renaissance Delhi.
2. Barkar J W "Agricultural Marketing" Oxford University Press, NY 1981
3. Jha SM in LP Marketing Management in indian perspective, Himalaya Publications, Mumbai, 1988.
4. Fundamentals of Retailing" - Butchev, Me Aneity, MacMillan Publishing Co Inc., New York.
5. "Retailing: New Perspectives." Dorothy S Rogers, Merci-T.Grassi, The Drydei Press, New York.
6. "The American Department Store 1920-1960". Harvard University Bureau Business Research. Boston. 196
7. Significant Trends and Developments in the Post-war Period" in competitive distribution, A Free High Level Economic" Prof. Malcolm P. Mc Nair, University of Pittsburg Press, Pittsburg. USA.
8. "Modern Retailing Principles and Practices" Morgenstein and Streagin, New

York Wiley 1983.

9. Designing to sell: "A strategic approach" Darry Berman, Jeel Evans, 1991 Prentice Hall.
10. Retail Management : "A Strategic Approach" Parry Birman, Jeel Evans 1995 Prentice Hall.
11. Retail : Bir Jay Diamond Gerald Pintel, Prentice Hall.
12. "Retailing" Jay Diamonds. Gerald Pintel Prentice Hall.
13. Retailing "Dale Lawson, Prentice Hall.

## **HUMAN RESOURCE MANAGEMENT AREA - SPECIALISATION PAPERS 603 H ORGANISATIONAL DEVELOPMENT**

### **Scheme of Examination:**

There will be internal assessment for 30 marks and final examination (external) will be for 70 marks.

20 marks out of 30 internal assessment marks shall be based on the performance of the student in the internal tests. Two best out of the three internal tests shall be considered for awarding these marks.

10 marks shall be based on the overall performance of the student in the class on the basis of attendance, class participation, seminars, projects etc.

Final Examination paper shall consist of three sections for a total 70 marks-

**Section A :** 10 questions of 2 marks each to be attempted in 50 word each. Minimum two questions from each unit.

**Section B :** 3 out of 5 questions of 10 marks each to be attempted in 500 words. One question from each unit.

**Section C :** Case study/Applied question from any of the unit(s) of 20 marks.

### **Course Contents**

#### **UNIT - I**

Introduction, Meaning and definition - objectives of OD. Characteristics features of OD, Value and Ethos in OD, futures of OD. Models of OD- OD action research process- salient issues in O.D.

#### **UNIT - II**

Mechanistic and organic systems and the contingency approach. An Overview OD Interventions. Life and career planning - role analysis techniques, sensitivity Training (T. Group) Transactional Analysis.

#### **UNIT - III**

Survey Feed Back - MBO-Grid OD- Third party peace making confrontation meeting-organisational mirror- QWL Process consultation- Team Building.

#### **UNIT - IV**

Consultant Client Relationship - Change agent - External Vs. Internal consultant - role and functions of internal and external change agents - Characteristics of successful change agent- skills of change agents.

#### **UNIT-V**

Consulting Styles of India- Consultants (Ishwar Dayal, B. L. Maheshwari, D.P.Sinha, Nilesh De).

Institutional Building: Organisation Vs. Institution - factors influencing institution building process. Self renewal and innovation role of Chief Executive.

### **Books Recommended :**

1. De. N.R., Alternative Designs of Human organisations, Sage
2. French & Bell: Organisational Development- Behavioural Science intervention for organisational improvements, PHI

### **604 HRM INDUSTRIAL RELATIONS**

The final examination (external) will be for 70 marks. Final Examination paper shall consist of three sections for a total of 70 marks, as under-

- Section A** : 10 questions of 2 marks each to be attempted in 50 word each. Minimum two questions from each unit.
- Section B** : 3 out of 5 questions of 10 marks each to be attempted in 500 words. One question from each unit.
- Section C** : Case study/Applied question from any of the unit(s) of 20 marks

#### **UNIT-I**

Industrial Relations: scope and definition of Employers. Trade Union and the Government, Environment force affecting union Management relations.

#### **UNIT-II**

Emerging trends and cross cultural aspects of management. Industrial Disputes: causes of strikes and Lockout.

Settlement and handling, procedure code of discipline, prevention of industrial disputes, work committees, standing orders.

#### **UNIT-III**

Conciliation Officer- Boards: Compulsory arbitration and adjudication. Dynamic of conflict and cooperation collective Bargaining process and position in India.

#### **UNIT-IV**

Wage Policy and wage regulation machinery. National Labour Commission and introductory knowledge regarding International labour organization.

#### **UNIT-V**

Employer's organization : Aims and objectives, trade Unions and Unionism. Labour administration in India. A brief review of legislative measures.

#### **Book Recommended**

1. Dynamics of Labour Relation in India: Aggrawal R.D.
2. Industrial Relations in India: Agnihotri V.
3. Economics of Labour and Social Welfare: Bhagoliwal T.N.
4. Personnel Management and Industrial Relation. In India Kapoor T.N.
5. Personnel Management and Industrial Relations : Chatterji S.K.

