

# **Sri Dev Suman Uttarakhand University**

**Badshahithaul, Tehri Garhwal**

**SCHOOL OF COMMERCE AND MANAGEMENT**

**Syllabus**

**For**

**Bachelor of Business Administration (Semester Wise)**

**Effective from Academic Session 2022-23**

# **Bachelor of Business Administration (B.B.A.)**

## **Three Year Full Time Programme Consisting of Six Semesters**

The examination for the Degree of Bachelor of Business Administration (BBA) shall consist of six semesters

### **An academic year shall consist of two semesters:**

Odd Semester (I, III & V Semesters): generally July to December

Even Semester (II, IV and VI Semesters): generally January to June

The academic calendar for each semester shall be notified well before the commencement of the semester by the University.

### **Eligibility:**

Any candidate holding Intermediate i.e. 10+2 in any discipline from a recognized board shall be eligible to apply for the course. The other terms and conditions shall be applicable as per the University norms.

These ordinances are available on the official website of Sri Dev Suman Uttarakhand University ([www.sdsuv.ac.in](http://www.sdsuv.ac.in))

### **Semester Pattern:**

A semester shall normally extend over a period of 15 weeks. Each week shall have 30 hours of instruction including lab/field/project work as applicable.

There will one sessional test and one end-semester examination. The sessional test will carry 20 % of the total marks of the course. The marks of the sessional test shall be taken into account for computation of grades. There shall be written end-semester examination which shall be of three hours duration carrying 80 % of total marks assigned for the course. Evaluation will be done on a continuous basis, two times during each semester.

The sessional test shall be conducted before the end semester examination. The sessional test may employ one or more assessment tools such as objective tests, assignments, paper presentation, laboratory work, etc suitable to the course. This requires an element of openness. Students shall compulsorily attend the sessional test. The sessional test as a part of the continuous internal assessment shall be conducted and evaluated by the teacher offering the course.

## **SUBJECT TITLE : Principles and Practice and Management (101)**

### **OBJECTIVE**

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

### **COURSE CONTENTS**

- (i) Definition, Functions, Process, Scope and Significance of Management. Nature of Management, Managerial Roles, Managerial Skills and Activities, Difference between Management and Administration. Significance of Values and Ethics in Management.
- (ii) Evolution of Management Thought, Approaches of Management Thought, Functions of Management.
- (iii) Planning and Organizing Nature, Scope, Objective and Significance of Planning, Elements and Steps of Planning, Decision Making Organizing Principles, Span of Control, Line and Staff Relationship, Authority, Delegation and Decentralization. Effective Organizing, Organizational Structures, Formal and Informal Organizations, Staffing.
- (iv) Directing Effective Directing, Supervision, Motivation, Different Theories of Motivation- Maslow, Herzberg, Mc Clelland, Vroom, Porter and Lawler, Job Satisfaction. Concept of Leadership- Theories and Styles. Communication Process, Channels and Barriers, Effective Communication.
- (v) Controlling and Coordinating- Elements of Managerial Control, Control Systems, Management Control Techniques, Effective Control Systems. Coordination Concept, Importance, Principles and Techniques of Coordination, Concept of Managerial Effectiveness.

### **SUGGESTED READINGS**

1. Drucker, F. Peter - Management-Tasks, Responsibilities & Practices.
  2. Koontz "O" DonnelWeihrich - Elements of Management.
  3. Koontz H, "O" Donnel C - Management-A Book of Reading.
  4. Drucker, F. Peter - The Practice of Management.
  5. Terry and Franklin - Principles of Management
  6. Stoner - Principles of Management
  7. William H. Newman and - The Process of Management.
- E. Kirby Wassen

## **SUBJECT TITLE : Computers Applications and Business (102)**

### **OBJECTIVES**

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

### **COURSE CONTENTS**

- (i) Concept of Computers- Brief History of Computers, Generation and Its Evolution, Characteristics of Computers, (Hardware, Software) Criteria for Using the Computers, Organizations and Functions of Computers, Advantages, Disadvantages of Computers, Main Areas of Computers and their Applications.
- (ii) Types of Computers- Analog, Digital, Hybrid, General Purpose and Special Purpose Computers, Micro Computers, Mini-Computers, Main-Frame Computers, and Super Computers.
- (iii) Operating System and Office Automation: Booting Concept, MS DOS, MS Windows, MS Office and Interpreters, Assemblers, LAN, MAN, WAN, Communication Channels.
- (iv) Information Technology: Fundamentals, Perspectives, Applications and Scope, Introduction to Internet, Browsers, Applications and Scope.
- (v) Computer Application in Different field-Basic Information, Data Base Management System: Creating, Modification of Data Base Files, Commands Study, Expression and Functions, Set Commands, Indexing.

### **SUGGESTED READINGS**

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

## **SUBJECT TITLE : BUSINESS COMMUNICATION (103)**

### **OBJECTIVE**

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

### **COURSE CONTENTS**

- (i) English Grammar: Proper Uses of Verb, Noun, Adverb, Adjectives, Punctuation, Para Phrasing in Business Communication, Understanding, Direct and Indirect Narration, Skills of Essay Writing and Precis Writing, Significance of knowledge of Grammar in Business Communication.
- (ii) Basic Forms of Communication, Communication Models, Communication Process, Barriers and Bottlenecks in Communication, Corporate Communication, Formal and Informal Communication Network, Grapevine, Non-Verbal Communication. Importance of Communication in Business World.
- (iii) Letter Writing: Principles, Structure, Planning, Drafting, Writing, Re-Writing, Editing, Different Types of Letters, Memos in Business Communication, Modern Office techniques used in Business Communication.
- (iv) Oral Communications, Public Speaking, Body Language, Presentations before the Group, Factors Affecting Presentation, Effective Listening, Interviewing Skills, Arranging and Participation in Group Discussion, Seminars and Conferences.
- (v) Report Writing: Writing Skills, Planning, Drafting, Writing, Re-Writing, Editing, Different Types of Business Reports, Style of Report Writings.

### **SUGGESTED READINGS**

- (1) Sharma - Business Correspondence and Report Writing
- (2) Monipally - The Craft of Business Letters Writing
- (3) Lesikan V Raymond - Basic Business Communication and Pettel E
- (4) Herta and Murthy - Effective Business Communications

## **SUBJECT TITLE : FINANCIAL ACCOUNTING (104)**

### **OBJECTIVES**

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

### **COURSE CONTENTS**

- (i) Financial Accounting: Nature, Scope and Importance of Financial Accounting, Basic Accounting, Accounting Concepts and Conventions, Assumptions and Limitations of Accounting, Accounting Principles, Double Entry System, Journals, Ledger, Purchase Book, Sales Book Cash Book, Petty Cash Book, Trial Balance, Income and Expenditure Account. Posting of Entries in Accounts Books.
- (ii) Financial, Cost and Management Accounting- A Distinction. Preparation of Financial Statements, Preparation of Trial Balance Sheet. Rectification of Errors, Bank Reconciliation Statement.
- (iii) Accounting for Depreciation- Significance and Methods Inventory Valuation Methods and Choice of Methods. Different Types of Reserves.
- (iv) Accounting for Partnership Firm- Introduction, Admission of a New Partner, Death and Retirement of Partners, Dissolution of Partnership Firm.
- (v) Analysis of Financial Statements-Nature and Limitations, Techniques of Analysis and Interpretation of Financial Statements, Ratio Analysis.

### **SUGGESTED READINGS**

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

## **SUBJECT TITLE : BUSINESS ECONOMICS (105)**

### **OBJECTIVES**

The objective is to provide conceptual knowledge of Economic Theories and their application for Managerial Decisions.

