

**REGULATIONS & SYLLABUS  
OF  
BACHELOR IN BUSINESS ADMINISTRATION (BBA)  
3 year (Six Semesters) Regular Course  
Utkal University  
Bhubaneswar, Orissa**

**SEMESTER – I  
PAPER NO. 1.1 ENGLISH – I**

**Unit - I**

Three pieces of prose from Zest for life, edited by Dr. Subhendu Mund are to be studied.

- (i) “Spoken English” by G.B. Shaw.
- (ii) “The Pleasures of Work” by A.C. Benshon
- (iii) “On the Rule of the Road” by A.G. Gradiner
- (i) Comprehension
- (ii) Composition With respect to I, ii, & iii above

**Unit – II**

- (i) Vocabulary & usage as they appear in lessons covered in Unit – I
- (ii) Grammar based on texts in Unit – I

**Unit – III**

Three pieces of prose from Zest for life, edit by Dr. Subhendu Mund are to be studied.

- (i) “Science & Human Life” by Betrand Russell
- (ii) “A Fugitive Seeks Refuge” by Winston S. Churchill
- (iii) “The Pleasures of ignorance” by Robert Lynd

- (i) Comprehension
- (ii) Composition with respect to I, ii, & iii above

**Unit – IV**

- (iii) Vocabulary & usage arising out of texts as stated in Unit – III
- (iv) Grammar based on text in Unit – III

**Unit – V**

Comprehension synthesis of ideas and drawing inferences independent passages outside the prescribed texts may be of approximately 300 words

**REFERENCES**

1. S. Mund (Editor) – Zest for Life

**PAPER NO. 1.2  
PSYCHOLOGY**

**Unit – I**

- A. Psychology  
Its nature, scope and methods.
- B. Biological bases of behaviour
  - Neurons
  - Nervous system. It’s basic structure and function

- The brain
- Lateralization of the cerebral system
- The endocrine system

## **Unit – II**

- A. Sensation & Perception
  - Sensation: - The raw material of understanding
  - Sensory threshold
  - Sensory adaptation

Vision

Hearing

Touch & other skin senses

Smell & Taste

Kinesthetic and vestibule senses

Perception

Perception : The focus of attention

Perception: Some organized principles. Constraints and illusions

The plasticity of perception

Learning

- Classical Conditioning
- Operant Conditioning
- Observation Learning

## **Unit – III**

### **a. Memory**

Human Memory : The information processing approach

Sensory memory

Short- term memory

Long –term memory

Forgetting from Long – term memory

Memory in natural contexts

Biological bases of memory

### **b. Cognition : Thinking, Dealing and Communicating**

Thinking Forming concepts and reasoning to conclusions

Making decisions Problem solving and creativity

Language : The communication of information

## **Unit – IV**

### **a. Motivation & Emotion**

Motivation : The activation and Persistence of behaviour

Emotion : Their nature, expansion and impact

### **b. Measuring Individual differences : The nature Psychology Testing**

Psychological Tests : Reliability, Validity and Standardization

The nature and measurement of human intelligence

Human intelligence : The role of heredity and the role of environment

Measuring interests, aptitudes and achievements

## **Unit – V**

### **Social thought : How we think about others .....And the Social Culture**

- a. Attribution : Understanding the causes of other's behaviour
- Social cognition : How we process social information
- Attitudes : Evaluations of the social world
- Prejudice and discrimination

## Social Behaviour

- b. Social influence : changes other behaviour, conformity, compliance, obedience Attraction & love : interpersonal attraction, prosocial behaviour.

### **REFERENCES :**

1. Morgan & King – Introduction to psychology
2. Alkinson & Alkinson – Introduction to psychology
3. Barron – Introduction to Psychology

### **Paper:1.3**

### **MATHEMATICS**

#### Unit-I

- a) Set Theory: sets membership subset and set equality, set construction Cartesian product.
- b) Vectors : vectors geometrical and physical interpretations, Linear combination, linear dependence and independence basis.

#### Unit-II : Matrices and Equations

- a) Matrices: Matrices operations on matrices determination eigen value and eigen vectors, inverse/ rank.
- b) Linear Equation: System of linear equations solution of system of linear equations.

#### Unit –III **Differential and integral Calculus**

- (a) **Function and their Applications:** Functions construction of function types of functions, zeros function.
- (b) **Limits and continuity:** Limit of a function , conditions function limit of a sequence.
- (c) **Differentiation and derivation:** Derivative Basic laws of derivative higher order, derivatives, application.
- (d) **Maxima and minimal of functions:** Maxima and minima applications discrete optimization. Integral integration by parts application.
- (e) **Integral:** Integral, Integration by parts application.

#### Unit –IV **Probability Distribution and Data Analysis.**

- (a) **Basic concepts of probability:** Probability sample space of events and relation among events. Definition of probability and rules of probability. Application of permutation and combination to probability problems conditional probability, probability networks independent events independent trails poisson approximation to binomial. Normal approximation to binomial.
- (b) **Discrete Random Variable and Distribution:** Random variables. Probability distribution of a random variable Expectation of a random variable. Variance of a random distribution, Correlation co-efficient. Distribution of sum of the tow independent poisson variables.
- (c) **Continuous Random Variables and Distributions:** Continuous random variables some important continuous distributions.
- (d) **Data Analysis:** Measurement data reduction. Measures of central tendency and dispersion Bi-variety data. Sampling some special topics.

