

## **BBA Programme under Nagaland University:**

The Rules and Regulation relating to the duration of the Course, Internal assessment, marks distributions for both internal and end term Examination, Evaluation and Declaration of the Results will be the same as per the guidelines provided by Nagaland University. BBA will not have a pass course or honours course separately. It is treated as a kind of semi-professional course which can be considered as honour course equivalent.

All the papers mentioned below will be of 100 marks (Internal 30; End term: 70) and for the Comprehensive Viva voce will be 100 marks and there is no internal.

**However**, it is suggested that the end term Question pattern should be in the following manner for all the papers:

Section A: Objective Question: 8 Marks (8 questions from all units to be covered) 8 Qs x 1 mark

Section A: Short Answer Question: 20 Marks (questions from all units to be included) 4 Qs x 5 marks

Section C: Descriptive Question: 42 marks (Questions from all units to be included) 3 Qs x 14 marks

### **Semester I**

BBA 101: General English- I

BBA 102: Business Environment

BBA 103: Computer Applications in Business

BBA 104: Financial Accounting

BBA 105: Principles of Management.

### **Semester II**

BBA 201: General English-II

BBA 202: Business Economics

BBA 203: Organisational Behaviour.

BBA 204: Quantitative Techniques-I

BBA 205: Business Communication

### **Semester III**

BBA 301: Quantitative Techniques-II

BBA 302: Human Resource Management

BBA 303: Marketing Management

BBA 304: Financial Management

BBA 305: Production Management

### **Semester IV**

BBA 401: Environmental Studies

BBA 402: Cost & Management Accounting

BBA 403: Business Law

BBM 404: Specialisation (Marketing Management)

BBF 404: Specialisation (Financial Management)

BBH 404: Specialisation (Human Resource Management)

### **Semester V**

BBA 501: Entrepreneurship Development (CBCS)

BBA 502: Research Methodology

BBA 503: Company Organisation

BBA 504: Business Policy and Strategic Management

BBM 505: Specialisation (Marketing Management)

BBF 505: Specialisation (Financial Management)

BBH 505: Specialisation (Human Resource Management)

### **Semester VI**

BBA 601: Management Information System

BBA 602: Office Management

BBM 603: Specialisation (Marketing Management)

BBF 603: Specialisation (Financial Management)

BBH 603: Specialisation (Human Resource Management)

BBA 604: Project Work

BBA 605: Comprehensive Viva Voce

## **Specialisation papers**

### **Marketing Management**

BBM 404: Customer Relation Management

BBM 505: Advertising Management

BBM 603: Retail Marketing

### **Banking & Financial Management**

BBF 404: Banking and Insurance

BBF 505: Financial Institutions and Markets

BBF 603: Corporate Tax Planning and Tax Management

### **Human Resource Management**

BBH 404: Industrial Relation

BBH 505: Human Resource Development

BBH 603: Social Security and Labour Welfare

**Note:** The detailed syllabus is as follows:

## **SEMESTER I**

### **BBA 101: General English-I (Same as with B.Sc Syllabus-English Department to give)**

### **BBA 102: Business Environment**

#### **Objectives:**

The basic objective of this course is to familiarize the students with the nature and dimensions of evolving business environment in India to influence managerial decisions.

#### **Unit I: An Overview of Business Environment:**

Type of Environment-Internal, External, Micro and Macro Environment, Competitive Structure of Industries, Environmental Analysis and Strategic Management, Managing Diversity, Scope of Business, Characteristics of Business, Objectives and the Uses of Study, Process and Limitations of Environmental Analysis.

#### **Unit II: Indian Business Environment:**

Concept, components and importance. Economic Trends : Income; Savings and investment; Industry; Trade and Balance of Payments, Money ; Finance ; Prices. Problems of Growth: Unemployment; Poverty; Regional imbalances; Social injustice; Inflation, Parallel economy; Industrial sickness.

#### **Unit III: Role of Government:**

Monetary and fiscal policy; Industrial licensing, Privatization; Devaluation; Export-import policy; Regulation of foreign investment; Collaborations in the light of recent changes. Industrial Policy : Industrial Policies since Independence, New Industrial Policy and its Effect.

#### **Unit IV: International Environment:**

International trading environment; Trends in world trade and the problems of developing countries; Foreign trade and economic growth; International economic groupings; International economic institutions – GATT, WTO, UNCTAD, World Bank, IMF; GSP; GSTP.

#### **Unit V: Major Industry Associations:**

FICCI, CII, ASSOCHAM, PHDCCI, Role of Industry Associations. The Current Five Year Plan: Major policies; Resource allocation.

#### **Suggested Readings:**

1. Sundaram & Black, *The International Business Environment*, Prentice Hall
2. P. Chidambaram, *Business Environment*, Vikas Publishing
3. Dutt R and Sundharam KPM, *Indian Economy*, S. Chand
4. Chopra, BK, *Business Environment in India*, Everest Publishing
5. Suresh Bedi, *Business Environment*, Excel Books

### **BBA 103: Computer Applications in Business**

#### **Objective**

The objective of this course is to give an introduction to modern computer systems and highlight the role played by it in managing today's business.

*(Sufficient time is to be given to the students for computer lab work, amounting to not less than 3 hours / week..Reasonable allotment of marks for practical in the internal as end term may be give, say in the internal practical can be 10out of 30 marks and practical for end term may be 25 out of 70 marks)*

#### **Unit: I: Computer Systems**

Different number systems – binary, octal, decimal, hexadecimal, and their conversion; Codes used in computers - BCD, EBCDIC, ASCII, Gray code, Unicode and their importance; Computer – definition, Hardware/software concepts, Generation, Classification; Elements of digital computer - CPU and its functions; I/O devices - basic concepts, various input and output devices; Memory – types, Secondary storage devices; Software – its importance, types; Operating System Concepts

### **Unit II: Business Application Software**

Word Processors - role of word processors in creating, editing, formatting and printing of documents, Features of MS Word; Electronic Spreadsheets – its importance in accounting, finance and marketing functions of business, Features of MS Excel; Presentation tools – its importance, Features of MS PowerPoint; DBMS environment – important concepts, especially that of an RDBMS, Features of MS Access; Financial Accounting Software – need and features, Features of Tally

### **Unit III: Computer and Networks**

Data communication – need, concepts, terminologies; Networks – concepts, topologies, devices; Communication Protocols; Security issues [only elementary things to be covered]