### **05 HRM WAGES AND SALARY ADMINISTRATION**

The final examination (external) will be for 70 marks. Final Examination paper shall consist of three sections for a total of 70 marks, as under-

- Section A** : 10 questions of 2 marks each to be attempted in 50 word each. Minimum two questions from each unit.
- Section B** : 3 out of 5 questions of 10 marks each to be attempted in 500 words. One question from each unit.
- Section C** : Case study/Applied question from any of the unit(s) of 20 marks

#### **UNIT-I**

Theories and Techniques of Working Capital Management: Theories and approach of working capital management. Techniques of working capital analysis

### **UNIT-II**

Ratio Analysis, Fund Flow and cash flow analysis.

### **UNIT-III**

Planning of working Capital: Forecasting or working capital need component and methods, Estimation of working capital.

### **UNIT-IV**

Financing of Working Capital : Sources of working capital and bank credit – preparation of application, documentation securities.

### **UNIT-V**

Money market and working capital finance. Finance for working capital Management of components of Working Capital: Receivables Management ( Including the credit policy of a firm), Cash management and inventory management, creditors management.

#### **Book Recommended**

1. Working capital management : Ramamoorthy V. E. Institute of financial Management and Research; Madras (1978)
2. Working Capital management: Mehta D.R. , Englewood Cliff N. J. , Prentice Hall, Inc. (1974)
3. Management of working capital: Smith K. V. , Network West Publishing(1974)
4. Student may also consult books recommended for financial management.

### **FINANCIAL MANAGEMENT AREA - SPECIALISATION PAPERS** **603 FM MANAGEMENT OF WORKING CAPITAL**

#### **Scheme of Examination:**

There will be internal assessment for 30 marks and final examination (external) will be for 70 marks.

20 marks out of 30 internal assessment marks shall be based on the performance of the student in the internal tests. Two best out of the three internal tests shall be considered for awarding these marks.

10 marks shall be based on the overall performance of the student in the class on the basis of attendance, class participation, seminars, projects etc.

Final Examination paper shall consist of three sections for a total 70 marks-

**Section A :** 10 questions of 2 marks each to be attempted in 50 word each. Minimum two questions from each unit.

**Section B :** 3 out of 5 questions of 10 marks each to be attempted in 500 words. One question from each unit.

**Section C :** Case study/Applied question from any of the unit(s) of 20 marks.

### **UNIT- I**

Theories and Techniques of Working Capital Management: Theories and approach of working capital management. Techniques of working capital analysis

### **UNIT - II**

Ratio Analysis, Fund Flow and cash flow analysis.

### UNIT-III

Planning of working Capital: Forecasting of working capital need component and methods, Estimation of working capital.

### UNIT - IV

Financing of Working Capital: Sources of working capital and bank credit - preparation of application, documentation securities.

### UNIT- V

Money market and working capital finance. Finance for working capital Management of components of Working Capital: Receivables Management (Including the credit policy of a firm), Cash management and inventory management, creditors management.

#### Reference Books

1. Working capital Management : Ramamoorthy V. E. Institute of financial Management and Research', Madras· ( 1978)
2. Working Capital Management: Mehta D. R., Englewood Cliff N. J., Prentice Hall, Inc. ( 1974)
3. Management of working capital: Smith K.V., Network West Publishing (1974) J
4. Student may also consult books recommended for financial management.

### **604FMACCOUNTINGAPPLICATIONFORMANAGEMENT**

The final examination (external) will be for 70 marks. Final Examination paper shall consist of three sections for a total of 70 marks, as under-

**Section A** : 10 questions of 2 marks each to be attempted in 50 word each. Minimum two questions from each unit.

**Section B** : 3 out of 5 questions of 10 marks each to be attempted in 500 words. One question from each unit.

**Section C** : Case study/Applied question from any of the unit(s) of 20 marks

### UNIT-I

Materials management: material as an input cost, Areas of cost saving through Materials management. Design, purchases, receipt, store, handling and consumption stage, Cost analysis for purchases, efficiency and vendor rating . Purchasing objectives, Procedure and forms, Inventory and its function and cost curves. Discount stores procedure records and accounting, and verification procedure.

### UNIT-II

Production management: Nature of production decision relating to make and buy, process further or sell equipment replacement. Manufacturing process, differential cost benefit analysis. Cost of plant location and expansion decision.

### UNIT-III

Marketing Management: nature of marketing function, marketing mixes, marketing assets, concepts of marketing costs, decision relating marketing activity by whom, marketing contributions and return of marketing investment. Pricing methods based on cost plus, full cost, rate of return, marginal cost, pricing of joint products and by products, channel, logistic and size of cost benefit analysis product, territory, channel, logistic and size of order wise,.

### UNIT-IV

Advertising costs and their types, cost benefit analysis of advertising. Marketing Budget and their preparation. Sales forces appraisal through

accounting information, Accounting and ratios for marketing management, marketing control tools and techniques.

### **UNIT-V**

Financial management and control: Functions of Financial Management, concept of financial contribution and financial management performance, financial goal setting analysis. ROI, sensitivity, analysis, concepts and techniques of responsibility budgeting, reporting system for financial control, cost benefit analysis and credit and discount policy decision. Divided and accounting records.