#### Unit-V **Some special topics**

- (a) **Progressions and Annuity:** Progressions, Geometric series, annuity investment compounded continuously

- (b) **Linear Programming and Extensions.** Examples of linear programming, solution of linear programming problems. Marginal analysis and duality general formulation and results. Transportation problem. Linear programming extension.

Reference 1.S. Saha & R.D. Chakraborti, Quantitative Methods, TMH

2.**M. Raghavachari-Mathematics for management.** An Introduction –Tata McGraw Hill,NewDelhi.

3. Quazizameruddin,-VK. Kharnan, S.K. Bhambri Business Mathematics, Vikas publishing House New Delhi

## **PAPER NO – 1.4**

### **BASIC FINANCIAL ACCOUNTING**

#### **Unit – I**

**a. Financial Accounting : An Introduction :**

The need for accounting objects and functions of accounting external and internal features of accounting information. Branches of accounting. Distinction between accounting and book keeping.

**b. Accounting Concept and conventions :**

Accounting Principles. Characteristics of Accounting Principles. Accounting Concepts, Accounting Conventions

#### **Unit – II**

**a. Accounting Process and System**

Double Entry System, classifications of accounts. Natures of Accounting Transactions accounting Mechanics

**b. Accounting Information System :**

Analysis and Recording Business Transaction, source of documents, journal , Rules of Journalizing, Ledger, Ledger posting.

#### **Unit – III**

**a. Completion of Accounting Process :**

The preparation of Trial Balance, objects in drawing up a Trial Balance, Defects of Trial balance. Errors.

**b. Capital and Revenue Expenditures and Receipts :**

Rules of determining capital Expenditure, Rules of determining revenue Expenditure, Deferred Revenue Expenditure, Capital and Revenue Receipts, Capital and Revenue Profit and Losses

#### **Unit – IV**

**a. Understanding an Income Statement**

The Meaning or an Income Statement. The illustrative format of income statement, Accounting concepts related to income Statement, Exercises and cases.

**b. Understanding Balance Sheet:**

The Meaning of Balance Sheet. The Format of a balance sheet. The contents of a Balance Sheet Exercises and cases.

#### **Unit – V**

**a. Depreciation Accounting and Policies:**

The concept of Depreciation. Depreciation Methods. Accounting for Depreciation.

**b. Computer based financial Accounting.**

### **BOOKS RECOMMENDED**

1. S.P. Jain, K.L. Narang – Financial Accounting. Kalyani Publishers. New Delhi

2. A. Mukherjee, M. Hanif – Modern Accountancy (vol. 1) Tata McGraw Hill Publishing Company New Delhi
3. T.S. Grewal Introduction to accountancy, S. Chand & Company New Delhi
4. Dr. Jwaharlal – Accounting for Management . Himalaya

**PAPER 1.5**  
**INTRODUCTION TO BUSINESS**

**Unit – I**

- a. **Concept in Business ;**  
Definition of Business, Purpose and mission. Objectives. Strategies. Policies. Procedures. Program and Budgets.
- b. **Forms of Business :**  
Sole proprietorship partnership, Companies, co – operatives, Societies and Trusts.

**Unit – II**

- a. **Indian Companies Act :**  
Memorandum and Articles of Association, Registration and Commencement of Business. Roles and responsibilities of Chairman. Managing Director. Secretary and Board of Directors. Issue in corporate Governance.

**Unit – III**

- a. **Indian Partnership Act:**  
Types of Partners, roles and responsibilities of Partners, Profit and sharing and other issues in Partnership.
- b. **Co-operative Organization:**  
Structure and Management, Government and Co-Operative system.

**Unit – IV**

- a. **Business and Government :**  
Different roles by Government in respect of industry, Industrial policy, IDR Act. Government departments and Quasi-government organizations and their roles in promotion of industry. Special responsibilities of Business and limits of social responsibilities.

**Unit – V**

- a. **Development of Management Thought :**  
Contribution by different group. Taylor, Fayol, Unwick and Human relations school
- b. **Functions of Management :**  
Classical divisions of management function such as planning. Organizing, Staffing, Co-ordinating and controlling.
- c. **Process management :**  
Authority and Responsibility, delegation, span of management, departmentation. Line and staff and functioning of committees.

**REFERENCES :**

1. C.R. Basu – Business Organization & Management
2. Peter Drucker – Management : Tasks, Responsibilities and Practices
3. Peter Drucker – Process of Management
4. Various acts as stated above
5. Das & Das Introduction to Business

**SEMESTER – II**  
**PAPER NO. - 2.1 - ENGLISH – II**

**Unit – I**

Three pieces of prose from Zest for life, edited by Dr. Subhendu Mund are to be studied.

- (i) “Three Days to See” by Hellen Keller.
- (ii) “Science as a habit of Mind” by S. Radhakrishnan
- (iii) “What I Require from life ” by J.B.S Haldane

- (i) Comprehension
- (ii) Composition With respect to I, ii,& iii above

**Unit – II**

- (i) Vocabulary & usage as they appear in lessons covered in Unit – I
- (ii) Grammar based on texts in Unit – I

**Unit – III**

- (i) “Pleasures” by Aldous Huxley
- (ii) “Culture” by K.M. Munshi
- (iii) “My Village My Art School” by Prafulla Mohanty

- (v) Comprehension
- (vi) Composition with respect to i, ii, & of Unit - III

**Unit – IV**

- (vii) Vocabulary & usage as they appear in lessons covered in Unit – III
- (viii) Grammar based on text in Unit – III

**Unit – V**

Introduction and chapter one and two “In Search of Excellence”

**REFERENCES**

1. Zest for Life
2. In Search of Excellence

**PAPER 2.2**  
**MICRO – ECONOMICS**

**Unit – I**

**Introduction : Demand, Supply and Market**

The use of Microeconomics theory, Positive versus Normative Analysis. The Basics of Demand and Supply. The Demand Curve, Elasticity, Supply Curve. Market Equilibrium. Understanding and predicating the effects of changing Market Conditions.