### **Unit IV: Internet Technologies**

Internet-concept, history and development, Internet terminologies, IP Addresses, Email and Web Sites, Search Engines; Concepts of intranets and extranets; Net etiquettes

### **Unit V: Programming Overview**

Program logic – use of flowcharts, algorithms and pseudo-codes, Program testing, debugging and documentation, Structured Programming concepts; Object Oriented Programming using Visual Basic 6.0 – introduction, data types, variables and menus

### **Practical-s**

DOS, Windows Environment, MS – Word, MS – Excel, MS - PowerPoint, Using Tally, Development of simple programs using Visual Basic 6.0

### **Suggested Readings:**

1. Rajaraman V - *Fundamentals of Computers*, PHI
2. Bharihoke Deepak – *Fundamentals of Information Technology*, Excel Books
3. Saxena S, *Computer Applications in Management*, Vikas Publication
4. *Introduction to Information Technology* – IITL Education Solutions Ltd., Pearson
5. Siler Ban, Spotts Jeff – *Special Edition using Visual Basic 6*, PHI

## **BBA 104: Financial Accounting**

### **Objective:**

The course intends to give an introduction to the core principles and objectives of Financial Accounting and its relation to business management.

### **Unit I: Meaning and Scope of Accounting**

Development and Definition of Accounting; Book-keeping and Accounting; Accounting as an information system for decision making, Users of Accounting Information; Disclosures; Branches of accounting; Objectives of Accounting, Accounting Cycle, Accounting Concepts, Assumptions and Principles.

### **Unit II: Accounting Transactions**

Classifications of Accounts, Journal and Ledger, Rules of debit and credit; Compound journal entry; Opening entry; relationship between journal and ledger; rules regarding posting; Trial balance and Classification of errors; Location of errors; Rectification of errors; Effect on Profit; Rectification of Errors.

### **Unit III: Financial Statements**

Meaning, definition, Types: Trading Accounts, Manufacturing account; Profit & Loss Account; Balance Sheet; Problems related to Final Accounts.

### **Unit IV: Depreciation Accounting and Income Concept**

Concept of Depreciation; Causes of Depreciation; Depreciation and Depletion, Amortization and Dilapidation; Depreciation Accounting; Methods of Recording Depreciation; Methods for providing Depreciation. Income measurement; Capital and Revenue - Classification of Income; Classification of expenditure; Classification of Receipts expired cost and Income measurement.

### **Unit V: Financial Statements of Non – Trading Institutions:**

Concepts on Accounts of Non– Trading Institutions, Receipts and Payments a/c and Income and Expenditure a/c.

#### **Suggested Readings:**

1. Maheswari S N, *Financial And Management Accounting* , Sultan Chand
2. Sehgal A & Sehgal D, *Fundamentals of Financial Accounting*, Taxmann
3. Gupta R.L & Gupta, V.K, *Financial Accounting*, S.Chand & Sons
4. Hingorari N.L & Ramanathan A.R, *Accounting for Management*, S.Chand

### **BBA 104: Principles of Management**

#### **Objective:**

The course intends to give an introduction to the core principles and objectives of management along with the management process. It further aims to act as a foundation for many of the other courses in the programme.

#### **Unit I: Introduction**

History of Management Thought, Definition of Management, its nature and purpose, Management as a science and art, the elements of science, patterns of Management analysis-Systems approach to operational management.  
Functions of managers

#### **Unit II: Planning & Objectives**

Nature and Purpose of Planning – Types of plans, steps in planning, the planning process – a rational approach to goal achievement; Objectives - The nature of objectives, evolving concepts in Management by Objectives (MBO), The process of MBO, Setting objectives, Benefits and weakness of MBO

#### **Unit III: Organising**

Nature and Purpose of Organising: Formal and informal organisations, organisational division – the department, organisation levels and the span of management, factors determining an effective span, the structure and process of reorganizing; Authority and power, line and staff concepts, functional authority, benefits and limitations of staff, decentralization and delegation of authority, art of delegation, balance as a key to decentralization

#### **Unit IV: Staffing**

Definition of staffing, defining the managerial job, systems approach to HRM – an overview the staffing function, situational factors affecting staffing, selection – matching the person with the job, systems approach, position requirements and job design, skills and personal characteristics required by managers, matching qualifications with position requirements, selection-process, techniques and instruments, orienting and socializing new employees

#### **Unit V: Controlling**

Controlling the basis control process – critical control points and standards, control as a feedback system, real-time information and control, feed forward control, requirements for effective controls.

#### **Suggested Readings:**

1. Tripathi P C & Reddy P N, *Principles of Management*, Tata McGraw Hill
2. Sherlerkar S A, *Modern Business Organization and Management*, Himalaya Publishing House
3. Bora C, *Principles of Management*, Kalyani Publishers
4. Ramaswamy T, *Principles of Management*, Himalaya

### **SEMESTER-II**

#### **BBA 201: General English-II**

(Syllabus to be given by the English Department-same as with B.Sc)

#### **BBA 202: Business Economics**

##### **Objective:**

This course aims at providing an idea of Economics to the students. The syllabus is designed giving emphasis to the theories and practices especially necessary for problems associated with business houses.

##### **Unit I: Introduction**

Basic Assumptions, Micro and Macro Economics, Nature and Scope of Micro Economics, Positive vs. Normative analysis; Economic Systems (brief idea) - Capitalism, Communism, Socialism, Mixed Economy; Objectives of a Business Firm

##### **Unit II: Theory of Consumption**

Elementary view of price mechanism; Demand and Supply - Elasticity of Demand and Supply with their measurements; Utility Analysis - Utility: Cardinal and Ordinal, Indifference Curve Approach, Laws of Substitution, Revealed Preference Theory

### **Unit III: Theory of Production**

Factors of Production, Production Function, Laws of Returns- Law of Variable Proportions and Laws of Returns to Scale, Economics of large scale and small scale production

### **Unit IV: Market Mechanism and Competition**

Profit Maximisation and Equilibrium of a firm; Cost & Revenue-Total, Average and Marginal, Production possibility Curves; Competition - Perfect and Imperfect competition-Monopoly, Monopolistic, Duopoly and Oligopoly.