### **COURSE CONTENTS**

- (i) Definition, Nature and Scope of Business Economics, Wealth Definition, Scarcity Definition, Growth Definition, Production Possibility Curve, Circular Flow of Economic Activity, Economics As Science and as Art, Application of Economic theory to a Firm's Level Business Problems.
- (ii) Demand Analysis and Forecasting: Meaning of Demand, Determinants of Demand, Assumptions of Law of Demand, Elasticity of Demand, Demand Forecasting, Law of Supply, Elasticity of Supply.
- (iii) Cost and Production Analysis: Different Concepts of Costs, Production Function, Cost-Output Relationship, Law of Variable Proportion and Determining the Level of Production Cost. Law of Increasing Returns, Law of Decreasing Returns.
- (iv) Pricing Under Different Market Conditions: Nature of Market, Pricing under Perfect, Monopoly and Monopolistic Market Conditions. Pricing in Actual Practice, Cost Plus Pricing, Transfer Pricing.
- (v) Profit Measurement and Appropriation: Economic vs Accounting Profit, Concept of True Profit, Factors in Profit Measurement, Appropriation of Profit Policy, and Capitalization of Profit. Business Cycle: Causes and Effects of Inflation and Recession, Measures of Economic Stabilization.

### **SUGGESTED READINGS**

- (1) Varshney, R L and Maheshwary - Managerial Economics
- (2) Joel Dean - Managerial Economics
- (3) Alexander, K J W and Kemp, A J - The Economics in Business
- (4) Normal, N Parsh - Economic Analysis
- (5) Mankar and Dinkar - Business Economics

## **SUBJECT TITLE : MARKETING MANAGEMENT (201)**

### **OBJECTIVE**

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

### **COURSE CONTENTS**

(vi) Definition, Nature, Scope and Importance of Marketing, Modern Marketing Concepts, Marketing Mix and Marketing Environment, Meaning and Dimensions of Market, Market Segmentation. Role of Marketing in Economic Development and its Applicability in Indian Conditions.

(vii) Consumer Behavior : Meaning and its Importance, Consumer Buying Behaviour,

Determinants of Consumer Behaviour, Product, Meaning, Role, Product Planning and Process, Product Life Cycle, Product-Market Integration, Product- Positioning, Branding, Packaging.

(viii) Pricing Advertising and Channels of Distribution : Pricing-Meaning, Role, Theory and Practice of Pricing Management. Advertising-Meaning, Role, Profit of Advertising in India, Management of Advertising, Channels of Distribution Meaning, Role, Classification, Factors Governing Choice of Channels and Intermediaries.

(ix) Physical Distribution, Market Organization, Physical Distribution, Meaning, Objective, Organization, Role and Relevance of Physical Distribution. Physical Distribution Management, Marketing Organization, Organizing for Marketing, Evaluation of Marketing Organization, Principle of Organization Design, Organizational Problems.

(x) Overview of Global Marketing, Rural Marketing, Services Marketing, Marketing Challenges in 21<sup>st</sup> Century.

### **SUGGESTED READINGS**

- (1) Kotler, Philip - Marketing Management : Analysis Planning and Control
- (2) Stanton W J - Fundamentals of Marketing
- (3) Cunduff Still - Fundamentals of Marketing and Goiani Cunduff
- (4) Rusenberg, L J - Marketing



(5) Ramaswami and Nama  
Kumari - Marketing Management

## **SUBJECT TITLE : HUMAN RESOURCE MANAGEMENT (202)**

### **OBJECTIVES**

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

### **COURSE CONTENTS**

(vi) Human Resource Management: An Introduction, Personnel Functions and Organizational Goals, Personnel Management: Definition, Objectives, Significance, Qualities of Personnel Managers, Human Resource Planning: Meaning and nature of Human Resource Planning, Theory and Practice.

(vii) Recruitment, Selection and Placement, Induction Training, Need and Purpose of Training, Methods of Training, Development and Growth.

Work Study: Job Design and Appraisal, Job Description, Job Analysis and Evaluation, Job Enrichment, Performance Monitoring and Appraisal methods, Motivation and Productivity.

(viii) Wage and Salary administration: Wage policy, Concept and Importance, Fringe Benefits, Incentive Compensation and Remuneration, Factors affecting Wages and Wage Fixing Machinery.

(ix) Industrial relations: Concept and Significance of Industrial Relations, Trade Unions, Concept, Objectives and functions of Trade Unions.

(x) Collective Bargaining, Dispute Resolution and Grievance settlement, Employee Discipline Regulatory Mechanism, Suspension, Dismissal, Retrenchment, Industrial Conflicts and resolutions, Role of Trade Unions in Collective Bargaining.

### **SUGGESTED READINGS**

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

## **SUBJECT TITLE : BUSINESS ENVIRONMENT (203)**

### **OBJECTIVE**

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

### **COURSE CONTENTS**

- (i) Business Environment and Society Concept, Nature and Significance of Business Environment, Social responsibility of Business, Business Ethics, Business and Culture, Technological Development and Social Changes.
- (ii) Business and Economy: Economic System, Capitalism, Socialism, Mixed Economy, Features of Indian Economy, Public Sector, Private Sector, Small Scale industries: Concept, Significance, Issues and Priorities. Role of Public Sector in Indian Economy and its Problems.
- (iii) Business and Government: Role of Government in Economic Planning in India, Introduction to Industrial Policy Resolution, 1948, Industrial Policy Resolution, 1956, New Industrial Policy, New Economic Policy, Privatization, Liberalization and Globalization and their Implications on Indian Economy.
- (iv) Business and Law: Provisions under Companies Act, 1956 relating to setting up of a company, Provisions under the MRTP Act relating to Restrictive trade Practices and Unfair trade Practices, Salient Features of the Consumer Protection Act relating to Consumer protection in India.
- (v) International Business Environment- An overview, International Economic Groupings: GATT, WTO, UNCTAD, World Bank, IMF, European Union.

### **SUGGESTED READINGS**

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

## **SUBJECT TITLE : PRODUCTION MANAGEMENT (204)**

### **OBJECTIVES**

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

### **COURSE CONTENTS**

(i) Nature and Scope of Production Management, Production Analysis and Planning, Production Functions, Responsibilities of the Production Manager, Plant Location and Layout, Factors to be taken care for Plant Location.

(ii) Production Planning and Control, Procedure, Objectives and Importance of Production Planning, and Production Control, Manufacturing System, Materials Management-its Scope and Importance, Purchasing Functions and Procedures, Store Keeping.

(iii) Inventory Control, Relevant Costs, Economic Lot Size, Inventory Analysis, Sales Forecasting Techniques.

(iv) Productivity-Concept and Factors on Which Productivity depends, Measurement of Productivity, Input Output Analysis and Productivity, Product Development and Designing, Stages of New Product Development, Standardization, Simplification and Specialization, Automaton.

(v) Development of Efficiency Work Method, Material Flow Process Chart, Man flow Process Chart, Principles of Motion Economy, Comparison of Alternative Work Methods, Safety and health Considerations, Maintenance of Production Facilities, Quality Control and Inspection, Sampling Inspection, Quality Control Charts, Attributes and Variables Charts.

### **SUGGESTED READINGS**

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

## **SUBJECT TITLE : BUSINESS FINANCE (205)**

### **OBJECTIVES**

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

### **COURSE CONTENTS**

- (i) Business Finance- Conceptual Foundation, Finance Functions in Business, Corporate Finance, Nature and Scope of Financial Management, Objectives of Financial Management, Role of Financial Management and Financial Manager in Business Organizations, Forms of Business Organizations, Regulatory Framework: Brief Introduction of Companies Act, Partnership Act, Securities and Exchange Board of India Regulations.
- (ii) Cost of Capital: Meaning and Importance of Cost of capital, Measurement of Cost of Debt, Preference Share Capital, Equity Shares and Retained Earnings, Overall Cost of Capital of the Firm. Capital Rationing.
- (iii) Cost of Debt, Cost of Preference Shares, Debentures, Convertible Debentures, Relative Merits and Limitations. Financial Securities: Characteristics of Different Securities. Meaning of Capitalization, Over and Under Capitalization-Their Causes and Remedies. Capitalization and Capital Structure: Meaning of Capital Structure, Operating Leverage, Financial Leverage, Capital Structure Planning, Assessment of Debt Capacity. Guidelines for Capital Structure Planning.
- (iv) Short Term Financial Requirement: Working Capital- Its need and Importance, Factors Affecting Working Capital requirements, Estimating Working Capital requirements, Working Capital Financing Policy. Sources of finance.
- (v) Dividend Policy and Retained Earnings: Dividend-Payout Ratio, Managerial Considerations in Determining Dividend Payout, Factors Affecting Dividend Policy, Dividend Stability, Dividend Policy and Share Valuation Traditional Position, Walter Model, M-M Position.