**Unit – II**

**Consumer Behaviour**

Concept of Utility, Utility and Preference, The Indifference Curve, Characteristics of Indifference Curve, Marginal rate of substitution, Budget constraint. Effects of changes in income and prices. Income and Substitution Effects. Consumer surplus. Empirical Estimation of demand.

**Unit – III**

**Production Function**

The technology of Production. Isoquants, Fixed and variable inputs, Short Run. Cost in the Long Runs. The Production Functions. The Geometry of Average and marginal product Curves. Total Average and marginal Products. The Stages of Production, Production, Production with one variable input. Production with Two variables inputs. Return to scale.

## **Unit – IV**

### **Cost**

Measuring Costs : Which Cost matter, Cost in the Short Run. Cost in Long Run. . Economics of scale, Diseconomies of scale Production and Cost Theory. A mathematical Treatment Cost Minimization. Marginal rate of Technical Substitution. The Cobb – Douglas Production Function.

## **Unit – V**

### **Market Structure and Competitive Strategy**

Perfectly Competitive Market Structure, Short and Long Run Equilibrium of Firm and industry, Monopoly, Short Rung and Long Run Equilibrium under Monopoly. The Monopoly Power, Price Discrimination. Transfer Pricing.

### **BOOKS RECOMMENDED**

1. Gupta, G.S. Managerial Economics, TMH
2. John Gould, Jr. Edward P. Lazear – Microeconomic Theory. Richard D, Irwin. Inc, Publication
3. Robert S. Pindyck, Daniel I . Robinfeld – Microeconomics Prentice Hall of India Publication
4. A. Koutsoyiannis - Modern Microeconomics. Macmillian and co. India.
5. C.E. Ferguson. Jon R. Gould – Microeconomic Theory, Richard D, Irwin. Inc, Publication.,
6. Dholakia, Oza – Microeconomics for management Students Oxford University Press.

## **PAPER NO. 2.3 STATISTICS**

### **Unit – I**

Introduction to sampling, Random Sampling Vs. Non – random sampling. Types of sampling – Simple Random Sampling. Stratified random sampling. Systematic sampling. Cluster sampling. Sampling distributions, standard error sampling form normal population, Law of large numbers and central limit theorem.

### **Unit – II**

Point estimation. Criteria of a good estimator, Methods of estimation, Maximum likelihood estimator and its properties. Interval estimation and confidence intervals. Testing Hypothesis – Concepts, Type I and II errors, Power of a test. One sample test, Test of significance based on normal. Distributions. Test of Proportion.

### **Unit – III**

Testing Hypothesis – two sample test for difference between means and proportions. Chi square tests – test of independence, goodness of fit, Inference about population variance and two population variances, Analysis of variances. Non – parametric tests.

### **Unit – IV**

Regression and correlation analysis – simple and multiple. Finding regression equations, inference about population parameters. Modeling techniques

### **Unit – V**

**Time series analysis** : Components, trend analysis, cyclical variations, seasonal variation, irregular variation.

**Index Number** : Definition, uses, construction and problems. Weighted and unweighted index numbers. Quantity and value indices

### **BOOKS RECOMMENDED**

1. Chandran Jit S. statistics for Business and Economics, Vikas
2. Statistics for management – Levin and Rubin, Prentice Hall of India

3. Fundamentals of Statistics (vol. I & II) – Goon, Gupta, Dasgupta, World Press Pvt. Ltd.
4. A first course in statistics with Applications – A.K.P).C. Swain, Kalyni Publishers.
5. Quantitative Method, Saha & Chokraoberty, TMH

**PAPER NO. – 2.4**  
**COST AND MANAGEMENT ACCOUNTING**

**Unit – I**

Overview of cost Accounting and Financial Accounting. Cost Accounting and management, classification of Costs, cost center and Cost Unit.

**Unit – II**

Introduction to Management Accounting, Scope of Management Accounting, Objects and Functions and limitations of Management Accounting, Tools and Techniques of Management Accounting.

**Unit – III**

Job and contract costing, Process Costing, Cost Control. Budgetary Control, standard Costing, Variance Analysis.

**Unit – IV**

Decision – Making, Marginal Costing and Cost – Volume Profit Analysis.

**Unit – V**

Financial Statement Analysis, Ration Analysis, Liquidity Ratio, Leverage ratios, Turn over Ratios. Probability Ratios.

**BOOKS RECOMMENDED**

1. Cost Accounting, V.K. Saxena & C.D. Vashist, Sultan Chand & Sons.
2. Cost Accounting, S.N. Maheswari & S.N. Mittal, Mahavir Publication.
3. Management Accounting, R.K. Sarma & Shahi K. Gupta, Kalyani publishers.
4. Nigam . B.M. & Jain I.C. Cost Accounting. An Introduction, Phi

**PAPER NO 2.5**  
**MARKETING MANAGEMENT**

**Unit – I**

Concept of Marketing: nature, scope, relevance and applicability, core concept of marketing, marketing management – nature and scope. Company orientation towards the market place. Marketing Vs. Selling. A brief idea about marketing mix.