### **Unit V: Macro Economics**

Trade Cycle - Phases of Trade Cycle, Cause and Remedies of Trade Cycle; Public Finance (Brief Idea) - Principles of Taxation (Direct and Indirect) - progressive, proportional and regressive taxes; Budget - Meaning and purpose of Government budgets, Types of budget - Revenue and functional, classifications of budgets; Employment - Types of Unemployment, Concept of Full Employment

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

1. S.N.Masheswari, *Business Economics*, S.Chand
2. Maria John Kennedy, *Managerial Economics*, Himalaya
3. Metha.P.L, *Managerial Economics*, S.Chand & Sons
4. Jhingan M L, *Micro Economics*, S Chand
5. Ahuja H L, *Advanced Economic Theory*, S Chand

### **BBA 203: Organisational Behaviour**

#### **Objective:**

This course intends at understanding the relationship between individuals and groups in an organisation and its fallouts.

#### **Unit I: Introduction**

Introduction to OB; Attitude, values, personality traits

#### **Unit II: Perception**

Perception and individual decision-making – factors influencing perception; person perception

#### **Unit III: Motivation**

Motivation – basic concept; Hierarchy of Needs Theory; Theory X and Theory Y

#### **Unit IV: Leadership and Learning**

Leadership – basic concepts; Leadership Theories, Types of leadership; Learning – basic concepts

#### **Unit V: Groups**

Group – definition, classification, stages of group formation; Group dynamics – group decision making, group structure; Understanding Work Teams, Team vs Group

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

1. Prasad L M, *Organisational Behaviour*, Sultan Chand
2. Stephen P.Robbins, *Organisational Behaviour*, PHI
3. Fred Luthans, *Organisational Behaviour*, Tata McGraw Hill

### **BBA 204: Quantitative Techniques-I**

#### **Objective:**

Familiarity with quantitative techniques has become a necessity because of its tremendous impact in decision making. This course is the first of a two-part course aimed at giving students an introduction to the core concepts of QT.

#### **Unit I: Theoretical Foundation of Mathematics**

Number systems – elementary ideas; Sets – basic concepts, types, operations on sets, Venn Diagrams; Relations – binary relations and their types; Functions – terminologies, types, graphical / geometric representation of functions.

#### **Unit II: Matrices, Concept of Vectors & I/O Analysis**

Matrices - Definition and notation, various types, addition of matrices, multiplication of matrices, Determinants, Inverse of a non-singular matrix; Matrices as vectors – preliminary concepts; I/O Analysis – I/O table, matrix of technological co-efficients, simple problems

### **Unit III: Statistics Overview**

Nature and Scope of statistics – uses of statistics to business and industrial activities, Statistical Data – primary and secondary data, Collection of data, Classification and tabulation of data, Diagrammatic and graphic representation of data

### **Unit IV: Statistical Analysis of Data**

Measures of Central Tendency – mean, median, mode and their application in business; Dispersion - measures of dispersion – range, quartile deviation, mean deviation, standard deviation, coefficient of variation, uses of dispersion; Correlation and Regression– Karl Pearson’s Coefficient of correlation, Lines of regression

### **Unit V: Index Numbers and Time Series**

Index Numbers - meaning and uses of index numbers in business - the different types of indexes including WPI, CPI, etc.; Time Series - Definition and importance, the four components of a time series, estimation of the trend by the method of moving averages (estimation of seasonal variation and other components are not to be included).

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

1. Agarwal D R, *Quantitative Methods*, Vrinda Publications (P) Ltd.
2. Srivastava U K, Shenoy G V, Sharma S C - *Quantitative Techniques for Managerial Decisions*, New Age
3. Gupta S P, *Statistical Methods*, Sultan Chand

### **BBA 205: Business Communication**

#### **Objective:**

The importance of communication especially in business and management is well known. This is an introductory course covering these issues.

*(Practical exercises, games, etc. should be an integral part of this Course to improve the communication skills of the students).*

#### **Unit I: Introducing Business Communication**

Basic forms of Communication- Communication models and processes – Effective Communication – theories of Communication – Audience analysis

#### **Unit II: Self-Development and Communication**

Development of positive personal attitudes – SWOT analysis – Voté’s model of interdependence – Whole communication

#### **Unit III: Corporate Communication**

Principles of Effective Communication, formal and Informal Communication Networks – Grapevine – Miscommunication (Barriers) – Improving Communication; Practices in Business Communication – Group Discussions – Mock Interviews – Seminars Effective listening exercises – Individual and Group presentations and Reports Writing

#### **Unit IV: Business Writing and Correspondence**

Writing Skills – Planning Business messages; Rewriting and Editing; The first draft; Reconstructing the final draft; Business letters and memo formats; appearance request letters; Good news and bad news letters; Persuasive letters; Sales letters; Collection letters; Office memorandum

#### **Unit V: Report Writing**

Introduction to a proposal, short report and formal report, report preparation; Oral Presentation – Principles of Oral presentation – factors affecting presentation – Sales presentation – training presentation – conducting surveys- speeches to motivate – Effective presentation skills; Interviewing Skills – appearing in interviews – Conducting Interviews – Writing resume and letter of application

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

1. Bezborah P, Mahanta K, *Business Communication*, Kalyani Publishers
2. Kaul A, *Business Communication*, PHI
3. Pal R & Korlahalli J.S, *Essentials of Business Communication*, S.Chand & Sons
4. Chaturdevi P.D & Chaturdevi M, *Business Communication*, Pearson

## SEMESTER-III

### **BBA 301: Quantitative Techniques-II**

#### **Objective:**

The second part of this course delves further into advanced topics of quantitative techniques for business

#### **Unit I: Differential Calculus**

Limits and Continuity – basic ideas; Derivative of a function, Rules of differentiation - sum rule, product rule, quotient rule and composite function rule, differentiation of simple functions that normally occur in business situations (Trigonometric-al functions are excluded); Maxima and Minima - simple applications of these concepts in business areas

#### **Unit II: Integral Calculus and Differential Equations**

Integration – meaning, Methods of integration – substitution, by parts; Concept of Definite Integral; Differential Equations – order and degree, Construction and solution of simple differential equations [Discussion to be oriented towards business areas]

#### **Unit III: Probability Theory**

Elementary concepts of probability including probability distributions and relationship of probability with frequency distribution, simple problems

#### **Unit IV: Operations Research**

Origin, Development, Models; Formulation of Linear Programming Problems - their solution by Graphical and Simplex Method

#### **Unit V: Theoretical Aspects of Sampling, Estimation and Forecasting**

Concepts, definitions and methods related to sampling, estimation and forecasting [Problems are not to be touched but suitable real life examples are to be discussed]

#### **Suggested Readings:**

1. Agarwal D R- *Quantitative Methods*, Vrinda Publications (P) Ltd.
2. Srivastava U K, Shenoy G V, Sharma S C - *Quantitative Techniques for Managerial Decisions*, New Age
3. Kalavathy S - *Operations Research*, Vikash Publishing House (P) Ltd.
4. Viswanathan P K - *Business Statistics – An Applied Orientation*, Pearson

### **BBA 302: Human Resource Management**

#### **Objectives:**

The objective of this course is to familiarize the students with the fundamental aspects relating the management of human resource in an organisation

#### **UNIT I: Introduction to Human Resource Management**

Meaning, Scope and objectives of HRM, importance. Evolution of the concept of HRM- Approaches to HRM- Personal management Vs Human Resource Management-HRM and competitive advantage- Traditional Vs Strategic human resource management.