### **Book Recommended**

1. Guru Prasad Murthy : Management Accounting(Himalayan Publishing House)
2. Gopalkrishan P. and Sundram M. : Material management- an integrated approach(prentice Hall of India, New Delhi)
3. Gupta S.P. : Management Accounting
4. Agarwal R. D. : Organisation and Management (Tata McGraw Hill)

### **605 FM INVESTMENT MANAGEMENT**

The final examination (external) will be for 70 marks. Final Examination paper shall consist of three sections for a total of 70 marks, as under-

- Section A** : 10 questions of 2 marks each to be attempted in 50 word each. Minimum two questions from each unit.
- Section B** : 3 out of 5 questions of 10 marks each to be attempted in 500 words. One question from each unit.
- Section C** : Case study/Applied question from any of the unit(s) of 20 marks

### **UNIT-I**

Introduction: Nature and scope of investment management, investment media. Fundamentals of Investment programme and process of investigating. Financial markets for a short term, securities in India.

### **UNIT-II**

New Issue Market and Stock Exchange, Mechanics of Floating new issues and security trading. Stock exchange: membership, listing of securities, stock exchange and legal control. Security and exchange board of India and its function, Capital issue control.

### **UNIT-III**

Fundamental and general market analysis, Technical analysis, Price charts and stocks company analysis, selection techniques

### **UNIT-IV**

Valuation models of equity, preference, convertible, debt securities. Investment objectives, Constraints and alternative forms.

## UNIT-V

Traditional portfolio management, modern portfolio theory, Portfolio construction models – methodology and uses, Diversification and un diversification and un diversifiable risks, Interest rates, Dividend policies, Tax beneficial schemes and financial intermediaries.

### **Book Recommended**

1. Frederic “Atnling: Investment(Prentice Hall)
2. William F. Sharke : Investment(Prentice Hall)
3. Gupta I.C. Return on Equities – The Indian Experience(Oxford, New Delhi)
4. Doughall and Corrigan investments(Prentice Hall)

## **BBA THIRD YEAR EXAM 2017**

वर्ष 2014 व उसके बाद के वर्षों (जैसे 2014, 2015, 2016 आदि) में दाखिला लेने वाले विद्यार्थियों के लिए BBA तृतीय वर्ष का पाठ्यक्रम निम्न सारणी अनुसार मान्य होगा तथा इसी आधार पर वर्ष 2017 की परीक्षाएँ आयोजित की जाएगी। इसका अर्थ है कि वर्ष 2017 में BBA भाग तीन की परीक्षाएँ इस सारणी अनुसार होगी।

301	Management Information System
302	Economic Environment of Business
303	Business Policy and Strategic Management
304	Summer Training Project Report and Comprehensive VIVA VOCE
# Specialization Papers (Three papers in all with at least two from one specialization)	
	Marketing Management (M Group)
	Human Resource Management (HRM Group)
	Accounting and Finance (F Group)
603 – M	Marketing of Services
604 – M	Advertising Management
605 – M	Retailing and Rural Marketing
603 – HRM	Organization Development
604 – HRM	Industrial Relations and Labour Law
605 – HRM	Training & Development and Leadership
603 – F	Management of Working Capital
604 – F	Principles and Practices of Banking
605 – F	Security Analysis and Portfolio Management

Note: The fieldwork / summer training project report and viva- voce (comprehensive) of 200 marks shall be conducted by a board of examination to be appointed by the university and will consist of an internal examiner, One external examiner and the Head / Principal of the Department or Institution.

### **301 MANAGEMENT INFORMATION SYSTEM**

#### **Scheme of Examination:**

There will be internal assessment for 30 marks and final examination (external) will be for 70 marks.

20 marks out of 30 internal assessment marks shall be based on the performance of the student in the internal tests. Two best out of the three internal tests shall be considered for awarding these marks.

10 marks shall be based on the overall performance of the student in the class on the basis of attendance, class participation, seminars, projects etc.

Final Examination paper shall consist of three sections for a total 70 marks-



- Section A : 10 questions of 2 marks each to be attempted in 50 words each.  
Two questions from each unit
- Section B : 3 out of 5 questions of 10 marks each have to be attempted in 500 words. One question from each unit.
- Section C : Case study/Applied question from any of the unit(s) of 20 marks.

**Unit – I**

The meaning and use MIS, System View of Business, Process of MIS, Development of MIS within the organization, Management Process, Information Needs, System Approach in Planning Organizing and Controlling MIS.

**Unit – II**

Planning, Implementation and Controlling of Management Information System.

**Unit - III**

Fundamentals of Data Processing, Computer Operation of Manual Information System, Components of Computer Systems, Flow Chart, Conversion of Manual to Computer Based Systems, Computer Systems Software, Application Software, Telecommunication Modem.

**Unit – IV**

Managerial Decision Making, characteristics and components of Decision Support System.

**Unit –V**

System Design: System design consideration, input/output design, forms design, file organization and database, data management, file design, program design, control and security.

**Suggested Readings:-**

1. Jawadekar W S, (2008) *Management Information System*, Tata Macgraw Hill
2. Louden & Louden (2004) *Management Information System*, Pearson Education
3. Information system for Modern Management, Murdick & Ross, R.claggetti.

**302 ECONOMIC ENVIRONMENT OF BUSINESS**

**Scheme of Examination:**

The final examination (external) will be for 70 marks. Final Examination paper shall consist of three sections for a total of 70 marks, as under-

- Section A** : 10 questions of 2 marks each to be attempted in 50 word each.  
Minimum two questions from each unit.
- Section B** : 3 out of 5 questions of 10 marks each to be attempted in 500 words. One question from each unit.
- Section C** : Case study/Applied question from any of the unit(s) of 20 marks.