**Unit – II**

The Marketing environment with special focus on Indian marketing environment Analyzing marketing environment its importance and major techniques followed. Understanding the buyer – Buying decision – making process – characteristics of the Indian consumer. Determinates of Buying behaviour. A simple model of buying behaviour cases.

**Unit – III**

Marketing mix, Marketing strategy. Marketing Segmentation, Targeting and Positioning.

**Unit – IV**

Product –mix-decisions – Planning and development of new product – Basis knowledge of packaging and Branding. The product Life Cycle concept and implementations in marketing. Cases



## **Unit – V**

Pricing –role and objective, Pricing process, Pricing strategies for new products. Distribution Strategy – channel management. Elementary knowledge of promotion –mix-personal selling, advertising sales promotion. Cases.

### **BOOKS RECOMMENDED**

1. Philip Kotler – Marketing Management, Millenium Edn. PHI
2. Rajan Saxena – Marketing Management, Tata – McGraw Hill
3. Ramaswamy & Namakumari Marketing Management, McMillan
4. Xavier, Strategic Marketing Response

**Periodicals** : - A & M Business Today. Business World. Brand Equity (Economic Times). Strategist (Business standard)

## **PAPER NO -2.6 HUMAN RESOURCE MANAGEMENT**

### **Unit – I**

Concept nature and scope of Human Resource Management vis –a-vis personnel management. Growth and development of Human Resource management in India. Role and function of personnel manager.

### **Unit – II**

Human Resource Planning, labour market consideration. Characteristics of Indian labour market. Recruitment and selection. The Employment Exchange (compulsory notification of vacancies) Act 1959, sources of labour supply, selection procedure, test and interviews, induction.

### **Unit – III**

Promotion : Purpose, types of Promotion, promotion policies. Programme and procedure, seniority vs merit, transfer, purpose, transfer policy and procedure.

### **Unit – IV**

Training in organization : its objectives, methods of assessment of training needs, different types of training programmes on the job and off the job training: purpose, training policy, procedure.

### **Unit – V**

Performance Appraisal : Its objectives, uses and methods. Traditional Vs modern's methods. Management by Objectives (MBO), Quality Management, TQM, Kizen. JIT, QC and BPR.

### **RECOMMENDED BOOKS**

1. Pattnaik B – Human Resource Management, PHI
2. E.B. Mamoria – Personnel Management
3. C.B. Mamoria – personnel Management
4. C.S. Venkata Ratanam & B.K. Srivastava – Personal Management & Human Resources.
5. I. Armstrong – Human Resource Management
6. Fisher, Schenfeldt & Shaw – Human Resource Management
7. P. Subba Rao – Human Resource Management : Test and Cases.
8. Saini & Khan Human Resource Management Response

**3<sup>RD</sup> SEMISTAR**  
**PAPER: 3.1- WRITTEN COMMUNICATION**

UNIT-1

Introduction: Spoken Vs written Communication, Basic Skills of Writing. High Order Writing Skills.

Basic Principles of Good Writing, Writing a Paragraph.

UNIT-II

Precision: Summarizing, Précis Writing, Telegrams, Notices.  
Report Writing.

UNIT-III

Letters-Formal/Informal, Letter to Editor of a Newspaper.  
Applications and Business Letters.

UNIT-IV

Essays  
Resume/Bio-data/CV  
Note Taking /Note-making

UNIT-V

Writing Advertisements, Language of Advertisement.  
Writing Dissertations, And Academic Articles.  
Creative Writing

**REFERECES:**

1. Freeman, S. (1977) Written Communication in English, Orient Longman Ltd, New Delhi.
2. Byrne, D. (1988) Teaching Writing Skills, Longman Group UK Ltd.
3. Little John. A. (1991) Writing 1.2. C.U.P Cambridge.

**PAPER:3.4**  
**COMPUTER PROGRAMMING**

UNIT-I

Principles and techniques of programming-1 : Computer vis-à-vis human being. Data storage, programming, flow charts and pseudo –codes. Study of algorithms. Study of data. Data type: SPARKS. How to create programs. How to analyze programs. Introduction to data structures: Arrays, storage of arrays in main memory. Sparse Arrays. Lists, linked list, doubly linked list, circular linked list, stacks, queues, graphs and tree. Static and dynamic implementation of various data structure. File Organization various searching and sorting algorithms. Representation of integers. Real. Characters constants and variables. Arithmetic expressions and their evaluation using rules of hierarchy.

UNIT-II

Principles and techniques of programming.

UNIT-III

Program Design : Introduction to software development, data definition problem solving (simple & complex), introduction to sub procedures, elegance in procedure design. Program testing, program documentation, Design using C++: Development and design, Design and Programming and Roles of Classes.

#### UNIT-IV

Program control paradigms, design of procedural driven software, design of event driven software. File organization and processing, array processing, abstract data structures, basic concepts of object oriented programming applications, benefits of OOP, software quality.

#### UNIT-V

Elements of C++.

#### **Practical**

Programming in BASIC & C++.

#### **RECOMMENDED BOOKS:**

1. Fundamentals of Data Structures by Ellis Horowitz, Sartaj Sahani(Golgotia).
2. Principles & Techniques of Programming (Golgotia) By T.M. Ramachandran
3. Program Design (PHI) by Peter Juliff.
4. Object Oriented Programming with C++ by E. Balaguruswamy (TMG)
5. C++ And Object Oriented Programming, Asian Publishers, New Delhi
6. Computer Programming with FORTAN-77 Rajaraman(PHI)

#### **PAPER:3.5**

#### **PRODUCTION AND OPERATION MANAGEMENT**

#### UNIT-I

Basic concept: Production and Operation Management Functions: various production processes and their selection, Common systems model, Relevant cost concept, production & productivity, Measurement of productivity.