#### **UNIT II: Manpower Planning:**

Human resource planning, Recruitment and selection—Job analysis, job analysis-job description- job specification--methods of job analysis-- Conventional Vs strategic planning—job evaluation—Recruitment--source of recruitment-methods..

#### **UNIT III: Training & Development:**

Placement, Induction and Internal mobility of human resource. Training of employees—need for training-objectives-approaches --methods-training environment- areas of training- Training evaluation.

#### **UNIT IV: Performance Appraisal and Career Development:**

Performance appraisal and career planning. Need and importance- objectives process- methods and problems of performance appraisal- . Concept of career planning –features- methods –uses career development.

#### **UNIT V: Compensation management grievance handling**

Compensation management and grievance redressal. Compensation planning objectives- Wage systems- factors influencing wage system-. Grievance redressed procedure- discipline- approaches- punishment-essentials of a good discipline system. worker's participation in management.

### **Suggested Readings**

1. Flippo, Edwin B, *Personnel Management*, Tata McGraw Hill
2. Subha Roa P, *Human Resources Management*, Himalaya
3. Patnayak Biswajeet , *Human Resources Management*, Prentice hall of India
4. A.M. Sheikh , *Human Resource Development & Management* , S. Chand

### **MBA 303: Marketing Management**

#### **Objective:**

Marketing is one of the core functional areas of management. The course explains the essentials of marketing in that context.

#### **Unit I: Introduction to Marketing**

Nature and Scope of Marketing – Importance of marketing as a business function and in the economy – marketing concepts of traditional and modern – Selling vs. marketing – Marketing Mix – Marketing Environment.

#### **Unit II: Consumer Behaviour and Market Segmentation**

Nature, Scope and Significance of consumer Behaviour – Market segmentation – concept and importance – Bases for market segmentation.

#### **Unit III: Product and Price**

Concept of product, consumer and industrial goods – Product planning and development – Packaging – Role and functions – Brand Name and Trade Mark – After Sales service – Product life cycle concept; Importance of price in the marketing mix – Factors affecting price of a product/service – Discounts and rebates.

#### **Unit IV: Distribution Channels and Physical Distribution**

Distribution channels – concept and role – Types of distribution channels – Factors affecting choice of a distribution channel – Retailer and wholesales – Physical distribution of goods – Transportation – Warehousing – Inventory Control – Order processing.

#### **Unit V: Promotion**

Methods of promotion – Optimum promotion mix – Advertising media – their relative merits and limitations – Characteristics of an effective advertisement – Personal selling as a Career – Functions of a Salesman, Successful sales person

#### **Suggested Readings:**

1. Kotler P, *Marketing Management*, Pearson
2. Pillai R S, Bagavathi, *Modern Marketing : Principles and Practices*, S Chand
3. Sontaki, *Marketing Management*, Kalyani

### **BBA 304: Financial Management**

#### **Objectives:**

Efficient Management of a business enterprise is closely linked with the efficient management of its finances. Accordingly, the objective of the course is to acquaint the students with the overall framework of financial decision-making in a business unit.

#### **Unit I: Financial Management:**

Meaning, Scope, Objectives of Financial Management, Profit Vs. Wealth Maximization. Financial Management and other Areas of Management, Liquidity Vs Profitability, Methods of Financial Management, Organization of Finance Function.

#### **Unit II: Sources of Financing:**

Classification of Sources of Finance, Security Financing, Loan Financing, Project Financing, Loan Syndication- Book Building, New Financial Institutions and Instruments(in brief)viz. Depositories, Factoring, Venture Capital, Credit Rating, Commercial Paper, Certificate of Deposit, Stock Invest, Global Depository Receipts. Concept in Valuation: Time Value of Money, Valuation Concepts, Valuation of Securities viz., Debentures, Preference shares and Equity Shares.

#### **Unit III: Capital Structure:**

Meaning, Capital Structure and Financial Structure, Patterns of Capital Structure, Optimum Capital Structure, Capital Structure Theories, Factors Determining Capital Structure, Capital Structure Practices in India. Cost of Capital: Concept, Importance, Classification and Determination of Cost of Capital. Leverages: Concept, Types of leverages and their significance.



**Unit IV: Capital Budgeting:**

Concept, Importance and Appraisal Methods: Pay Back Period, DCF Techniques, Accounting Rate of Return, Capital Rationing, Concept of Risk, Incorporation of Risk Factor, General Techniques: Risk Adjusted Discount Return, Certainty Equivalent Coefficient and Quantitative Techniques: Sensitivity Analysis, Probability assignment, Standard Deviation, Coefficient of Variation, Decision Tree.

**Unit V: Working Capital Management:**

Operating cycle, Working Capital Estimation, Concept, Management of Cash, Inventory Management, Management of Accounts Receivable and Accounts Payable, Over and Under Trading, Dividend, Bonus and Rights: Dividend Policy, Relevance and Irrelevance Concepts of Dividend, Corporate Dividend Practices in India.

**Suggested Readings:**

1. Khan M.Y, Jain P.K, *Financial Management*, McGraw Hill Education.
2. Maheshwari S N, *Financial Management-Principles & Practice*, Sultan Chand & Sons.
3. Van Horne J.C, *Fundamentals of Financial Management*, Pearson

**BBA 305: Production Management****Objective:**

The objective of the course is to acquaint the students with the basic features underlying production management.