**UNIT - I**

Economic Environment: Meaning, nature, contents and factors affecting economic environment. Significance of economic environment. Micro and Macro environment of business. Structure of Banking and Financial Institutions: Present structure of Banking and Financial institutions in India, Difference between commercial Banking and Development Banking.

### UNIT - II

Economic planning & Policies: Meaning, objectives and importance of Economic Planning. Techniques of Indian Planning, Role & Importance of planning in India under the present changed Economic Scenario. Main characteristics of Indian planning.

### UNIT - III

Economy: Role and present position of Public, private, non-resident Indians and MNCs in Indian Economy. Emerging trend and structure of Indian Economy, Population growth and problems in India and its effects on Economic development: HRD Policy in India.

### UNIT-IV

Government Policies and Business: Industrial Policy including the policy for foreign capital and collaboration and NRI investment. Causes of industrial sickness and its remedies and Government rehabilitation policy. Elementary study of Indian Monetary policy, Fiscal policy and budgetary policy for small scale sector.

### UNIT-V

Foreign Trade and Policies: Volume, composition and direction of foreign trade of India. Export promoting measures in India, present EXIM policy of Government of India.

#### Books Recommended :

1. Economic & Business Environment : Swami, Gupta, Vashnav
2. Government and Business: D.Amarchand, TME .
3. Business & Government : Cherunilam. F. Himalaya
4. Economic Environment of Businesses : M. Adhakari, Sultan Chand & Sons

### 303 BUSINESS POLICY AND STRATEGIC MANAGEMENT

The final examination (external) will be for 70 marks. Final Examination paper shall consist of three sections for a total of 70 marks, as under-

**Section A** : 10 questions of 2 marks each to be attempted in 50 word each. Minimum two questions from each unit.

**Section B** : 3 out of 5 questions of 10 marks each to be attempted in 500 words. One question from each unit.

**Section C** : Case study/Applied question from any of the unit(s) of 20 marks.

#### Course Contents

### UNIT I

Strategic Management: Concept of Business policy, strategy purpose, strategic management process, Strategy Formulation: Mission, purpose, environmental Analysis

### UNIT-II

SWOT analysis & environmental Analysis, organisational analysis, SAP analysis

### UNIT-III

Strategic Alternatives & Choice. Types of strategic growth, Strategies, strategic choice process, factors affecting choice techniques for choice making.

### UNIT-IV

Strategic Implementation: Project & procedural Resource allocation, structural functional & behavioural implementation.

### UNIT-V

Strategic Evaluation & Control: Process, Role of strategist, Techniques, criteria for evaluation, feed back.

#### Books recommended :

1. Ansoff "Corporate Strategy" McGraw -hill, New York.

2. Glueck : Business Policy & Strategic Management, McGraw Hill
3. A. Kazmi : Business Policy & Strategic Management, McGraw Hill
4. Rao and Jain: Strategic Management, Deep and Deep Publications, New Delhi
5. P. K. Ghosh : Business Policy Strategic Planning Management
6. McCarthy : Business Policy & Strategic Management

### **304 SUMMER TRAINING PROJECT REPORT AND VIVA VOCE**

Objectives : To enable the student to undertake a practical or theoretical Project in order to study, analyse, interpret and report on one or more management problems and situations. Viva will also judge the understanding of the students of all the courses learnt in BBA III year.

Methodology : The project study will be based on the theoretical or practical work done by the candidate under the supervision of a faculty member or an external supervisor either of whom will be appointed by the Board of Studies in Management Studies and will be written on the basis of primary and/or secondary data collection. The subject matter should reflect an in-depth analysis and interpretation of any managerial problem(s) or situation(s). The project study should be based on the standard research methodology adopted from management research. Its size should not ordinarily exceed 50 pages. Three copies of the project study will be submitted on or before the date announced. Questions will also be asked regarding subjects studied in BBA III year. This Viva-Voce, will include questions on the basis of the project study. The viva-voce will be conducted by a Board of Examiners recommended by the Board of Studies in Management Studies and will ordinarily consist of the Dean, Faculty of Management Studies, External Examiner and an Internal Examiner.

## **B-603 SPECIALISATION PAPERS (THREE PAPERS WITH AT LEAST TWO FROM ONE AREA) MARKETING MANAGEMENT (M) AREA**

### **603 M MARKETING OF SERVICES**

#### **Scheme of Examination:**

There will be internal assessment for 30 marks and final examination (external) will be for 70 marks.

20 marks out of 30 internal assessment marks shall be based on the performance of the student in the internal tests. Two best out of the three internal tests shall be considered for awarding these marks.

10 marks shall be based on the overall performance of the student in the class on the basis of attendance, class participation, seminars, projects etc.

Final Examination paper shall consist of three sections for a total 70 marks-

**Section A :** 10 questions of 2 marks each to be attempted in 50 word each. Minimum two questions from each unit.

**Section B :** 3 out of 5 questions of 10 marks each to be attempted in 500 words. One question from each unit.

**Section C :** Case study/Applied question from any of the unit(s) of 20 marks.

#### **Course contents**

### **UNIT I**

Introduction: Services v/s goods, characteristics of services, classification of services. The role of marketing in service organizations.

## UNIT II

Consumer behaviour in Services : consumer purchase behaviour, service alternatives, satisfaction and post purchase evaluation.