#### UNIT-II

Work-Study: Methods study procedure and techniques, principles of motion economy and work place design: Work Measurement, Time study and Work sampling Performance rating and allowances. Estimation of standard time and related errors.

#### UNIT-III

Facilities Planning: Facilities location factors, Bridgeman's dimensional analysis: Systematic layout planning; principles and techniques used; different layouts; Material handling systems and equipments.

#### UNIT-IV

Production Planning and Control: Aggregate planning basic strategies viz. Level production, chase demand and mixed strategy: Aggregate Planning costs; Routing Scheduling; Grant Charts.

#### UNIT-V

Select Techniques and Concepts : Cost- Benefit Analysis : Input –Output Analysis: Value Analysis : Learning Curves: Vertical Integration . Just in Time Systems.

## **RECOMMENDE BOOKS:**

1. Chary S.N. –Production Operations Management, Tata McGraw Hill
2. Mayer R.R –Production Operations Management, McGraw Hill
3. Schroeder R.G.-Operations Management, Decision Making in Operations Function, McGraw Hills.
4. Riggs J.L-Productions Systems , John Wiley & Sons.
5. Buffa & Sarin – Modern Production/Operations Management , John Wiley & Sons.

### **PAPER:3.6** **FINANCIAL MANAGEMENT**

#### **UNIT-I**

Financial Management – Objectives, function and scope, financial environment, corporate securities, time value of Money.

#### **UNIT-II**

Capital Budgeting – Appraisal techniques, cost of capital.

#### **UNIT-III**

Theories of capital structure, capital structure planning, EBIT-EPS relationship, Dividend policies and practice.

#### **UNIT-IV**

Working Capital Management-issues, policies, working capital estimation, working capital financing.

#### **UNIT-V**

Cash , Inventory and Receivable Management.

### **RECOMMENDED BOOKS**

1. Prasanna Chandra-Financial Management, TMH
2. M. Pendar-Financial Management, Vikash

### **SEMESTER – IV** **PAPER – 4.1- ORAL & NON –VERBAL COMMUNICATION**

#### **Unit – I**

Introduction : Written Vs. verbal communication – one – the –job need. Using a dictionary for phonetic information – Phonetic transcriptions.

#### **Unit – II**

Word – stress, Sentences – Stress, stress rules – stress shift. Dialogue practice for word/sentence stress. Common words grossly mispronounced.

#### **Unit - III**

Fluency VS accuracy, Self – awareness related to one's oral fluency, Instant fluency practice. Interview skills. Mock – interview.

#### **Unit – IV**

Importance of non – verbal behaviour in verbal communication. Getting aware of one's negative non- verbal behaviours. Group discussion and feed back.

#### **Unit – V**

Paper presentation, Telephoning in English. Professional awareness – being aware of one's strength and weakness in verbal communication.

## **RECOMMENDED BOOKS :**

1. V. Sashibuna & P.V. Dhanija – Sopken English, Tasta McGraw Hill
2. R.K. Bansal & J.B. Harrison – Spoken English for India (Orient Longman)
3. W.S. Allen, Living English Structure (Orient Longman)

## **PAPER NO. – 4.2- MACRO – ECONOMICS**

### **Unit – I**

- Economics aggregate and relationship
- Macro economic performance and policy
- Measurement of national income and related aggregate
- Whole sale price index

### **Indices**

- Consumer Price Index
- GDP at market price
- GDP at factor cost
- GNP at factor cost
- National income and aggregate
- Savings and capital formation
- Real income, national income deflator and price indices

### **Unit – II**

#### **Consumer and Investment**

- Aggregate demand
- Aggregate supply
- Interest rate
- Consumption, function for Indian Economy
- Demand for money and money supply
- Investment behaviour
- Fixed investment, capital stock and out put
- Desired capital stock
- Inventory investment

### **Unit – III**

#### **Demand and Supply of Money**

- Demand for money
- Transaction demand and income for velocity, speculative demand  
portfolio theory
- Inflation and money demand
- Precautionary demand
- Precautionary demand
- Money supply analysis
- Money multiplier
- Determinants of money multiplier
- Control of high powered money
- RBI Credit to Government
- RBI credit to Bank
- RBI credit to commercial sector

### **Unit – IV**

- Fiscal policy

- Tax policy and structure
- Tax rate
- Government expenditure
- Center state fiscal relation
- Instrument of monetary policy and stabilization
- Money policy and long term growth
- Inflation, demand pull and cost push

#### **Unit – V                      Financial System and Money Market Financial system**

- Call Money Market
- Treasure bills
- Loans
- Commercial paper, certificate of deposit
- Exchange rate, regime and exchange control in India

#### **REFERENCES**

1. Macro Economics - G.S. Gupta, TMH.
  2. Macro Economics - D.N. Dwivedi, TMH
  3. Macro Economics - M.L. Jhigan & M.L. Seth
  4. Money Banking - S.B. Gupta
  5. Macro Economics - Edward Shappiro
- Macro Economics - P.G.Apte

### **PAPER – 4.3- ORGANIZATIONAL BEHAVIOUR**

#### **Unit – I**

Study of organizational behaviour : Focus and purpose, nature and scope and development. O.B. models of man, Research in O.B.

#### **Unit – II**

Personality : Determinates of personality. Theories of personality, individual difference matching personality and jobs, personality and organization. Perception : meaning, perceptual process, Perception and OB.