**Unit I: Production Management**

Definition, Importance, jobs/decisions, classification of decision areas, and brief history of Production Management

**Unit II: Location Facilities**

Nature of location decision, Location as a part of the organisation's strategies, location choice for the first time and for the established organisation with one or more facilities existing; Plant layout, basic types of layout based on the types of production-Definitions, merits and demerits

**Unit III: Inventory Management**

Meaning of Inventory management, basic function of inventory, Economic Order Quantity, Economic Manufacturing Batch Size – Economic Batch Quantity

**Unit IV: Materials Management**

Classification of Materials - ABC analysis, VED analysis, and combination of ABC and VED analysis, purpose of classification

**Unit V: Quality and Productivity**

Quality – definition, quality control and quality assurance – the methods, TQM; Productivity – definition, measurement and methods of improvement; Relationship between Quality and Productivity

**Suggested Readings:**

1. Bedi K, - *Production and Operations Management*, Oxford University Press
2. Paneerseevlam, *Production and Operations Management*, PHI

**SEMESTER-IV****BBA 401: Environmental Studies (Syllabus to be given by the concerned NU Department)****BBA 402: Cost & Management Accounting****Objective:**

The course is designed to give insights into the subject of Cost and Management Accounting and the importance of the subject in relation to a business entity.

**Unit I: Cost Concepts and Cost Objectives**

Cost and expense, financial accounting and cost accounting, management accounting and cost accounting, evolution of and need for cost accounting. Classification of cost based on elements, function and behaviour, analysis of total cost – preparation of cost sheet. Cost center and cost unit, profit center and investment center

**Unit II: Accounting for Overhead Cost**

Classification, Collection, allocation, apportionment and absorption of overheads; need for using estimated overhead rates, treatment of under and over absorption of overheads

**Unit II: Marginal Costing**

Basic concepts; Cost-Volume-Profit analysis, differential costing and application of Marginal Costing in managerial decision making

**Unit IV: Standard Costing**

Introduction, standard cost and standard costing; advantages and disadvantages, establishment of standard costs – analysis of Variance – material, labour and overhead

**Unit V: Budget and Budgetary Control**

Meaning, objectives, merits and limitations – Different Types of Budgets – Zero Based Budgeting

**Suggested Readings:**

1. Jain S P and Narang K L, *Cost Accounting*, Kalyani Publishers
2. Banerjee, *Cost Accounting*, World Press
3. Mahsewari S.N, *Management Accounting*, S.Chand

**BBA 403: Business Law****Objective:**

The course introduces students to the basics of Business Law and its importance

**Unit I: Introduction to Business Law**

Meaning and Importance of Business Laws, Indian Contract Act 1872 : Proposal, Acceptance , Promise, Consideration Capacity to Contract, Performance of Contracts, Discharge of Contracts, Breach of Contracts, Remedies Against Breach of Contracts, Indemnity and Guarantee, Bailment and Pledge, Contracts of Agency.

**Unit II: The Sale of Goods Act**

Contact of Sale, Essential 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 Contracts of sale, Auction sale and Rights of partners, Dissolution of a firm, Minor as a partner.

**Unit III: The Negotiable Instrument Act**

Definition and Essential features of Negotiable Instruments, Types of Instruments and endorsement . Parties to Negotiable Instrument

**Unit IV: The Partnership Act**

The Partnership Act; Nature, test and types of partnership; partnership deed, right and liabilities of partners; registration; dissolution

**Unit V: The Laws Relating to Consumer Protection and Environment Protection**

Consumer Protection Act. , 1986; Environment Protection Act., 1986

**Suggested Readings:**

1. Chawla and Garg: *Commercial Law*, Kalyani Prakashan
2. Maheswari and Maheswari, *Business Law*, National Publishing House
3. Shukla M C, *A Manual of Mercantile Law*, S Chand

**SEMESTER—V****BBA 501: Research Methodology****Objective:**

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

**Unit I : Introduction**

Definition, Importance, Scope and Limitations of Research, Objectives, Types of Research, Planning and Designing Research.

**Unit II: Data Collection**

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

**Unit 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.

**Unit 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.

**Unit V: Measurement & Scaling Techniques:**

Processing Analysis of Data, Report writing, types of Report, style & format of Report.

**Suggested Readings:-**

1. Paul H, *Conceptual Foundation of Business Research*, Rigby
2. Kothari, *Research Methodology, Methods and Techniques*, Wiley Eastern
3. Nakkiran S & Severaj R, *Research methods in social science*,
4. Yogesh Kumar Singh, *Fundamental of Research Methodology and Statistics*, New Age
5. Boyd, *Marketing Research*, Westfall Stasch – IRWIN

**BBA 502: Entrepreneurship Development****Objective:**

Entrepreneurship is one of the major focus areas of the discipline of management. This course introduces entrepreneurship to budding managers.

**Unit I: Introduction:**

Entrepreneur, characteristics, functions, types, Entrepreneurship - meaning - Role of Entrepreneurs in Economic Development, Rural entrepreneurs - need of problems - Role of NGOs in development of rural Entrepreneurship.

**Unit II: Project Formulation:**

Generation of Project Ideas- Product selection - Form of Ownership - Licensing etc, project Identification - Meaning, Significance - contents and formulation of a project report - planning commission guidelines.

**Unit III: Institutional support to entrepreneurship Development**

NSIC, SIDO, SSIB, SSICS, SISI, TIIC, TCO. Method of product appraisal. Entrepreneurship development programme

**Unit IV: Tax Benefits**

Need, Tax Holidays - Concessions - TQM for small enterprises, Sickness in small Business - Signals, Symptoms, Consequences and corrective measures. Women Entrepreneurs –recent trend.

**Unit V: Policies**

Industrial Policies of the Central and State Governments, Various Incentive Schemes, Special policies for the North East Region (NER) of India to promote entrepreneurship

**Suggested Readings:**

1. Charantimath PM, *Entrepreneurship Development and Small Business Enterprises*, Pearson
2. Gupta C.B & Srinivasan N.P, *Entrepreneurial Development in India*, Sultan Chand
3. *Entrepreneurship and management of small business* - CED.
4. Vasant Desai, *Dynamics of Entrepreneurial Development and Management*, Himalaya
5. Hisrich, *Entrepreneurship*, Tata McGrawHill

**BBA 503: Company Organization:****Objectives**

Imparting the Knowledge of Company operations to the students so that it is easy to understand the functioning of the corporate world

**Units I: Joint stock Company**

Definition- features, kinds of company – formation-promotion and incorporation- steps and formalities.

**Unit II: Books of a Company**

Memorandum & Articles of association- issue of prospectus – statement in lieu of prospectus.