## UNIT III

Segmenting, targeting and positioning of Services. Traditional Marketing Mix: Product; Place, Promotion and Pricing.

## UNIT IV

Elements of Extended Marketing Mix: Process, People, Physical evidence.

## UNIT V

Quality gaps, Trends in services marketing.

### **Suggested Readings.**

1. Helen Woodruffe: Services Marketing, MacMillan India Ltd. New Delhi.
2. Nimit Choudhary and Monika Choudhary: Marketing of Services: A text Book, Macmillan, New Delhi
3. Harsh V Verma; Marketing of services, Global Business Press, New Delhi.
4. Adrian Payne: Services Marketing, PHI, New Delhi.
5. Ronald T Rust, Anthony J Zahorik and Timothy L. Koninghani : Service Marketing, Harper Collins, New York.
6. ValarioA, Zeithami, A Parsurwan and Leonard L. Berry : Delivering Quality Service, The Free Press, New York-.
7. Rao A.V.S. Service Sector Management in India, Allied, New Delhi.
8. Philip Kotler: Marketing Non-Profit Organisations, PHI, New.Delhi, 1990.
9. Cristopher H.Lovelock Managing Services, Prentice Hall, International, London.
10. James L, Heskett: Managing in the Service Economy, Harvard Business School Press, Boston.
11. Stephen W. Brown Evert Cummesson, Bo Edvardsson and Bengtove Gustavasson: Service Quality,D.C. Heath and Company. Lexington.

## 604 ADVERTISING MANAGEMENT

### **Scheme of Examination:**

There will be internal assessment for 30 marks and final examination (external) will be for 70 marks.

20 marks out of 30 internal assessment marks shall be based on the performance of the student in the internal tests. Two best out of the three internal tests shall be considered for awarding these marks.

10 marks shall be based on the overall performance of the student in the class on the basis of attendance, class participation, seminars, projects etc.

Final Examination paper shall consist of three sections for a total 70 marks-

Section A : 10 questions of 2 marks each to be attempted in 50 words each.

Two questions from each unit

Section B : 3 out of 5 questions of 10 marks each have to be attempted in 500 words. One question from each unit.

Section C : Case study/Applied question from any of the unit(s) of 20 marks.

### Unit I

Advertising: Introduction, Scope, importance in business : Role of advertising in social and economic development of India: Ethics and truths in Indian Advertising.

### Unit II

Integrated Communication Mix (IMC)-meaning, importance; Communication meaning, importance, process, communication mix-components, role in marketing, Branding-meaning, importance in advertising.

### Unit III

Promotional objectives – importance determination of promotional objectives, setting objective DAGMAR; Advertising Budget importance, establishing the budget approaches allocation of budget.

### Unit IV

Advertising Copy-meaning components types of advertising copy, importance of creativity in advertising; Media planning-importance, strategies, media mix.

### Unit V

Advertising research – importance, testing advertising effectiveness market testing for ads; International Advertising-importance, international Vs local advertising.

### Suggested Readings

1. Jethwani and Jaishree, first Edition (2006) *Advertising Management* Oxford university Press, New delhi
2. Batra Rajeev, (2005) *Advertising management*, 3rd Edition, Pragati Prakashan.
3. chunawala and Sethia (2005) *foundation of Advertstising Management*, *himalya Publishing House*
4. Agarwal P.K. (2003) First edition, *Advertising Management*, Pragati Prakashan

## 605 M RETAILING AND RURAL MARKETING

### Scheme of Examination:

There will be internal assessment for 30 marks and final examination (external) will be for 70 marks.

20 marks out of 30 internal assessment marks shall be based on the performance of the student in the internal tests. Two best out of the three internal tests shall be considered for awarding these marks.

10 marks shall be based on the overall performance of the student in the class on the basis of attendance, class participation, seminars, projects etc.

Final Examination paper shall consist of three sections for a total 70 marks-

**Section A :** 10 questions of 2 marks each to be attempted in 50 word each. Minimum two questions from each unit.

**Section B :** 3 out of 5 questions of 10 marks each to be attempted in 500 words. One question from each unit.

**Section C :** Case study/Applied question from any of the unit(s) of 20 marks.

### Course contents

#### UNIT I

Introduction to retail marketing, Consumer behavior and retail operations, retail marketing mix, merchandise management.

## UNIT II

Retail marketing planning, location, strategies and decisions, management of retail brand, applications of IT to retail marketing

## UNIT III

Rural Marketing environments.

## UNIT IV

Structure and characteristics of rural market- rural problems- Tapping the rural markets- Managing physical distribution channel management

## UNIT V

Sales forces management, product management in rural markets.

### Books Recommended:

1. Raja Gopal Rural Marketing in India, Renaissance Delhi.
2. Barkar J W "Agricultural Marketing" Oxford University Press, NY 1981
3. Jha SM in LP Marketing Management in indian perspective, Himalaya Publications, Mumbai, 1988.
4. Fundamentals of Retailing" - Butchev, Me Aneity, MacMillan Publishing Co Inc., New York.
5. "Retailing: New Perspectives." Dorothy S Rogers, Merci-T.Grassi, The Drydei Press, New York.
6. "The American Department Store 1920-1960". Harvard University Bureau Business Research. Boston. 196
7. Significant Trends and Developments in the Post-war Period" in competitive distribution, A Free High Level Economic" Prof. Malcolm P. Mc Nair, University of Pittsburg Press, Pittsburg. USA.
8. "Modern Retailing Principles and Practices" Morgenstein and Streagin, New York Wiley 1983.
9. Designing to sell: "A strategic approach" Darry Berman, Jeel Evans, 1991 Prentice Hall.
10. Retail Management : "A Strategic Approach" Parry Birman, Jeel Evans 1995 Prentice Hall.
11. Retail : Bir Jay Diamond Gerald Pintel, Prentice Hall.
12. "Retailing" Jay Diamons. Gerald Pintel Prentice Hall.
13. Retailing "Dale Lawson, Prentice Hall.