### **SUGGESTED READINGS**

- (1) Khan, M Y - Financial Management
- (2) Prasana Chandra - Financial Management
- (3) Pandey, I M - Financial Management
- (4) Kuchal, S C - Financial Management and Corporate Finance

(5) Van Horne - Financial Management

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## **SUBJECT TITLE :INTERNATIONAL BUSINESS (301)**

### **OBJECTIVE**

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

### **COURSE CONTENTS**

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

### **SUGGESTED READINGS**

- (1) Ramu S Shiva - International Business- Governance Structure
- (2) John, F - International Business Strategy and Administration
- (3) Lal Sanjay - Multinationals, Technology and Exports
- (4) Robinson D Richard - International Business Management
- (5) P.T. Ellishorth - International Economics
- (6) Varshney and Bhattacharya - International Marketing Management

## **SUBJECT TITLE : ORGANIZATIONAL BEHAVIOUR (302)**

### **OBJECTIVE**

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

### **COURSE CONTENTS**

- (i) Organization and Its Analysis , Nature of Organization , Nature, Scope and Significance of Organizational Behaviour , Relevance O.B in Today's Business Environment.
- (ii) Individual Dimensions of Organizational Behaviour: Nature of Human Behaviour, Perception, Learning and Behaviour Modification, Personality, Attitudes, Motivation, Socio- Cultural Factors and Behaviour Dynamics of Groups.
- (iii) Interactive Dimension of Organizational Behaviour: Interpersonal Behaviour, Group Dynamics and Behaviour, Power, Authority, and Politics, Leadership, Communication, Organizational Conflicts, Organizational Climate.
- (iv) Structural Dimensions of Organizational Behaviour: Organization Theory, Determinants of Organization structure, Designing of Organization Structure, Forms of Organization structure, Bureaucratic Organization.
- (v) Organizational Effectiveness and change: Organizational effectiveness, Organizational change and Development. Major Forces of change, Types of change, Reaction to change, Developing Support for change.

### **SUGGESTED READINGS**

- (1) Korman, Abraham K - Organizational Behavior
- (2) Singh and Chhabra - Organization Theory and Behavior
- (3) Khanka S S - Organizational Behavior
- (4) Maslow A H - Motivation and Personality
- (5) Stephen P Robbins - Organizational Behavior



## **SUBJECT TITLE : BUSINESS LAWS (303)**

### **OBJECTIVE**

The objective is to provide knowledge about important business laws relevant to Business and Corporate World.

### **COURSE CONTENTS**

- (i) Meaning and Importance of Business Laws, Laws and Business Managers, Government and Business Relationship in India.
  
- (ii) Indian Contract Act 1872: Proposal, Acceptance, Promise, Consideration, Capacity to Contract , Performance of Contracts, Discharge of Contracts, Breach of Contracts, Remedies against Breach of Contract. Indemnity and Guarantee, Bailment and Pledge, Contract of Agency.
  
- (iii) The sale of Goods Act, 1930 : Contract of sale , Essentials of Contract of sale, Sales Agreement and Agreement to sale ,Conditions and Warranties, Passing of Property in Goods , Transfer of Title by Non-owners, Performance of Contract of sale, Duties and Rights of Parties, Breach of Contract of sale, Auction sale.
  
- (iv) Indian Partnership Act, 1932: Definition of Partnership, Partner, Firm, Kinds of Partnership, Duties and Rights of Partners, Dissolution of a Firm, Minor as a Partner.
  
- (v) Negotiable Instrument Act, 1881: Definition and Essential Features of Negotiable Instruments, Types of Instruments and Endorsement, Parties to Negotiable Instrument.
  
- (vi) Consumer Protection Act- Provisions related to consumer protection and Redressal of consumer Grievances.

### **SUGGESTED READINGS**

- (1) Kuchal M C - Mercantile Law
- (2) Kapoor ND - Mercantile Law
- (3) Shukla MC - A Manual of Mercantile Law
- (4) Jain J D - Indian Contract Act
- (5) Singh Avatar - Mercantile Law

## **SUBJECT TITLE : ACCOUNTING FOR MANAGEMENT (304)**

### **OBJECTIVE**

The Objective is to provide basic knowledge of the science of Accounting, interpretation of Financial Statements and to develop an understanding of Accounting Tools, Techniques and Information and their Uses in Managerial Decision Making.

### **COURSE CONTENTS**

- (i) Introduction to Management Accounting: Nature, Scope, Significance, and Functions of Accounting, Management Accounting VS Financial Accounting. Management Accounting VS Cost Accounting.
  
- (ii) Break – even Analysis: The Break Even Point, on the P/V Graph, The Break Even Point Formula and Uses of Break – Even Analysis, Cost – Volume – Profit Relationship: The Relationship of Costs and Profits with Volume, Uses and Limitations.
  
- (iii) Cost Analysis for Decision making: Decisions facing Management, The Role of Costs, Relevant Cost, Contribution Approach, Relevance and Cost Behaviour, Short Term and Long term Indications, Opportunity Cost. Decision Involving Alternative Choices : Nature of Managerial decision Making , Concept of Differential Costs, Decision to make or Buy, Decision to Accept a special order, Decision to Continue or Drop A Product Line.
  
- (iv) Budgeting and Budgetary Control: Budgeting as a Tool, Uses and Organization of the Budgeting, Limiting Budget factors, The Budgeting Process, Step in Budget Preparation, Types of Budgets.
  
- (v) Standard Costing and Variance Analysis: Standard Costing VS Historical Costing, Types of Standards, Concept of Variance Analysis, Computation of Material, Labour Variance.

### **SUGGESTED READINGS**

- (1) Anthony , RN And Welsh, GA - Fundamentals of Management Accounting
- (2) Khan and Jain - Management Accounting
- (3) Horngren, CT - Cost Accounting
- (4) Gupta, RL - Advanced Accountancy
- (5) Shukla and Grewal - Advanced Accounts

## **SUBJECT TITLE : QUANTITATIVE ANALYSIS (305)**

### **OBJECTIVE**

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

### **COURSE CONTENTS**

(i) Introduction, Importance, Uses of Statistics and quantitative techniques, Methods of Presenting Statistical Information's and collections of Data, Frequency Distribution, Measures of Central Tendency, Mean, Mode, Median, Measures of Dispersion, Range, Qua Deviation, Mean Deviation, Standard Deviation and Variance: Measures of Variation and Skew ness.

(ii) Probability Theory: Definition of Probability, Events, Counting Rules, Conditional Probability, Rules of Bays and Permutation and Combination. Probability Distribution: Introduction, Binomial Model, the Poisson Model and Normal Distribution.

(iii) Sampling-Need and Method of Sampling, Sampling and Non Sampling Errors, Sampling Techniques, Forecasting Meaning Nature and techniques, Qualitative and Quantitative Techniques, Curve Fitting and Method of Least Squares.

(iv) Forecasting Methods: Business Forecasting, Nature and Significance of Correlation, Correlation and Regression Analysis, Time Series Analysis. Types of Correlation, Methods of Studying Correlating.