**Unit III: Company Administration**

Broad of directors, Managing directors, General Directors – status- appointment – rights, duties and liabilities- terminations- remuneration. Secretary and auditor- status- appointment- rights and duties and liabilities- termination- remuneration.

**Unit IV: Company meetings**

Kinds- issues of notices- agenda- quorum-proxies- Motions and resolutions. Kinds of resolution- minutes- kinds of minutes-reports of company meeting.

**Unit V: Winding up of companies and dissolutions**

Types of winding up, Reasons- modes of winding up, appointment of Official Liquidators, Rights & Duties, Role of Contributories in Company Liquidation

**Suggested Readings:-**

1. Chawla & Greg, *Company Law*, Kalyani Prakashan
2. Shukla, MC, *Mercantile Law*, S.Chand & Co
3. Kapoor G.K and Gulsan, *Business Law*, New age International
4. Tulsian P.C, *Company & Compensation Law*, S. Chand

**BBA 505: Business Policy & Strategic Management****Objectives:**

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

**Unit – I: Introduction**

General Environment-Demographic, Socio-Cultural, Macro-Economic, Legal / Political, Technological, Global, Competitive Environment.

**Unit – II: Business Policy and Strategic Management**

Meaning and Nature; Strategic Management; Imperative, Vision, Mission, and Objectives, Strategic Levels in Organisation.

**Unit – III: Strategic Planning & Analysis**

Strategic Planning- Meaning, Stages, Alternatives, Strategy Formulation. Strategic & Situational Analysis – SWOT Analysis, TOWS Matrix, Portfolio Analysis, BCG Matrix.

**Unit – IV: Formulation of Functional Strategy**

Marketing Strategy, Financial Strategy, Production Strategy, Logistics Strategy, Human Resource Strategy.

**Unit – V: Strategy Implementation and Control**

Organisational Structures, Establishing Strategic Business Units, Establishing Profit Centers by Business, Product or Service, Market Segment or Customer, Leadership and Behavioural Challenges.

**Suggested Readings:**

1. Kazmi A, *Business Policy & Strategic Management*, Tata McGraw hill, New Delhi
2. Upendra K, *Strategic Management Concepts & Cases*, Excel Publications
3. Glueck W.F, *Strategic Management & Business Policy*, Newyork McGrwa Hill
4. Thompson & Strickland, *Strategic management Concept & Cases*, Tata McGraw Hill

**SEMESTER-VI****BBA 601: Management Information Systems****Objective:**

The objective of this course is to introduce students to information systems that are part of every business organization. This course also provides an additional knowledge base to the course on computer applications. The Objective is to provide the Student the Knowledge about the use of Computer for various Business Applications.

**Unit I: Introduction**

Definition of Management Information System- Its Elements, Objectives, Structure; Making MIS Efficient and Effective, Limitation of MIS.

### **Unit II: System Concepts**

System Concepts in Business; Information system as a system.

### **Unit III: Information System**

Information System Planning Strategies and method Business System Planning (BSP), Critical Success Factors (CSF) Ends/ Means (E/M) Analysis. Definition of Information System: Management levels as a Framework for Information systems;

### **Unit IV: System Development**

System Development Life Cycle; Problem Definition, Feasibility study, system analysis,

### **Unit V: MIS Tools**

Computer Hardware - Computer Software - File and Database Management Systems - Computer Communications - Internet And Intranet. Actual Use and Practical Application of Various Programs in Computer Lab.

### **Suggested Readings**

1. Prasad L M, Prasad Usha - *Management Information Systems*, Sultan Chand
2. Laudon Kenneth C, Laudon Jane P - *Management Information Systems*, Pearson
3. Mardick&Ross, *Information system for modern management*, Prentice Hall
4. Kanter , *Management information System*,Prentice Hall of India

## **BBA 602: Office Management**

### **Objective**

The basic objective of the course is to make the students understand the concept of managing the office and its layout

### **Unit I. Introduction to Modern Office**

Meaning, Functions - importance - Manager - Qualities - functions. Office system and Routines - merits and demerits.

### **Unit II: Office Design:**

Office location and lay out, open office, private office - merits and demerits, Office Furniture - principles in selecting office furniture.

### **Unit III: Filing**

Handling mail - Dicta phone - merits and demerits. Filing system - essential modern method -merits and demerits - classification.

### **Unit IV: Indexing**

Types - merits and demerits. Office stationery - methods of purchase - control of stationery.

### **Unit V: Equipments**

Office machines and equipment - office appliances - importance - merits and demerits - types of appliances

### **Suggested Readings:-**

5. Pillai R.S.N and Bagavath , *Office Management*, S. Chand and co.
2. Tanon B.N, *Manual of Office Management and Correspondence*, S. Chand and Co.
3. Baig N , *Company law and Secretarial practice*, Sterling Publication
4. Bagaria, A.K , *Secretarial Practice*, Vikash Publication

## **BBA 604: Project Work**

### **Objective:**

The objective of doing the Project Work is to inculcate the students the ability to apply their theoretical knowledge and skills developed during the course of the study and apply it in the field. They have to collect data and prepare a report of their findings on some topics suggested to them or chosen by themselves in consultation with the faculty guide. This will teach them the methodology of collecting information and of preparing written work along with understanding the importance and value of field work.

### **Evaluation:**

The Project Study would be in the area of Specialization the student has opted for. The students will be under the guidance of the faculty supervisor. The Report will be between 50 to 70 pages, font sizes of 12-of Times New Romans and 1.5 line spacing and the report should be bounded. The evaluation will be 50 marks for report writing and 50 marks for presentation. Research Methodology paper will be able to provide the guidelines as how to prepare the Project Report in this regard.

### **BBA 605: Comprehensive Viva Voce**

The objective of this is to find out how much the students have been able to understand the subject during their 3 years course of their study. It helps the students to brush their knowledge of the subjects and prepared them for final placement. One external and one or two internal member can carry out the Viva voce. It will carry 100 marks.

## **SPECIALISATION PAPERS**

The Students has to opt for two specialisation papers as mentioned below in IV, V and VI Semesters.

### **MARKETING MANAGEMENT AREA**

#### **BBM 404 - Customer Relations Management (Specialization Paper)**

##### **Objectives:**

The objective of the course is to explain the principles behind understanding the customer and thereby providing better service.