## HUMAN RESOURCE MANAGEMENT AREA - SPECIALISATION PAPERS 603 H ORGANISATIONAL DEVELOPMENT

### Scheme of Examination:

There will be internal assessment for 30 marks and final examination (external) will be for 70 marks.

20 marks out of 30 internal assessment marks shall be based on the performance of the student in the internal tests. Two best out of the three internal tests shall be considered for awarding these marks.

10 marks shall be based on the overall performance of the student in the class on the basis of attendance, class participation, seminars, projects etc.

Final Examination paper shall consist of three sections for a total 70 marks-

**Section A :** 10 questions of 2 marks each to be attempted in 50 word each. Minimum two questions from each unit.

**Section B :** 3 out of 5 questions of 10 marks each to be attempted in 500 words. One question from each unit.

**Section C :** Case study/Applied question from any of the unit(s) of 20 marks.

**Course Contents**

**UNIT - I**

Introduction, Meaning and definition - objectives of OD. Characteristics features of OD, Value and Ethos in OD, futures of OD. Models of OD- OD action research process- salient issues in O.D.

**UNIT - II**

Mechanistic and organic systems and the contingency approach. An Overview OD Interventions. Life and career planning - role analysis techniques, sensitivity Training (T. Group) Transactional Analysis.

**UNIT - III**

Survey Feed Back - MBO-Grid OD- Third party peace making confrontation meeting- organisational mirror- QWL Process consultation- Team Building.

**UNIT - IV**

Consultant Client Relationship - Change agent - External Vs. Internal consultant - role and functions of internal and external change agents - Characteristics of successful change agent- skills of change agents.

**UNIT-V**

Consulting Styles of India- Consultants (Ishwar Dayal, B. L. Maheshwari, D.P.Sinha, Nilesh De).

Institutional Building: Organisation Vs. Institution - factors influencing institution building process. Self renewal and innovation role of Chief Executive.

**Books Recommended :**

1. De. N.R., Alternative Designs of Human organisations, Sage
2. French & Bell: Organisational Development- Behavioural Science intervention for organisational improvements, PHI

**604 INDUSTRIAL RELATIONS AND LABOUR LAW**

**Scheme of Examination:**

There will be internal assessment for 30 marks and final examination (external) will be for 70 marks.

20 marks out of 30 internal assessment marks shall be based on the performance of the student in the internal tests. Two best out of the three internal tests shall be considered for awarding these marks.

10 marks shall be based on the overall performance of the student in the class on the basis of attendance, class participation, seminars, projects etc.

Final Examination paper shall consist of three sections for a total 70 marks-

Section A : 10 questions of 2 marks each to be attempted in 50 words each.  
Two questions from each unit

Section B : 3 out of 5 questions of 10 marks each have to be attempted in 500 words. One question from each unit.

Section C : Case study/Applied question from any of the unit(s) of 20 marks.

**Unit I:**

Industrial Relations: Concepts and Approaches, Bipartite and Tripartite bodies; Functions of IR Manager; Contemporary Issues in Industrial relations, Industrial Relations in the emerging scenario

**Unit II:**

Industrial Dispute: Types and Causes, Strikes and Lockouts, Prevention and Settlement of Industrial Disputes: Conciliation, Arbitration and Adjudication.

**Unit III:**

Trade Union: concept and functions of Trade Unions; Trade Unionism in India: Emergence, History and Growth; Trade Union as an Organization: Future Trends in IR Role and Future of Trade Unions

**Unit IV:**

Discipline and Grievance Management; Negotiation and Collective Bargaining, Participative Management; Productive Bargaining and Gain Sharing; Employee Empowerment and Quality management; Industrial Relations and Technological Change, Laws Relating to Discharge, Misconduct, Domestic Enquiry, Disciplinary Action.

**Unit V:**

Social Security Laws – Workmen’s Compensation Act, 1923; Payment of Gratuity Act, 1972; Employee’s State Insurance Act, 1948; Employee’s Provident Fund and Miscellaneous Provisions Act, 1952; Maternity Benefit Act, 1961; Payment of Wages Act, 1936; Minimum Wages Act, 1948 and Payment of Bonus Act, 1965

**Suggested Readings:-**

1. S.C. Srivastava, (2005) 5th Edition, Industrial relation, Vikas Publishing
2. Venkata Ratnam, (2006) Industrial Relations, Oxford University Press.

**605 TRAINING & DEVELOPMENT AND LEADERSHIP**

**Scheme of Examination:**

There will be internal assessment for 30 marks and final examination (external) will be for 70 marks.

20 marks out of 30 internal assessment marks shall be based on the performance of the student in the internal tests. Two best out of the three internal tests shall be considered for awarding these marks.

10 marks shall be based on the overall performance of the student in the class on the basis of attendance, class participation, seminars, projects etc.