#### **Unit – III**

Learning and Behaviour Modification : Learning Process. Theories of Learning and organizational behaviour, behaviour modifications. Attitude – characteristics and components attitude, attitude and behaviour, attitude formation, measurement of attitude, attitude and productivity. Cognitive Dissonance Theory, attitude values and job satisfaction.

#### **Unit – IV**

Motivation : Nature of Motivation, motivation process, Theories of motivation. Need priority model, Theory X and Theory Y. Two factor Theory, E.R.G. Model, Achievement theory and Power Motivation. Expectancy Theory, Equities Theory, Theory Z –a contingency model. Limitations and criticism of motivation theory.

#### **Unit – V**

Communication : importance, bases of communication, communication problems, steps for improving communications. Transactional Analysis. Non – verbal communication. Assertiveness.

### **RECOMMENDED BOOKS**

1. Stephen P. Robbins – Organizational Behaviour. PHI
2. L.M. Prasad – Organizational Behaviour. Sutan Chand & Sons.
3. R. Aswathpa – Organizational Behaviour. Himalaya Pub. House

## **PAPER NO. – 4.4- MANAGEMENT INFORMATION SYSTEM**

### **Unit – I**

Concept of System, subsystems, subsystems, integrated system. Total systems. MIS. Information requirement at various levels of management. Organization on an information processing unit. MIS & data processing operating elements of information system. MIS & Top – Management. Structure of information systems.

### **Unit – II**

Analysis of Information System (i). Fundamental concept. Information System life cycle, classical approach, structured tools hierarchical charts and HIPO. DFD.

### **Unit – III**

Analysis of Information System (ii) Structured Tools, structured chart. Non graphic tools, evaluation of system design, coupling and cohesion.

### **Unit – IV**

Design of Information System (i) Fundamental concept of file design, data base design, input – output design, procedure design, system security.

### **Unit – V**

Design of Information System (ii) : Physical Design of manual systems – Form design, dialogue design, code design, Designing user's procedures, system implementation, project documentation and management.

### **RECOMMENDED BOOKS**

1. Mardick & Ross – Information System Modern Management
2. C.S. Parker – Management Information System
3. Lee – Introductory System Analysis and Design (Vol. I & ii)
4. A. Ziya Aktas – Structured Analysis and Design of Information System.

## **PAPER NO. 4.5- ORGANIZATION SYSTEM & STRUCTURE**

### **Course Objectives**

- To acquaint the students with the various forms of organization structure, designing organization structure, organizational change and developments.
- To make them aware of the various related problems and organizing in the 21<sup>st</sup> century Course Outline

### **Unit – I**

Organization – a conceptual overview – meaning, nature, forms, functions & importance. Principles of a sound organization if brief. Theories in organization.

## **Unit – II**

The process of Organizing. Various forms of organizational structures – Their relative strength & weakness. Suitability. Departmentation. Span of management, delegation & decentralization.

## **Unit – III**

Organizational development. Organizational climate, organizational change, organizational effectiveness

## **Unit – IV**

Meaning Organizational change & development, group dynamics – managing organizational conflicts. Interpersonal and organizational communication.

## **Unit – V**

Organizing in the 21<sup>st</sup> centur. Contingency design, the burns & stalker mode. The Lawrence reengineered organizations. Changing shape of organization. Learning organisaiton.

### **BOOKS RECOMMENDED**

1. Essentials of Management. Harold Korntz Weihrich. TMH Edn.
2. Management Stoner & Freeman. PHI
3. Management. Robert Kreitner. AITBS

### **PAPER NO. 4.6- MANAGEMENT RESEARCH METHODOLOGY**

#### **Unit – I**

##### **Introduction to Research Methodology.**

- Importance of Research in Decision Making
- Defining Research Problem & Formulation of Hypothesis
- Experimental Designs.

#### **Unit – II**

##### **Data Collection, Measurement & Presentation**

- Methods & techniques of data collection
- Sampling & sampling Designs.
- Attitude Measurement & Scales.

#### **Unit – III**

##### **Data analysis – I**

- Statistical Analysis & Interpretation of Data : Non Parametric Tests.

#### **Unit – IV**

##### **Data Analysis – II**

- Multivariate Analysis Techniques

#### **Unit – V**

##### **Report writing**

### **BOOKS FOR REFERENCE**

1. Research Methodology : Methods & Techniques, by C.R. Kothari
2. Quantitative Techniques for management Decisions, Wiley Eastern Ltd. By U.K. Srivastav
3. Statistics for Management by Levin
4. The Foundation of Multivariate Analysis, Wiley Eastern Ltd. by Takeuchi K. Yanai, H & Mukherjee, B.N.
5. Statistics by S.P. Gupta



## **PAPER NO. – 5.1- MANAGEMENT COMMUNICATION**

### **Unit – I**

Introduction to communication, importance of communication process, barriers to communication – semantic, psychological, structural & situational barriers, communication & the communicator, environment & communication, channels of communication in business, objective of communication, style & tone of communication and perception of audience.

### **Unit – II**

Non – verbal communication: gestures, eye – concept, body language, dress appearance, and cross – cultural communication. Audience Analysis: target group analysis & how to motivate the group, structure, feedback, conversation. Presentation Concepts: visibility, distillation, balance, persuasion, guidance and creative process. Planning and Presentation. Substance: credibility, evidence, verbal illustration, analogy, anecdote and database. Platform Behaviour : Projection, presence, Modulation, Pitch, speech patterns and articulation. Handling Questions. Preparing the presentation..