##### **Unit I: Introduction to CRM**

Conceptual frame work of Customer Relationship and its Management. Evolution customer Relationship Marketing, Types of CRM – Win Back, Prospecting, Loyalty, Cross Sell and Up Sell, Significance and Importance of CRM in Modern Business Environment.

##### **Unit II: CRM Strategy**

Introduction CRM- Planning, Strategy for CRM, Process of segmentation, Choice of Technology, Choice of organizational Structure For CRM, Understanding Market Intelligent Enterprises.

##### **Unit III: CRM Implementation**

Implementation of CRM: Business oriented solutions, Project Management, Channel Management, CRM in Services, CRM in Financial Services,

##### **Unit IV: E – Commerce in CRM**

Use of E- Commerce in CRM, CEM and Data Mining, Information required for Effective CRM.

##### **Unit V: Customer Loyalty and CRM**

Concept of Loyalty at CRM: Definition of Loyalty, Customer Loyalty and Customer decency, Process of Developing Customer Loyalty. Status of CRM in India.

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

1. Kotler P, *Marketing Management*, Pearson Education
2. Saxena R, *Marketing Management*, Tata McGRaw Hill
3. Ramana V, Somayagulu G, *Customer Relationship Management*, Excel Book
4. Govinda.K, Bhat, *Customer Relation Management*, Himalaya

#### **BBM 505: Advertising Management (Specialization Paper)**

##### **Objective:**

The course dwells on the core concepts of Advertising management and introduces the students to effective Sales communication and advertising.

##### **Unit I: Communication process**

Nature of Communication process and its Different elements, Obstacles in Communication Process, Role of Communication Process, Role of Communication Process in perception, Learning in 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.

##### **Unit II: Advertising**

Definition, Objectives, Functions, Classifications of Advertising, Advertising as a tool of Communication, Social and Economic aspects of Advertising, Advertising Department and agencies.

**Unit III: Setting advertising objectives**

DAGMAR Approach, Continuous Advertising Planning programme, Message and Copy, Message Strategy and Message Design, Elements of Advertisement, Copy Developing Effective Advertising, Copy Creativity and Visualization in Advertising.

**Unit IV: Media Planning:**

Role of Media in Advertising, Comparative study of Different Advertising Media, Media choice, Allocation of Budget for Advertising, Approaches and Procedure for determining the size of the Budget.

**Unit V: Advertising Aspects:**

Social and Economic Aspect of advertising Productivity of Advertising, Its contribution to Economic Development and standard of Living , Ethics and advertising.

**Suggested Readings:**

1. Ramaswamy M.S, *Marketing Salesmanship and Advertising*, Sterling Publisher Pvt. Ltd
2. Chunawalla S.A, *Advertising sale and Promotion Management*, Himalaya Publishing House
3. Aaker & Mayer , *Advertising Management* , Prentice Hall of India
4. George E. B & Michael E B, *Advertising & Promotion*, Tata McGraw Hill

**BBM 603- Retail Management (Specialization Paper)****Objective:**

The course aims at introducing retailing as an emerging area of study and its importance in the context of marketing management

**Unit I: Introduction**

Introduction to retailing, the changing retailing environment, economic significance of retailing, opportunity in retailing, retailing characteristics, types of retailing, theories of retailing Evolution

**Unit II: Marketing and Finance:**

Customer buying behavior, buying process, segmenting , retailing strategy, Competitive Advantages, Strategic retail planning process, Implementation CRM in Retail, Measures of financial performance, performance and productivity Measures

**Unit III: HR and Organization:**

Types of location. Site selection, trading areas, Choosing retail location, Estimating demand, HR Challenges in retailing, employee management. Organizational design of a small retail.

**Unit IV: Merchandise management:**

Merchandise planning, merchandise planning, merchandise decisions, Forecasting-merchandise types, retail inventory method, branding strategy .Ethical and legal issues in purchasing merchandise Store Management: pricing strategies, Price adjustment

**Unit V: Retail Promotion**

Retail Promotion Mix Objective, Responsibilities of store Managers, store layout and design, presentation

**Suggested Readings:**

1. Levy & Weitz , *Retailing Management* , Tata McGraw hill
2. Swapna Pradan , *Retailing Management* , Tata Mcgraw Hill
3. Gibson G Vedamani , *Retailing Management* , Jaico books
4. David Gilbert , *Retail marketing management*, Pearson Education
5. Andrew J. Newman & Peter Cullen , *Retailing Environment & Operations*, Thomson Learner

**BANKING & FINANCIAL MANAGEMENT AREA****BBF 404- Banking and insurance (Specialization Paper)****Objectives:**

The course aims at providing an understanding of the various banking activities and also to give necessary concepts and a broad perspective on general, life insurance and insurance related issues.

**Units****Unit I: Banks and banking system**

Evolution of banking system, definition of banking, types of banks and Functions, Reserve Bank Of India, introduction to Indian Financial and an over view of Indian banking System

**Unit II: Financial Instruments**

Debt and Equity Market, Financial services, depository Institutions. non-depository institutions, money market instruments, international financial instruments

**Unit III: Banking activities**

Corporate banking, retail banking, investment banking, venture capital

#### **Unit IV: Insurance**

Definition, nature, evolution, role and importance of insurance, insurance contract, Classification-Life & Non-life, Principles of Insurance, Tax Benefit and Insurance, Rural Insurance in India.

#### **Unit V: Life and General Insurance**

Life Insurance –Concept; Public & Pvt. Sector companies in India – their products,schemes & plans; LIC Act 1956- An overview.

General Insurance – Concept, Types; Public & Pvt. Sector companies in India – their products, schemes & plans. IRDA Act 1999 – Organization, guidelines for life & Nonlife insurance

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

1. Mithi D.M, **Money, Banking, International Trade and Public Finance**, Himalaya
2. Sundharam K.P.M , *Money, banking, Trade and Finance*, S. Chand and Sons
3. Gupta P, *Insurance and Risk management*, Himalaya Publication
4. Sethi T.T, *Insurance Principles and Practice*, S. Chand and Co.
5. Shekhar , *Banking Theory & Practice*, Vikash Publication

### **BBF 505-Financial Institutions and Markets (Specialization Paper)**

#### **Objectives:**

The objectives of the course is to acquaint the students with the basic structure of financial institutions and markets and their operations.