Final Examination paper shall consist of three sections for a total 70 marks-

Section A : 10 questions of 2 marks each to be attempted in 50 words each.

Two questions from each unit

Section B : 3 out of 5 questions of 10 marks each have to be attempted in 500 words. One question from each unit.

Section C : Case study/Applied question from any of the unit(s) of 20 marks.

**UNIT I**

Training process an overview; Training and development; Learning and skill acquisition; Role, responsibilities and challenges to training managers- Relationship between HRD and business strategies; Skill inventory; Scanning the environment for training areas; Organizational analysis for training.



## UNIT II

Organisation and management of training function; Learning process; Learning and Knowledge management; Various tools and models.

## UNIT III

Training climate and pedagogy – developing training modules – training methods and techniques- facilities planning and training aids.

## UNIT IV

Leadership : Concept, Evolution of Leadership Theories, Attributes of effective leaders Different styles of leadership, the impact of leadership styles on work climate; leadership skills and tactics

## Unit V

Learning Organisation : Leading a learning organization, the leader as a coach, understanding teams and teamwork, Principles of great teams, Leadership approaches that foster team performance.

### Suggested Readings:-

1. Naik G Panda (2010) Training And Development, Excel Books, First Edition
2. Ford J Kevin (2009) 4th Edition, Training and Development, Cengage Learning
3. Ready, B Ratnah, (2009) Effective Human Resource Training and Development, Himalya Publishing House.
4. Hughes, Ginnett & Curphy (2005) *Leadership*, Tata Macgraw Hill, Special Indian Edition
5. Richard L Daft (2005) *Leadership, Cengage Learning*,

## FINANCIAL MANAGEMENT AREA - SPECIALISATION PAPERS 603 FM MANAGEMENT OF WORKING CAPITAL

### Scheme of Examination:

There will be internal assessment for 30 marks and final examination (external) will be for 70 marks.

20 marks out of 30 internal assessment marks shall be based on the performance of the student in the internal tests. Two best out of the three internal tests shall be considered for awarding these marks.

10 marks shall be based on the overall performance of the student in the class on the basis of attendance, class participation, seminars, projects etc.

Final Examination paper shall consist of three sections for a total 70 marks-

**Section A :** 10 questions of 2 marks each to be attempted in 50 word each. Minimum two questions from each unit.

**Section B :** 3 out of 5 questions of 10 marks each to be attempted in 500 words. One question from each unit.

**Section C :** Case study/Applied question from any of the unit(s) of 20 marks.

## UNIT- I

Theories and Techniques of Working Capital Management: Theories and approach of working capital management. Techniques of working capital analysis

## UNIT - II

Ratio Analysis, Fund Flow and cash flow analysis.

### UNIT- III

Planning of working Capital: Forecasting of working capital need component and methods, Estimation of working capital.

### UNIT - IV

Financing of Working Capital: Sources of working capital and bank credit - preparation of application, documentation securities.

### UNIT- V

Money market and working capital finance. Finance for working capital Management of components of Working Capital: Receivables Management (Including the credit policy of a firm), Cash management and inventory management, creditors management.

#### Reference Books

1. Working capital Management : Ramamoorthy V. E. Institute of financial Management and Research', Madras· ( 1978)
2. Working Capital Management: Mehta D. R., Englewood Cliff N. J., Prentice Hall, Inc. ( 1974)
3. Management of working capital: Smith K.V., Network West Publishing (1974) J
4. Student may also consult books recommended for financial management.

## 604 PRINCIPLES AND PRACTICES OF BANKING

### Scheme of Examination:

There will be internal assessment for 30 marks and final examination (external) will be for 70 marks.

20 marks out of 30 internal assessment marks shall be based on the performance of the student in the internal tests. Two best out of the three internal tests shall be considered for awarding these marks.

10 marks shall be based on the overall performance of the student in the class on the basis of attendance, class participation, seminars, projects etc.

Final Examination paper shall consist of three sections for a total 70 marks-

Section A : 10 questions of 2 marks each to be attempted in 50 words each.  
Two questions from each unit

Section B : 3 out of 5 questions of 10 marks each have to be attempted in 500 words. One question from each unit.

Section C : Case study/Applied question from any of the unit(s) of 20 marks.

### UNIT I

**Banking system and structure in India-** Evolution of Indian Banks-Types of banks –Public Sector, Regional Banks, Performance of Public Sector banks, Private Sector Banks. Commercial banking: Structure, Functions - Primary & secondary function, Role of commercial banks in socio economic development, Services rendered. Credit creation and Deployment of Funds.-Role of Reserve Bank and GOI as regulator of banking system – Provisions of Banking Regulation Act & Reserve Bank of India Act. Retail Banking, Rural Banking, Corporate Banking, and Micro Finance

### UNIT II

**Banker and customer** – Types of relationship between banker and customer – Bankers obligations to customers – Right of lien, setoff, appropriation–Bankers legal duty of disclosure and related matters

**Customers' accounts with banks** – Opening- operation – KYC norms and operation – Types of accounts and customers – Nomination – Settlement of death claims

**Banking Technology-** Concept of Universal Banking-Home banking – ATMs- Internet banking – Mobile banking- Core banking solutions – Debit, Credit, and Smart cards – Electronic Payment systems-MICR- Cheque Truncation-ECS- EFT – NEFT-RTGS

**UNIT III**

**International banking** – International Banking: Exchange rates and Forex Business, Correspondent banking and NRI Accounts, Letters of Credit, Foreign currency Loans, Facilities for Exporters and Importers, Role of ECGC, RBI and EXIM Bank

**UNIT IV**

**Banker as lender** – Types of loans – Overdraft facilities – Discounting of bills – Financing book dates and supply bills- Charging of Security bills- pledge – mortgage – assignment.