### **Unit – III**

Audiovisual Material : A.V. Aids, Charts, graphs, pictographs, illustration, manual, media and projected media. Building Relationship & Response: Self –disclosure relating to the audience & illustration (The objective is to give a basic foundation in written business communication. It aims at familiarizing the student with business communication with special emphasis and good business writing and effective written business presentation.)

### **Unit – IV**

Written Communication in Business: the composing process and business formats, adaptation and selection of words, making business – like sentences, punctuation, paragraph organization, connecting devices, common errors In business writing.

### **Unit – V**

Effective Business Writing: (Style, kinds of business letters): Planning the Business Letter, form and mechanical structure, routine letter, routine responses, bad news letters, sales writing and persuasion letters, memorandum, collection letters, the business report. Job search communication and letter of application.

## **REFERENCES**

1. Basic Business Communication, Raymond V. Lasikour.
2. Modern Business Correspondence, L. Gartside.3
3. Communication Today, Ruben Ray

## **PAPER NO. 5.2- INDIAN SOCIAL SYSTEM**

### **Unit – I**

Social stratification in India : Caste system – features. Functions and changes. Jajamani system, caste and class in contemporary India, cast and politics in India.

### **Unit – II**

The Scheduled casts, the scheduled tribes he other backward classes, status of women: quest for equality.

### **Unit– IV**

National integration in Indian Society

## **Unit – V**

Social transformation of India Society, rural social transformation. Cultural and ideological transformation, challenges and opportunities.

### **REFERENCES**

1. Unity & Diversity in India & Ceylon – Philip Mason (Ed)
2. Indian society – K.L. Sharma, NCERT
3. Social Change in India – Yogendra Singh. Har Anand publication. ND. India
4. Social Change in Modern India – M.N. Srinivas
5. Cast and politics in India – Ranjit Kothari
6. Social Inequality – Andre Beteille.

## **PAPER NO. 5.3- OPERATIONAL RESEARCH**

### **Unit – I**

Linear Programming, Simplex Methods, revised simplex method, duality in LPP.

### **Unit – II**

Post optimality analysis in LPP, Parameter LPP, Linear fractional programming

### **Unit – III**

Transportation Problem, Assignment problem, sequencing.

### **Unit – IV**

Games and strategies, inter programming and decision analysis.

### **Unit – v**

Multi – objective decision - making, interactive and non – interactive methods.

### **REFERENCE**

1. Swarup, Gupta and Mohan – Operation Research, Sultan Chand & Sons, ND, 2001
2. J.K. Sharma. Quantitative techniques, Macmillan, Delhi.
3. Hadley – Non – Linear Dynamic Programming.
4. Vohra, Quantitative techniques in Management TMH

## **PAPER NO . 5.4- RDBMS**

### **Unit – I**

Introduction, E- R Modeling, Relational Model, Integrity Constraints, Normal Forms. Introduction to SQL.

### **Unit – II**

Storage & File Structure, Transaction Processing, Log –m based Recovery Technique, Write ahead Logging Technique, check Pointing and Shadow Paging, Concurrency Control, Multi Granularity Locking.

### **Unit – III**

Data Base System Architecture, Distributed Data Bases, Recovery in distributed Data Bases, 2 phase Commit, failure handling.

### **Unit – IV**

Parallel Data Bases, client Server Data Bases, Object Oriented and Object Relational Data Bases.

### **Unit – V**

Lab Session on SQL

## **REFERENCES**

1. C.J. Date – Introduction to Data Base System, 6<sup>th</sup> Edition, Addition Wesley.
2. J. Ullman - :Principles of Database and Knowledge Base System, Col 1 & 2.
3. Korth, Silberschatz Suderson – Database system Concepts, Addition Wesley.
4. Gordon C. Ecerest, Database Management, TMH

### **PAPER NO. 5.5- BUSINESS POLICY**

#### **Unit – I**

The concept is General management Mission. Objectives, goals, strategies, vision strategic intent, management planning and control: components of strategies – product market scope, growth hictar, competitive advantages, analysis of synergy, corporate SBUand unit level strategies, functional strategies.

#### **Unit – II**

Strategic management Process : Steps in Strategic Management Process, Process of setting objectives, designing strategy, consideration in crapting strategy: SWOT analysis, analysis of environment, five force models of strategic formulation, competitive analysis, selection of competitors.

#### **Unit – III**

Techniques in Strategic Analysis: Environmental scanning technique, strategic group maps, techniques for analysis of synergy, value chain, competitive profile, charting core competence.

#### **Unit IV**

Cultural and Ethical Issues in Strategies: Personal ambition, Business philosophy, ethical beliefs, shared values, social responsibility of business, leadership, ethics and law. Ethical conduct.

#### **Unit – V**

Strategy Types : growth, stability and retrenchment; mergers and acquisition. Cooperative strategy, vertical integration and capacity expansion, diversification, offensive and defensive strategy.

## **REFERENCES**

1. Strategic Management – Srinivasan, PHI.
2. Strategic Management Concept and Cases – Thompson and Strickland, TMH.
3. Business Policy and Strategy – McCarthy et. Al. TMH.

### **SEMESTER VI**

#### **PAPER NO. 6.1- INTERPERSONAL COMMUNICATION**

#### **Unit – I**

Introduction to Dyadic Communication, Definition, Stages of Dyadic communication (a) Establishing Rapport, (b) Exploring the Subject Matter of Transaction (c) Terminating the Encounter.