### **Suggested Readings**

- (1) N.D.Vohra - Quantitative Techniques in Managerial Decisions
- (2) Levin, R. I. and Rubin David S - Statistics For Management
- (3) Stephen K.C - Applied Business Statistics
- (4) Emory and Cooper - Business Research Method
- (5) S.P. Gupta and M.P.Gupta - Business Statistics

## **SUBJECT TITLE : COMPANY LAW (401)**

### **OBJECTIVE**

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

### **COURSE CONTENTS**

- (i) Introduction: Evolution of Indian Companies Act, 1956, Meaning and Characteristics of Company, Definition of a Company under the Companies Act, 1956, Types of Companies, Difference between a Company and Other Associations of persons. Promotion of a company: Availability of Name, Duties and Liabilities of Promoters.
- (ii) Formation of A Company: Incorporation, Documents To Be Filed With Registrar, Memorandum of Association, Articles of Association, Preparation and Filing of Memorandum and Articles of Association. Alteration of Memorandum of Association and Articles of Association. Procedure for Conversion of Private Company in to Public Company and Vice Versa. Doctrine of Indoor Management, Doctrine of Ultra Vires.
- (iii) Share capital and Debentures: Types of Shares and debentures, Issue of Shares and debentures, Prospectus, Transfer and transmission of shares and debentures.
- (iv) Company Administration: Directors, Managing Director, Appointment, Qualification and Disqualification of Directors, Different type of Directors, Appointment, Re-appointment, Retirement, Resignation, removal of Directors, Powers and the Duties of the Directors. Different Types of Meeting: Annual General Meeting, Extraordinary General Meeting, Procedure for holding General Meetings.
- (v) Winding up of Companies: Types of Winding Up, Circumstances under which The Company Can Be Wind Up By the Court, Appointment of Official Liquidator. Rights and Duties of Official Liquidator, Role of Contributories in Company Liquidation.

### **SUGGESTED READINGS**

- (1) Avtar Singh Indian Company Law
- (2) M C Bhandari Guide to Company Law
- (3) Sen Gupta B K Company Law
- (4) Ramaiahya Guide to Company Law

## **SUBJECT TITLE : RESEARCH METHODOLOGY (402)**

### **OBJECTIVES**

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

### **COURSE CONTENTS**

(i) Introduction, Definition, Importance, Scope and Limitations of Research, Objectives, Types of Research, Planning and Designing Research.

(ii) Secondary and Primary Data Collection-Introduction to Secondary Data Preparation- Validation, Editing, Coding, Tabulating and Cross Tabulation of Data, Data Analysis and Interpretation, Hypothesis Testing, University and Bivariate Data Analysis, Multivariate Data Analysis.

(iii) Sampling and Questionnaire Design and Construction-Introduction to Sampling, Sampling Process, Sampling Designs, Sample Size, Application of Sampling, Steps involved in Questionnaire Construction, Questionnaire Designs, Attitude Measurement, Types of Scales for Attitude Measurement.

(iv) Application of Research-An Over view of Market Research, Product Research, Advertising and Sales Promotion Research, Sales Control Research, Research in Financial Matters and Matters Related to Human Resource Management.

### **SUGGESTED BOOKS**

- (1) Agrawal - Marketing Research
- (2) Boyd West Fall - Marketing Research-Text and Cases
- (3) D A Aaker and G S Dey - Marketing Research
- (4) Weiers - Marketing Research
- (5) Malhotra - Marketing Research
- (6) Luke and Rubin - Marketing Research
- (7) Tull and Hawkins - Marketing Research

## **SUBJECT TITLE : LOGISTICS MANAGEMENT (403)**

### **OBJECTIVE**

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

### **COURSE CONTENTS**

- (i) Introduction to Logistics, Logistics Interface with Production and Marketing, Measures of Logistics.
- (ii) Physical Distribution and Logistics, Logistic System Analysis and Design, Warehousing and Distributing Centers, Location.
- (iii) Transportation Systems : Facilities and Services, Dispatch & Routing Decisions and Models.
- (iv) Inventory Management Decisions, Packaging and Materials Handling.
- (v) Overview of International Logistics Management.

### **SUGGESTED READINGS**

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

## **SUBJECT TITLE : MARKETING OF SERVICES (404)**

### **OBJECTIVES**

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

### **COURSE CONTENTS**

- (i) The Nature of Services Marketing –Introduction, Definition and Characteristics of Services, Classification of Services, Evolution of Services Marketing, Importance of Services Marketing In Indian Economy. The Services Marketing Mix-Importance of 7 Ps in Services Marketing.
- (ii) The Services Marketing-The People Component, Services And The Importance of The People Component, Using People To Differentiate Services, Internal Marketing, Employee Motivation And Implication For Service Delivery.
- (iii) Market Segmentation, Selection of Market and Positioning Of Services, Quantity and Quality of Services, Determinants of Quality and Quantity.
- (iv) Application of The Components of Marketing of Services in Financial Services with special reference to Banking, Mutual Fund, Portfolio Management Services. Hospitals, Consultancy Services, Education and Training Services.
- (v) Application of the Components of Marketing of Services in Marketing of Tourism, Travel and Transport Services.

### **SUGGESTED READINGS**

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

## **SUBJECT TITLE : CONSUMER BEHAVIOR (405)**

### **OBJECTIVES**

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

### **COURSE CONTENTS**

(i) Introduction -Nature and Scope of Consumer Behaviour, Importance of Study of Consumer Behavior, Types of Buying Behavior. Needs and Buyer Motivation, Personality Self Concept and Consumer Behaviour, Consumer Perception, Consumer Attitudes, Consumer as A Learner.

(ii) Consumer Psychographics ,Psychographics VS Demographics. Group Dynamics And Consumer Reference Group, Family As Consuming Unit, Social Factors -Social And Cultural Environment Of Consumer-Economic, Demographic, Cultural, Sub-Cultural And Cross Cultural Influences, Social Class And Social Stratification.

(iii) Consumer Decision Process, Pre and Post Purchase Behavior, Purchase Process, Rationality in Buyings, Models of Consumer Decision Making.

(iv) Models Of Buying Behavior- Nicosia, Howard Sheth, Engel Blackwell Kollat Model, Organizational Buying Behavior.

(v) Consumer Satisfaction -Need And Importance, Mechanism Of Consumer Satisfaction And Dis-satisfaction, Repeated Buying, Brand And Shifting Loyalty, Opinion Leadership , Complaint Behavior.

### **SUGGESTED READINGS**

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



**Sri Dev Suman Uttarakhand University**

**Badshahithaul, TehriGarhwal**

**SCHOOL OF COMMERCE AND MANAGEMENT**

**Syllabus**

**For**

**Bachelor of Business Administration (Semester Wise)**

**Effective from Academic Session 2022-23**

**Fifth Semester Papers**

**(Three papers are Compulsory and Two Electives from any one of the Groups i.e. Either From Marketing Or HRM or Finance)**

## **501-BUSINESS POLICY AND STRATEGY:**

### **OBJECTIVE**

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

### **COURSE CONTENTS**

(i) Introduction to Business Policy and Strategic Management, Nature, Meaning and Scope, Importance of Business Policy and Strategic Management.

Corporate strategy, Business Strategy, Functional Strategy.

(ii) Corporate Planning, Concept of Planning, Planning Process, Types of Planning, Strategic Planning, Strategy Decision Making, Mission, Objectives and Goals.

(iii) Major Strategic Options-Stability Strategy, Growth or Expansion Strategy, Diversification Strategy, Retrenchment Strategy and its Variations.

Combination Strategy, Turnaround Strategy, External Growth Strategy, Factors Influencing Choice of Strategy.

(iv) Strategy Evaluation and Strategic Controls, and Overview of Strategic Evaluation and Control, Strategic Control.

### **SUGGESTED READINGS**

(1) Thompson and Strickland Strategic Management Concept and Cases

(2) Ansoff, H Igor Corporate Strategy

(3) Charles W I Hill and G R Jones Strategic Management Theory

(4) AzharKazmi Business Policy

(5) Thomos L Wheelen and J D Hunger Strategic Management

## **502- Entrepreneurship and Small Business:**

### **OBJECTIVES**

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

### **COURSE CONTENTS**

(i) Definition of Entrepreneurship, Characteristics of Entrepreneur, Concept of Entrepreneurship-Conceptual Model, Views of Schumpeter, Walker and Drucker, Entrepreneurship Culture, Traits of a True Entrepreneurial Motivation-Motivating Factors, Compelling Factors, Motivation Theory.