**UNIT V**

Asset Liability Management(ALM) in banks: Components of Liabilities and Components of Assets, Significance of Asset Liability management, Purpose and objectives. Prerequisites for ALM, Assets and Liabilities Committee (ALCO)-Activities of ALCO

**Follow up and recovery:** NPAs, classification, securitization, SARFAESI Act etc. **Securitization:** meaning of securitization, process of securitization.

**Recommended Books**

1. Jyothsna Sethi & Nishwan Bhatia (2009) *Elements of Banking & Insurance*, Prentice Hall of India (PHI).
2. Koch W, Timothy, & S. Scott, *Bank Management* -, Cengage Learning, New Delhi.
3. Padmalatha Suresh and Justin Paul (2011) *Management of Banking and Financial Services*, Pearson Education (2<sup>nd</sup> Edition)
4. K.C. Shekhar and Lekshmy Shekhar (2011) *Banking Theory and Practice*, Vikas Publishing House
5. Muraleedharan D (2013) *Modern Banking: Theory and Practice*. Prentice Hall of India (PHI).

**605 SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT****Scheme of Examination:**

There will be internal assessment for 30 marks and final examination (external) will be for 70 marks.

20 marks out of 30 internal assessment marks shall be based on the performance of the student in the internal tests. Two best out of the three internal tests shall be considered for awarding these marks.

10 marks shall be based on the overall performance of the student in the class on the basis of attendance, class participation, seminars, projects etc.

Final Examination paper shall consist of three sections for a total 70 marks-

Section A : 10 questions of 2 marks each to be attempted in 50 words each.  
Two questions from each unit

Section B : 3 out of 5 questions of 10 marks each have to be attempted in 500 words. One question from each unit.

Section C : Case study/Applied question from any of the unit(s) of 20 marks.

**UNIT I**

**Investment:** Attributes, Economic vs. Financial Investment, Investment and speculation, Features of a good investment, Investment Process.

**Securities Market:** Primary Market - Factors to be considered to enter the primary market, Modes of raising funds, Secondary Market- Major Players in the secondary market,

**Stock Exchange:** Functioning of Stock Exchanges, Trading and Settlement Procedures, Leading Stock, Exchanges in India. Stock Market Indicators- Types of stock market Indices, Indices of Indian Stock Exchanges.

#### UNIT II

**Risk and Return Concepts:** Concept of Risk, Types of Risk- Systematic risk, Unsystematic risk, Calculation of Risk and returns. Portfolio Risk and Return: Expected returns of a portfolio, Calculation of Portfolio Risk and Return, Portfolio with two assets, Portfolio with more than two assets. Valuation of securities: Bonds, Equity and Preference shares

#### UNIT III

**Macro-Economic and Industry Analysis:** Fundamental analysis-EIC Frame Work, Global Economy, Domestic Economy, Business Cycles, Industry Analysis.

**Company Analysis-** Financial Statement Analysis, Ratio Analysis.

**Technical Analysis –** Concept, Theories- Dow Theory, Eliot wave theory. Charts-Types, Trend and Trend Reversal Patterns. Mathematical Indicators – Moving averages, ROC, RSI, Market Indicators. (Problems in company analysis & Technical analysis)

#### UNIT IV

**Modern Portfolio Theory:** Markowitz Model -Portfolio Selection, Opportunity set, Efficient Frontier. Beta Measurement and Sharpe Single Index Model

**Capital Asset pricing model:** Basic Assumptions, CAPM Equation, Security Market line, Extension of Capital Asset pricing Model - Capital market line, SML VS CML. Arbitrage Pricing Theory: Arbitrage, Equation, Assumption, Equilibrium, APT and CAPM.

#### UNIT V

**Portfolio Management:** Diversification- Investment objectives, Risk Assessment, Selection of asset mix, Risk, Return and benefits from diversification.

Mutual Funds:, Mutual Fund types, Performance of Mutual Funds-NAV. Performance evaluation of Managed Portfolios- Treynor, Sharpe and Jensen Measures

**Portfolio Management Strategies:** Active and Passive Portfolio Management strategy.

#### Recommended Books

1. Prasanna Chandra (2010) *Investment Analysis and Portfolio management*. Tata McGraw Hills (3<sup>rd</sup> Edition)
2. V. K. Bhalla (2011) *Investment Management*. Sultan chand (17<sup>th</sup> Edition)
3. Fisher and Jordan (2011) *Security Analysis & Portfolio Management*. Pearson Education (6<sup>th</sup> Edition)
4. Punithavathy Pandian (2005) *Security Analysis & Portfolio Management*. Vikas Publishing House (2<sup>nd</sup> Edition)
5. Preethi Singh (2010) *Investment Management*. Himalaya Publishing House (17<sup>th</sup> Edition)
6. S. Kevin (2011) *Security Analysis & Portfolio Management*. Prentice Hall of India (2<sup>nd</sup> Edition)