#### **Unit – II**

Non – verbal communication. Visible code (a) Personal Appearance, (b) Posture, setting, Gestures, Facial Expressions, Eye – Context.

### **Unit - III**

Analyzing the Audience and the occasion, Target Group Analysis and how to motivate the Group. The Audience, Size, Age, Occupation, Education & Intellectual Level. Membership of Organized Groups, Factors influencing Audience Attitude Towards Speaker and the Subject.

### **Unit – IV**

Message Structure, Hierarchy of Ideas – Perspective, persuasion and perception.

### **Unit – V**

The listener's mental processes. Some Psychological Bases

### **REFERENCES**

1. Lesiker – Communication Skills.
2. Ruben Ray – Communication Today.
3. Lewis Hidwig, Body Language, Response

## **PAPER NO. – 6.2- BUSINESS ETHICS**

### **Unit – I**

Objectives of Business, Social Attitude, beliefs and values, Principles of Business ethics.

### **Unit – II**

Social Responsibilities of Business – Concept, Rationale. Dimensions and Tools of Social Responsibilities, Social Responsibility and Social Responsiveness.

### **Unit – III**

Ethics in Managing – Enterprise Mission, Institutionalizing Ethics, Code of ethics and its implementation.

### **Unit – IV**

Social Audit – Evaluation of the concept, Objective Need, Features, Benefits, Approaches to Social Audit.

### **Unit – V**

Social Responsibilities of Indian Businessmen Managers – towards Shareholders, consumers, Government, Community. Etc. Cases.

### **REFERENCES**

1. Patrick J.A. & Quinn J.F., Management Ethics, Response.
2. Sherlekar, Ethics in Management. Himalaya.
3. R.C. Sekhar, Ethical Choices in Business Response, New Delhi, 1998.
4. Peter F. Drucker – Management, : Tasks, Responsibilities and Practices.
5. Report of the study group of the Calcutta Seminar on social responsibilities of Business, Oxford and IBH Publishing Co., New Delhi.
6. George Goyder, Basil, Blackwell, The future fo private Enterprise: A Case Study in Responsibility, Oxford
7. Ritupurna Raj, A study in Business Ethics, Himalaya.
8. Pratley, peta, Business Ethics, PHI

## **PAPER NO – 6.3- E – BUSINESS**

### **Unit – I**

From to e- business, Starting our site, Building the object model.

## **Unit - II**

Presenting our online store, Structuring the online store, Building the product catalogue, the shopping basket

## **Unit – III**

The check out, Order processing, secure communications, Searching

## **Unit – IV**

Hosting and deployment, Privacy, Customer Service, Creating and online community.

## **Unit – V**

Up – sell, Cross – sell and Recommendations; Integration with other systems, Marketing our sites.

## **REFERENCES**

1. Mathew Reynolds – Beginning E – Commerce, Shroff :Publishers and Distributors Pvt. Ltd.
2. Ravi Kalakola and Andrew B. Whinstone – Frontiers of Electronic Commerce, Addison Wisely.
3. Samantha Shurely –E-Business with Net – Commerce, Prentice Hall PTR.
4. Jason R, Fich – The Unofficial Guide to Starting and E – Commerce Business. Idg Books

## **PAPER NO – 6.4- ENTREPRENEURSHIP DEVELOPMENT**

### **Unit – I**

Entrepreneurship General Concept: definition, entrepreneurial culture, theory of entrepreneurship, types of entrepreneurship, entrepreneurial trade and motivation entrepreneur and professional manager.

### **Unit – II**

Environment and Entrepreneurial Development : Entrepreneurial Development, process of Entrepreneurial Development, training of entrepreneur, institutions, producing aids for an Entrepreneurial Development.

### **Unit – III**

Project Appraisal and Management : Search for business ideas, project identification and formulation, project appraisal, profitability and risk analysis , sources of finance, role of consultancy organization

### **Unit – IV**

Legal and Statutory Environment in setting of a Small Industry : Basics of Tactandes Act, labour laws, Governmental setup in promoting small industries, financial institution, export – import rules.

### **Unit – V**

Location of an enterprise, factor design and layout, setting quality standards steps in starting a small industry, incentives and subsidies, problems in small enterprise management, sickness and preventions.

## **REFERENCES**

1. Dynamics of Entrepreneurial development and management – Vasant Desai, HPH.
2. Entrepreneurship Development. Colombo Plan Staff college for Technical Education (Adapted by Center for Research and industrial Staff Performance, Bhopal ), Tata McGraw Hill, New Delhi – 1998

## **PAPER NO – 6.5- BUSINESS LAW**

### **Unit – I**

Indian Contract Act – essential elements of contract, offer and acceptance consideration, capacities of parties, free consent legality of objects, contingent contract, discharge of contract.

### **Unit – II**

Social Contract Act – quasi – contracts, indemnity and guarantee, bailment and pledge, contract of agency.

### **Unit – III**

Sales of Goods Act – introduction, conditions and warranties, transfer of ownership or property in goods, performance of the contract of sale, remedial measure.

### **Unit – IV**

Indian Partnership Act - nature of partnership, formation of partnership, relations of partner to one another relations of partner to third parties, reconstitution of a firm, dissolution of firm.

### **Unit – V**

Negotiable Instrument Act – negotiable instruments – parties, negotiation presentation, dishonor, crossing and borrowing cheques.

### **REFERENCES**

1. Merchantile Law – N.D. Kapoor, Sultan Chand
2. Business Law – Tulsian, TMH.
3. Business Law – P.R. Chadha, Galgotia
4. Business Law – Maheswari, Himalaya Publishing House