(ii) Definition of Small Business, The Benefits and Opportunities of Small Business Ownership, Ownership Structure and Organizational Frame Work, Sole Proprietorship, Partnership, Corporations, Advantages and Disadvantages. Evaluating the Existing Business. The Potential Drawbacks of Entrepreneurship. Forms of Ownership.

(iii) Problems Related to Financial Management, Operational Management and Marketing Management in Small Scale Enterprises.

(iv) Role of Government and Financial Institutions, IFCI, ICICI, IDBI, EXIM Bank, UTI, LIC, GIC SIDBI, NSSIC, SPCs, Commercial Bank in Entrepreneurial Development in India.

(v) Policy of the Government Regarding Small Scale Industries and Entrepreneurial Development. Different Governmental Agencies Providing Guidance, Assistance to Small Scale Industries. General Problems of Small Scale Industries in India.

### **SUGGESTED BOOKS**

- (1) C B Gupta Entrepreneurial Development
- (2) S S Khanka Entrepreneurial Development
- (3) Prasana Chandra Project Management

## **503- Project and Project Presentation in Class Room Seminar**

### **OBJECTIVE**

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

Each student is required to undertake a short project relating to the issues concerning trade, commerce, industry, corporate governance and corporate affairs as the case may be. The topic of the project shall be allotted by the designated Teacher under whose guidance the project shall be completed, during fourth semester to get the project completed.

On completion of the project the project report shall be submitted by the student to the Department/Affiliated Institution and each student shall present as seminar on his/her project.

The project report shall be evaluated by the Internal Expert appointed by the Head of the Department/Director of the Institute along with the Seminar.

The criteria of evaluation shall be decided by the Teacher In charge with the approval of the

Head of the Department/Director of the Affiliated Institution as the case may be.

**Elective Groups-Marketing Management, HRM, Financial Management  
Insurance Management**

**Opt any two papers as I, II from any one of the following Specialization  
Groups Namely Either from Marketing, or HRM, Finance or Insurance  
Management**

**A – Marketing Management Group**

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

**COURSE CONTENTS**

(i) Conceptual Frame Work of Customer Relationship and its Management, Evolution Customer Relationship Management, Relationship Marketing, Types of CRM-Win Back, Prospecting, Loyalty, Cross Sell and up Sell. Significance and Importance of CRM in Modern Business Environment.

(ii) Introduction CRM-Planning, Strategy for CRM, Process of Segmentation, Choice of Technology, Choice of Organizational Structure for CRM, Understanding Market Intelligent Enterprises.

(iii) Implementation of CRM: Business Oriented Solutions, Project Management Channel Management, CRM and Data Mining, Information, Required for Effective CRM.

(iv) Concept of Loyalty in CRM: Definition of Loyalty, Customer Loyalty and Status of CRM in India.

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

### **COURSE CONTENTS**

(i) Communication Process- Nature of Communication Process and its Different Elements, Obstacles in Communication Process, Role of Communication Perception, Learning and Attitude Change. Communication Process in Marketing- Importance and Applications of Communication Process in Marketing, Different Elements of Promotional Mix and Communication Process Relevant to them, Communication Process in Corporate Image Building, Advertising and Consumer Psychology.

(ii) Advertising-Definition, Objectives, Functions, Classifications of Advertising, Advertising as a Tool of Communication, Social and Economic Aspects of Advertising. Advertising Departments and Agencies.

(iii) Setting Advertising Objectives, DAGMAR Approach, Continuous Advertising Programme, Message and Copy, Message Strategy and Message Design, Elements of Advertisements, Copy Developing Effective Advertising Copy, Creativity and Visualization in Advertising.

(iv) Medial Planning: Role of Media in Advertising, Comparative Study of Different Advertising Media, Media Choice, Allocation of Budget for Advertising, Approaches and Procedures for Determining the Size of the Budget.

(v) Social and Economic Aspects of Advertising, Productivity of Advertising, Its Contribution to Economic Development and Standard of Living, Ethics and Advertising.

### **SUGGESTED READINGS**

- (1) Wright, Winters and Zeiglas Advertising Management
- (2) Dunn and Barban Advertising-its Role in modern Marketing
- (3) Manendera Mohan Advertising Management
- (4) Aaker, Myers and Batra Advertising Management
- (5) Kenneth F Runyen Advertising

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

### **COURSE CONTENTS**

- (i) Basic Concepts-Selling Functions, Type of Selling and Emerging Dimensions, Direct Selling, Institutional Selling, Tele Marketing, Sampling, Follow the Customers and Other Concepts.
- (ii) Theories of Selling – Canned Approach, AIDA Model, Right Set of Circumstances Theory, Buying Formula Theories, Behavioural Equation Theory.
- (iii) Process of Effecting Selling- Prospecting, Preapproach Presentation and Demonstration, Handling Objections, Closing the sale, Post sale Activities, Quality of Successful Sales Person.
- (iv) Sales Management- Importance, Scope and Functions of Sales Management Organization for sales, Sales Planning-Market Potential Analysis, Sales Forecasting, Fixing Sales Objectives, Territory Allocation, Sales Quota, Participative Sales Planning and Behavioural Considerations.
- (v) Sales Force Management- Sales Force Planning Recruitment and Selection, Training and Development, Placement of sales Personnel, Compensation and Incentive to Sales Persons, Motivation and Leadership for Sales, Evaluation of Sales Performance.

### **SUGGESTED READINGS**

- (1) Russel, Beach and Brukirk Selling
- (2) Still, Cundiff, and Govoni Sales Management
- (3) K Patel Sales
- (4) Johnson, Kirtz and Schueing Sales Management
- (5) Confierd Salesmanship-Practice and Problems

## **B- HUMAN RESOURCE MANAGEMENT GROUP**

### **505-H-1-INDUSTRIAL RELATIONS:**

#### **COURSE CONTENTS**

(i) Meaning, Scope and Importance of Industrial Relations; Major Participants in Industrial Relations; Role of State; Characteristics of Industrial Relations System in India.

(ii) Trade Union Movement in India-Growth, Problems, Recent Trends and Future of Trade Unionism in India.

(iii) Trade Unions in India-Concept, Objectives, Structure and Function. Trade Unions Act, 1926. Major and Issues. Employers Organizations in India.

(iv) Workers Participation in Management-Meaning and Objective of WPM and Factors Influencing the WPM. Workers Participation in Management in India. An Overview.

(v) Industrial Disputes-Nature and Causes, Machinery Provided for Investigation, Prevention and Settlement of Industrial Disputes. Industrial Disputes Act, 1947 Review and Appraisal.

#### **SUGGESTED READINGS**

- (1) Singh, B.P, Chhabra, T. N. Taneja, P.L Personnel Management and Industrial Relations
- (2) Abraham H Maslow Motivation and Personality
- (3) Agnihotri, V Industrial Relations in India
- (4) Prasad, Lallam Personnel Management and Industrial Relations
- (5) Davar, Rustam S Personnel Management and Industrial Relations



# **505-H-2-H-TRAINING AND DEVELOPMENT**

## **COURSE CONTENTS**

(i) Importance of Training, Education, Training-Employment – Development Cycle-Systems Approach to Training.

(ii) Psychology of Learning and Learned Motivation. Assessment of Training Needs.

(iii) Setting of Training Objective. Training Methods and Aids. Design of Training Programmer, Training and Trainers.

(iv) Training for Special Groups, Executive Development Programmers, Career Planning.

(v) Evaluation of Training, Training and Organization.

## **SUGGESTED READINGS**

(1) Singh, Chhabara and Taneja Personnel Management and Industrial Relations.