#### **Units**

##### **Unit I: Financial System:**

Introduction, components, structure, features of Indian Financial system , deficiencies and recent development

##### **Unit II: Financial Markets:**

Concepts, nature, features, functions, structure types, role of financial markets in Economics development

##### **Unit III: Financial Institutions:**

Major Indian Financial Institution – IDBI, IFCI, ICICI, IRCI, SG's- management working operations and performance and recent development

##### **Unit IV: Investment Bankers:**

UTI, LIC, GIC and Mutual funds and their role, investment policy performance and recent development. Non-banking financial institution – objectives, functioning, regulation and recent Development.

##### **Unit V: Non-Banking Financial Institutions:**

Objectives, Functioning, Regulations, and Recent Development, Thrift and Credit Institutions.

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

1. Verma J.C , *A Manual of Merchant Banking*, Bharat Publishers
2. Khan M.Y, *Indian Financial System*, Tata McGraw Hill
3. Meir Khan ,*Financial Institution and Markets*, Tata McGraw Hill
4. Bhole L.M, *Financial Institution and Markets*, Tata McGraw Hill

### **BBF 603- Corporate Tax Planning and Tax management, (Specialization Paper)**

#### **Objectives:**

The course aims to help students to comprehend the basic principles and laws governing Direct and Indirect taxes in relation to business.

##### **Unit I: Introduction to Income Tax Act, 1961:**

Law of 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.

##### **Unit II: Heads of Income:**

Provision of Income Tax Law relating to Various heads of Income with Special Emphasis on profits and Gain from Business and Profession, Capital gains, Income from other sources, Deduction, Technique of calculating of Income Tax.

##### **Unit III: Tax Planning:**

Concept of Tax Planning, Tax Planning with reference to setting up of 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.



#### **Unit IV: Tax Planning Problems**

Tax planning with reference to Non- Resident Company Assesses tax planning with reference to corporate reorganization that is Amalgamation, Meger, Demerge and Slump Sale. Problem of Tax Planning, Administration, legislative and Organizational Problems

#### **Unit V: Indirect Taxation:**

Overview of Central Sales Tax Act, 1956 and VAT, Service Tax (Finance Act 1994), liability of duty under Excise and Customs.

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

1. *Income tax law*- Taxmans Publication
2. Gane & Naranga *Income tax law & Practice*, Kalayni Publication
3. *Yearly Finance Bill*
4. *Bare Act relating Taxation*
5. Subhash Lakhotia, *Corporate Tax & Planning*, Vision Book

### **HUMAN RESOURCE MANAGEMENT AREA**

#### **BBH 404 : Industrial Relation. (Specialization Paper)**

##### **Objective:**

The basic objective of the course is to introduce to the students the fundamentals of industrial relations and workers involvement in the same.

##### **Unit I: Introduction**

Meaning, nature, scope, importance, functions of Industrial Relations; Industrial Labour in India – growth, Characteristics of Indian Labour, Employment trends

##### **Unit II: Bargaining Agents**

Worker's Organisation in India – Necessity, functions, problems of Trade Unions in Indian Industry; Employers' Organisation – Characteristics of Indian Employers', Role of Employers' Organisation in maintaining Industrial Relations

##### **Unit III: Industrial Unrest**

Concept, types, causes of Industrial Disputes, Tools of Industrial Dispute in the hands of workers, Tools

##### **Unit IV: Settlement of Industrial Disputes**

Bipartite & Tripartite negotiations, conciliation, Labour courts, Arbitration and Adjudication – functions

##### **Unit V: Promotion of Industrial Peace**

Collective Bargaining, Workers Participation in Management, Workers Education, Workers' Welfare, I.L.O. recommendations regarding Labour Management Relations

#### **Suggested Readings:**

1. Mamoria & Mamoria, *Dynamics of Industrial Relations in India*, Himalaya Publishing House
2. Venkataraman, C.S, *Indian Industrial Relations*, National Institute of Personnel Management
3. Monappa: *Industrial Relations*, Tata McGraw Hill
4. Sharma A.M, *Aspects and legal frame work of Industrial Relation*, Himalaya Publisher

#### **BBH 505: Human Resource Development (Specialisation paper)**

##### **Objective:**

The course aims at taking the student further into the functional area of HRM and into the domain of HRD.

##### **Unit I: Introduction**

Human Resource Development – concept, scope, significance and Human Resource Development efforts in India

##### **Unit II: Human Resource Policy**

Manpower planning; staffing for human resource development; staffing practices Resources for staffing HRD activities; Formulation of human resource policy

##### **Unit III: Strategies for HRD**

Individual learning; Group learning; Organisational Development; Transactional Analysis; Behaviour Modeling; Self directed learning; Executive Development Programs; Training methods

#### **Unit IV: Organisational Support for HRD**

Organisational involvement (infrastructure facilities); Human Resource Accounting (cost systems), Evaluating the HRD effort

#### **Unit V: Control**

Leadership; Communication and delegation of authority in context of HRD

#### **Suggested Readings:**

1. Dwivedi R S & Dwivedi G K, *Human Resource Development*, Galgotia Publishing
2. Sen A K, *Human Resource: Development, Planning & Deployment*, Asian Books
1. Rolf P Lynton, *Training for Development*, Sages Publication
2. Dayal, *Management Training in Organisation*, Prentice Hall of India

#### **BBH 603: Social security and Labour welfare (Specialization Paper)**

##### **Objective**

To acquaint the students about social security and welfare measures applicable to various kinds of organisations for the benefit the workers

##### **Unit I: Social security**

Introduction, evolution, definition and scope, Types of Social security, social security measures in India and Social Insurance, ILO- Its role towards social security.

##### **Unit II: Works men's Compensation Act, Minimum wages Act.**

Objective, Scope, features, mode of payment and some of its important provisions

##### **Unit III: Employee's State Insurance Act**

Objectives, Scope, its features, and some of its main provisions

##### **UnitIV: Payment of Gratuity Act, Payment of Bonus Act, Maternity Act**

Objectives, Scope, features, mode of payment and some important provisions

##### **Unit V: Labour Welfare under Factories Acts & Plantation Labour Act**

Meaning, objectives, Provisions relating to labour welfare- Health, safety, welfare facilities (statutory and non statutory) working conditions & hours, employment of women and young persons.

#### **Suggested Readings:**

1. Mullick, *Labour laws*
2. Memoria, CB and Memoria S, *Industrial labour, social security and Industrial Peace in India*, Himalaya
3. Sinha, GP, *Industrial Relations and Labour legislation in India*
4. Zahiruddin – Labour Welfare laws