(2) Finningan, J Industrial Training Management

(3) Lundy, James L Effective Industrial Management

(4) Flippo, Edwin B Principles of Personnel Management

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

### **COURSE CONTENTS**

(i) Meaning of The Wages, Minimum Wage, Need Based Minimum Wage, Fair Wage, Living Wage, Money Wage, Take Home Pay, Theories of Wage Determination, Difference between Wage and Pay.

(ii) Meaning of Wage and Salary, Structure and Administration, Wage Levels, Job Evaluation, Wage Differentials.

(iii) System of Wage Payments-Time System, Piece System, Incentive System, Balance of Debt System, Wage Structure-Basic Wage, Dearness Allowance, Overtime, Concept of Bonus, Profit Sharing, Fringe Benefits, Executive Compensation.

(iv) Cost of Living and Dearness Allowance, Consumer Price Index Number, Machinery for Wage Fixation-Tribunals, Wage Board, Bipartite Negotiations, Wage Policy in India.

(v) Wage Legislation-Introduction and Basic Knowledge of The Payment of Wages Act, 1936 The Minimum Wages Act, 1948. The Payment of Bonus Act 1965.

### **SUGGESTED READINGS**

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

## **C-Financial Management Group**

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

#### **COURSE CONTENTS**

(i) Banks and Banking System-Evolution of Banking System, Definition of Banking, Types of Banks, Functions of Different Types of Banks, Central Banking, Functions of Central Bank, Reserve Bank of India, Introduction to Indian Finance System and An Overview of Indian Banking System.

(ii) Financial Institutions and Financial Instruments: Debt Market, Equity, Market Financial Services, Depository Institutions, Non-Depository Institutions, Money Market Instruments, International Financial Institutions, Non- Depository Institutions, Money Market Instruments, International Financial Instruments.

(iii) Corporate Banking, Retail Banking, Investment Banking, Venture Capital.

(iv) Insurance: Definition, Nature, Evolution, Role and Importance of Insurance, Insurance Contract, Life Insurance Contract, Annuities, Selection of Risk, Calculation of Premium.

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

#### **SUGGESTED READINGS**

(1) Bayer and Dennis Money Banking and Financial Market

(2) ICFAI Publications Series

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

## **COURSE CONTENTS**

(i) Working Capital-Nature, Components, Types, Functions, Determinants and Significance, Factors, Affecting Composition of Working Capital.

(ii) Working Capital Policies: Estimation of Firm's Working Capital Needs, Operating Cycle Approach, Working Capital Ratios, Behaviours of Current Assets and Pattern of Financing, Quick Sources of Finance, Commercial Papers, Factoring, Bank Credit.

(iii) Management of Cash, Motives for Holding Cash, Significance, Cash Planning and Budgeting, Management of Cash Collection, Disbursement of Cash, Cash Management Models.

(iv) Management of Marketable Securities, Purpose of Holding, Securities, Determinants.

(v) Receivable Management- Nature, Significance, Credit Standards, Evaluating the Credit Worthiness of a Customer.

## **SUGGESTED READINGS**

(1) Smith, K V Management of Working Capital

(2) Agarwal, J D Working Capital Management

(3) Mehta, D R and Englewood Cliffts N J Working Capital Management

(4) Scher Modern Working Capital Management-Text and

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

### **COURSE CONTENTS**

(i) Financial System-Introduction, Components, Structure, Features of Indian Financial System, Deficiencies and Recent Development.

(ii) Financial Markets-Concept, Nature, Feature, Functions, Structure Types, Role of Financial Markets in Economic Development.

(iii) Major Indian Financial Institutions-IDBI, IFCI, ICICI, IRCI, SGC's and SIDC's Management, Working, Operations and Performance and Recent Developments.

(iv) Investment Bankers-UTI, LIC, GIC and Mutual Funds and Their Role, Investment Policy, Performance and Recent Development.

(v) Non-Banking Financial Institutions-Objectives, Functioning, Regulations, and Recent Development.

### **SUGGESTED READINGS**

(1) Khan, M Y Indian Financial Theory and Practice

(2) Goldsmith, R W Financial Institutions

(3) Srivastava, R M Management of Indian Financial Institutions

(4) Harbert, Dougal E and Jack Gaumnitz Capital Markets and Institutions

# **D-Insurance Management Group**

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

### **COURSE CONTENTS**

(i) Nature of Life Insurance. History of Life Insurance Business. Objectives of Nationalization of Life Insurance: Economic Principles, Actuarial Principles, Mortality Tables, Risk Premium, Adverse Selection, Important Elements of Premium-Selection and Classification-Single Premium, Annual Premium.

(ii) Hazards- Physical Hazards, Occupational Hazards, Moral Hazards: Methods of Rating, Insurance of Male and Female Lives Legal Principles Involved in Insurance Business, Insurable Interest, Utmost Good Faith Indisputability.

(iii) Tax Relief in Insurance, Key Man Insurance, Investments, Mortality, Interest, Medical Insurance Scheme, Non Medical Insurance Scheme, Group Insurance, other Group Schemes Like Group Gratuity et. Mass Insurance, Salary Savings Scheme.

(iv) LIC's Functional Set up, Duties and Responsibilities of Development Officers and the Agents, Life Insurance and its Structure in India.

(v) Calculation of Premium, Commission and Different Plans of Insurance, Their uses, Benefits, Conditions and Privileges, Policy Conditions, Revival Schemes, Double Accident Benefits, Disability, Benefits, Assignments and Nominations.

(vi) Surrender Values of the Policy, Investigation of Claims, Settlement of Claims, Calculation of Bonus and Maturity Value, Privatization of Life Insurance Business, Regulatory Framework for Life Insurance Business.

### **SUGGESTED READINGS**

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

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

## **COURSE CONTENTS**

(i) History and Development of General Insurance Business in India. Nature, Scope and Significance and Functions of General Insurance Business. The Concepts of Risks, Characteristics of Insurable Risk, Risk Management Techniques, Concept and Principles of Premium Rating, Tariff and Market Agreements.

(ii) Scope of Fire, Marine and Accident Insurance, Aviation, Engineering and Agricultural Insurance. Nature of Insurance Contracts, Basic Principles Insurable Interests, Utmost Good Faith Indemnity, Subrogation, Contribution, Proximate Cause, Meaning and Process of Reinsurance: Methods of Reinsurance.

(iii) General Insurance Functional set up in India. Organizational Structure of General Insurance Companies, Duties and Responsibilities of the Development Officers and the Agents. The General Insurance Business Market in India in the Present Business Environment.

(iv) Procedural Matters Related to General Insurance Business, Insurance Forms, Cover Notes, Certificate of Insurance, Policies and Endorsement, Renewal, Renewal, Co-Insurance etc.

(v) Methods of Premium Calculation, Short Period Scales, Return of Premium, Advance Payment of Premium, Accounting and Statistical Return, Rating Processing and Settlement of Claims and Recovery Procedures.

## **SUGGESTED READINGS**

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

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

## **COURSE CONTENTS**

(i) Nature and Objectives of Funds Management in Insurance Business Sources of Funds in Insurance Companies, Investment Policies and Employment of Funds. An Over View of Indian Financial System.

(ii) Investment Policies and Process, Security Analysis and its Objectives, Types of Securities, Risk in Holding Securities, Over View of Securities Markets in India. Risk Return Analysis, Analysis of Different Types of Bonds-Different Features, Valuation, Term Structure, Interest Rates, Risk Immunization.

(iii) Common Stock Analysis-Its Features, Different Approaches of Stock Valuation, Company Analysis, Industry Analysis and General Economic Situation Analysis, Technical Trading Rules, Efficient Market Theory.

(iv) Introduction of Portfolio Management, Analysis of Risk and Return on a Portfolio. The Mean-Variance Criterion, Tracing the Efficient Frontier, Constructing Optimum Portfolio.

(v) Theory of Capital Market-Capital Asset Pricing Model, Arbitrage Pricing Theory, Techniques of Portfolio Revision, Performance Evaluation of Portfolio, Over View of Portfolio Management in India.

## **SUGGESTED READINGS**

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



## **SUBJECT TITLE : MANAGEMENT INFORMATION SYSTEM (601)**

### **OBJECTIVES**

The Objective is to provide the Student the Knowledge about the use of Computer for various Business Applications.

### **COURSE CONTENTS**

(i) Definition Of Information Systems: Management Levels As A Frame Work For Information Systems: Information System Planning Strategies And Methods; Business System Planning (BSP), Critical Success Factors (CSF), Ends/Mean (E/M) Analysis.

(ii) Systems Concepts: System Concepts In Business: Information System As A System.

(iii) Definition Of Management Information System- Its Elements, Objectives, Structure; Making MIS Efficient And Effective, Limitations of MIS.

(iv) System Development Life Cycle: Problem Definition, Feasibility Study, Systems Analysis, System Design, Implementation And Maintenance.

(v) Overview Of (I) Computer Hardware, (II) Computer Software (III) File And Database Management Systems (IV) Computer Communications (V) Internet And Intranet. Actual Use And Practical Of Application Of Various Programmes In Computer Lab.

### **SUGGESTED READINGS**

- (1) Alson & Davis Management Information Systems
- (2) Harry M Information and Management Systems
- (3) Scot. George M Principles of MIS
- (4) Manedick And Ross Information System For Modern Management
- (5) Kanter Management Information And Control System
- (6) Bocchino William A MIS Tools And Design

# **SUBJECT TITLE : PROJECT MANAGEMENT (602)**

## **COURSE CONTENTS**

(i) Project Management – Nature, Scope, Process Elements, Significance And Emergence Of Projects. Project Planning, Developing Project Models Through Simulation. Benefits Of Project Management.

(ii) Location Of Project Site, Working Conditions Development, Plans And Policies Of The Government And The Local Bodies, Elements And Factors Affecting Locational Decisions. Analysis Of Infrastructure, Labour, Raw Material, Transport And Other Factors.

(iii) Capital Expenditure, Importance And Difficulties, Market Demand And Situational Analysis. Technical Analysis, Financial Analysis.

(iv) Project Implementation And Management: Project Monitoring, And Cost Control System, Network Analysis, Resource Scheduling, Leveling Crashing Of Project Cost. Risk–Firm Risk And Market Risk, Social Cost Benefit Analysis, Multiple Projects And Constraints, Network Technique For Project Management.

(v) Different Criteria For Project Appraisal, Project Review And Administrative Aspects, Environmental Appraisal Of Projects.

## **SUGGESTED READINGS**

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

## **SUBJECT TITLE : VIVA –VOCE (603)**

### **VIVA -VOCE**

At the end of the sixth semester, Each student will have to face an interview wherein his or her knowledge and skill acquired during the entire course shall be examined. The Viva – Voce shall be conducted jointly by the internal expert and the external expert. Internal Expert shall be appointed by the Head of the Department/Director of the affiliated Institutes and the External Expert shall be appointed by the University.

# **SUBJECT TITLE : INTERNATIONAL MARKETING MANAGEMENT (604)**

## **COURSE CONTENTS**

(i) Introduction To International Marketing: Basic Concept And The Environment, Difference Between Domestic Marketing And International Marketing, Scanning Of International Marketing Environment. Scope And Size Of International Marketing.

(ii) International Marketing Selection And Segmentation, Entry Options And Strategies, International Marketing Planning. Coordination And Control.

(iii) International Product Policy And Planning, Product Development, Product Life Cycle.

(iv) International Pricing Policy, Pricing Objectives. Determination Pricing Policy And Pricing Strategy.

(v) International Distribution Channels, Selection And Management Of Distribution Channels. International Promotion, Marketing Communication, Developing Promotional Mix For Foreign Markets.

## **SUGGESTED READINGS**

- (1) Leighton International Marketing-Text And Cases
- (2) Keegan Managing Global Marketing
- (3) Kriplani International Marketing Management
- (4) Johnfayer International Marketing
- (5) Fraklin R Root International Marketing

## **SUBJECT TITLE : INDUSTRIAL MARKETING**

### **COURSE CONTENTS (604-M-2)**

(i) Industrial Marketing Concept-Nature Of Industrial Marketing, Industrial Marketing Environment, Industrial Markets.

(ii) Demand For Industrial Goods. Demand And Product Characteristics, Derived Demand For Industrial Goods, Nature Of Industrial Buying, Buyer Behavior, Value Analysis And Vendor Selection.

(iii) Industrial Marketing Strategy –Product Strategy, Channel Distribution Strategy, Logistics, Pricing Decisions, Promotion Mix AndStrategy, Advertising, Personal Selling, Sales Promotion. Public Relations, Publicity.

(iv) Industrial Marketing Intelligence System, Information Needs, System Design And Applications.

(v) Industrial Marketing Control-Strategic Goals, Performance Standards, Evaluation OfPerformance.

### **SUGGESTED READINGS**

- (1) E RyonCoray Industrial Marketing – Cases And Concepts
- (2) Robert W Hass Industrial Marketing Management
- (3) Ralph And Gross Industrial Marketing
- (4) Websterm Industrial Marketing
- (5) V KasturiRangan Business Marketing Strategy

## **SUBJECT TITLE : RURAL MARKETING (604-M-3)**

### **COURSE CONTENTS**

(i) Nature, Concept And Scope Of Rural Marketing, The People, The Purchasing Power, Buying Pattern, Socio-Cultural, Economic And Other Environmental Factors Affecting Rural Marketing.

(ii) Attitude And Behavior Pattern Of Rural Consumers, Overview Of Rural Marketing.

(iii) Marketing Of Consumer Durables And Non Durable Goods And Services In Rural Markets With Special Reference To Product Planning And Media Planning.

(iv) Planning Of Distribution Channels, Organizing Personal Selling In Rural Markets. Marketing Of Agricultural Inputs With Special Reference To Fertilizers, Seeds. Agricultural Implements And Tractors.

(v) Rural Marketing Behavior In Space, Variation In Levels Of Intersection, Variances Of Distance Traveled Type And Role Of Marketing Centers, Special Manifestations Of Rural Marketing.

### **SUGGESTED READINGS**

(1) Raja Gopal Organizing Rural Business Policy, Planning And Management

(2) Raja Gopal Indian Rural Marketing

(3) TP Gopalswamy Rural Marketing – Environment, Problems And Strategies

(4) Ramachandram H Behavior In Space-Rural Marketing In An Underdeveloped And Shastri GS Economy.

# **SUBJECT TITLE : HUMAN RESOURCE PLANNING AND DEVELOPMENT (605-H-1)**

## **COURSE CONTENTS**

(i) Human Resource Planning: Definition, Objectives And Components Of Human Resource Planning, Manpower Forecasting: Necessity, Problems, Approaches, Benefits Of Forecasting.

(ii) Job Analysis, Job Description, Job Specification: Concept, Needs And Importance. Job Enrichment, Job Satisfaction, Career Planning: Significance, Need And Its Components, Career Counseling, Career Pathing.

(iii) Recruitment And Selection Of Human Resource, Factors Influencing Recruitment And Selection, Different Methods Of Recruitment And Selection.

(iv) Employee Development, Work, Role And Importance Of Employees And Executives, Managers. Factors Responsible For Employee Behavior, Different Approaches To Employee Development, Executive Development, Impact Of Training On Development Of Employees And Executives.

(v) Performance Appraisal: Definition, Nature And Its Importance, Different Types Of Systems, Monitoring And Review Of Appraisal System.

## **SUGGESTED READINGS**

- (1) Davis A De Cenzo Et Personnel, Human Resource Management
- (2) Llyod L Byars Et Human Resource Management
- (3) R K Malhotra Edt. Personnel Management

## **SUBJECT TITLE : BUSINESS ETHICS (605-H-2)**

### **COURSE CONTENTS**

(i) Definition, Role, Significance And Importance Of Business Ethics. An Overview Of Business Ethics. Ethical Issues In Business. Business Ethics And Organizational Performance.

(ii) Application Of Values And Moral Philosophies To Business Ethics. Organizational Values, Shared Values And Business Ethics.

(iii) Corporate Governance And Business Social Responsibility, Frame Work For Understanding Ethical Decision Making, Emotional Intelligent Leadership, Organizational Culture And Ethical Decision Making.

(iv) Organizational Relationship And Conflicts In Ethical Decision Making. Business Ethics And Organization Performance.

(v) Business Ethics In Global Economy.

### **Suggested Readings**

- (1) Chakraborty S K Foundations Of Managerial Work.
- (2) Drucker P Managing In Turbulent Time
- (3) Chakaraborty SK Management By Values
- (4) Griffiths B The Marriage Of East And West.



# **SUBJECT TITLE : SOCIAL SECURITY AND LABOUR WELFARE (605-H-3)**

## **Course Contents**

(i) Social Security- Concept and Philosophy, Abolition of bonded and child Labour, Government Policy for social Security and social insurance, ILO, its Role, Functioning and contributions.

(ii) Workmen's Compensation Act, 1923.

(iii) Employee's State Insurance Act, 1948.

(iv) Payment of Gratuity Act, 1972.

(v) Minimum Wages Act.

(vi) Payment of bonus Act.

(vii) Payment of Wages Act.

## **Suggested Readings**

(1) Mullick Labour laws

(2) Memoria CB and Memoria S Industrial labour, Social Security and Industrial Peace in India

(3) Sinha GP Industrial Relations and Labour Legislation in India.

(4) Zahiruddin Labour Welfare Laws

(5) Saharay HK Industrial and Labour Laws of India

(6) Srivastava SC Industrial Relations and Labour Laws.

**SUBJECT            TITLE            :INTERNATIONAL            FINANCIAL  
MANAGEMENT (6060-F-1)**

**Course Contents**

(i) International Financial Environment, Finance function of international business, multinational financial management: An Overview, Evolution of the international monetary and financial system, international economic issues and dimensions, international financial flows, the balance of payment frame work, component, valuation and timings of balance of payments.

(ii) International financial system: Managing short term assets and liabilities, long run investment decisions.

(iii) International working capital management: Financing foreign trade, international cash management, international receivables and inventory management.

(iv) Foreign investment decisions: Political risk management, Foreign Exchange market and instruments, foreign exchange risk management, Exchange rate determination and forecasting, measuring and managing translation and transactions exposures. Measuring and managing Economic exposures.

(v) International financing regulations and strategies, forex regulations and control.

**Suggested Readings**

- (1) Levi MD International Finance
- (2) Shapiro AC Multinational Financial Management
- (3) Bhalla VK International Monetary corporation

# **SUBJECT TITLE :MANAGEMENT OF FINANCIAL SERVICES (606-F-2)**

## **Course Contents**

(i) Introduction, features, scope and types of financial services, institutions providing financial services, merchant banking: Nature, function and organization, SEBI guidelines relating to merchant bankers.

(ii) Leasing: nature, features, types, tax, Legal and accounting aspects of leasing, lease structuring, lease agreement, funding of lease, hire purchase: financial and legal evaluation.

(iii) Bills discounting scheme, meaning, mechanism, features, types, legal and financial aspects of factoring and forfeiting, venture capital funds.

(iv) Corporate Advisory Services: Capital Structure Decision, Corporate Restructuring, Project Counseling and Finance.

(v) Issue management and under-writing, Management of public equity issue, Debenture issue, under writing arrangements, portfolio management services, SEBI guidelines regarding Public issues. Credit rating services.

## **Suggested Readings**

- (1) VA Avadhani Investment and securities
- (2) JC verma Lease Financing
- (3) JC verma Merchant Banking
- (4) MY Khan Management of Financial Services

# **SUBJECT TITLE :CORPORATE TAX PLANNING AND TAX MANAGEMENT (606-F-3)**

## **Course Contents**

(i) Law Relating to Income Tax, Principles Underlying Certain Concepts as Regards To Determination of Taxable Income, Concept and Definition Of Income, Receipts which are not Income, Exemption from Charge of Income Tax, Capital and Revenue Gains And Expenditures.

(ii) Provision of Income Tax Law Relating to Various Heads Of Income with special Emphasis On Profits And Gains From Business and Profession, Capital Gains, Income from other Sources, Deductions. Techniques of Calculation of Income Tax.

(iii) Concept of Tax Planning, Tax Planning with Reference to Setting up of a New Business, Locational Aspects, Nature of Business, Planning for Tax Holiday Benefits, Tax Planning with Reference to Specific Management Decisions, Tax Planning with Reference to Financial Management Decisions. Tax Planning and Cash Management.

(iv) Tax Planning with Reference to Non-Resident Company Assesse, Tax Planning with Reference to Corporate Reorganization I.E. Amalgamation, Merger, Demerger and Slump Sale.

(v) Problems of Tax Planning, Administrative, Legislative and Organizational Problems.

## **Suggested Readings**

- (1) Income Tax Law -Taxman's Publication
- (2) Income Tax Law And Practice –By Chandra M
- (3) Yearly Finance Bill
- (4) Bare Act

# **D-Insurance Management Group**

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

### **COURSE CONTENTS**

(i) Business Environment : Internal and External Environment, Social Responsibility of Business Economic Planning and Insurance Business. Status of Insurance Business in India.

(ii) Liberalization of Insurance Business Sector in India. Need for Liberalization, Opportunities of Insurance Business in India after Liberalization Policy of the Government of India. Government Policy towards Insurance Business in India.

(iii) International Economic Environment. GATT, WTO, and Insurance Business Sector. Prospectus of Insurance Business Sector in India. Comparative Environment of Insurance Business Score in India with reference to Japan. United Kingdom and United States of America.

(iv) National Income and Social Accounting. Theory of Income out put and Employment Classical and Keynesian Models. Trade Cycles. Theory of Inflation. Monetary and Fiscal Policies in India.

### **SUGGESTED READINGS**

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

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

### **COURSE CONTENTS**

(i) Concept of Fire and Standard Fire Policy. Characteristics of Fire Insurance. Scope of Cover. Tarrif and Insurance Conditions.

(ii) Special Policies: Fire Consequential Policy: Floater Policy. Reinstatement Value Policy.

(iii) Basis of Profit Insurance. Measure of Indemnity Period.-Rate Basis and Related Terms and Condition of the Fire. Consequential Loss. Fire Claim. Management Claim.

(iv) Legal and Procedural Aspects of Claim. Lop Claim Procedure. Loss Prevention Techniques. Fire Losses. Fire Hazards and Fire Prevention.

(v) Basic Principles of Motor Insurance. Different Types of Vehicles. Types of Policies. Motor Vehicle Act Provisions related to Insurance. Motor Insurance Traiff Rules and Regulations. Proposals, Forms, Procedure for Underwriting. Endorsement, Renewals, Claim Procedure and Settlement of Claims.

### **SUGGESTED READINGS**

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

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

## **COURES CONTENTS**

(i) Need for Regulation of Insurance Business. Brief Historical Back Ground of Insurance Regulatory Measures in India. Insurance Act, 1939 as amended from Time to Time. The Life Insurance Corporation of India Act, 1956 as Amended from Time to Time. The General Insurance Business (Notification) Act, 1972 as Amended from Time to Time.

(ii) Constitution of Insurance Regulatory Authority IIRA, IRDA Act, 1999.

(iii) Relevant Provisions of Consumer Protection Act, 1986-India Contract Act, 1872-Employees State Insurance Act, 1940, Law Relating to Agency, Workmen Compensation Act, 1923, Law Relation to Bailment, Law Relating to Insurance Contracts.

(iv) Law Relating to Arbitration. Insurance Grievances Redressal Mechanism.

## **SUGGESTED READING**

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