

(BBA SYLLABUS)
FAKIR MOHAN UNIVERSITY

1. REGULATIONS

The 3 years Bachelor of Business Administration (BBA) is a three year full time professional degree programme consisting of Six semesters. After successfully completion of three years, a BBA (Hons) [Bachelor of Business Administration (Hons)] degree will be awarded which will be equivalent to any of the graduation degree examination of the university.

2. Eligibility Criteria for Admission

A student who has passed + 2 or Higher secondary examination of C.H.S.E. Orissa or its equivalent in any discipline shall be eligible for admission into the 3 year BBA programme.

3. Attendance

A student has to attend a minimum of 75% classes in a semester to be permitted to sit for the end semester exam. In case of medical ground certified by a Medical officer In case a candidate is unable to acquire the stipulated attendance at the end of any semester, he/she shall not be allowed to take the end semester examination. The candidate shall have to take re-admission in the concerned semester and acquire minimum stipulated attendance to be eligible for taking the examination.

4. Classes

There will be around 40 hours classes for each 100 mark paper in a semester.

5. Examination

Each paper shall consist of two components: Components Marks

- I. End – semester Exam. (Theory or Practical) 70
- II. Continuous evaluation in terms of class tests,

Quizzes, class participation etc. 30

The End – semester examination will be conducted by the University.

The continuous evaluation will be done by the teacher teaching the subject.

Each candidate has to secure at least 40% marks both in theory and practical separately to pass the paper and 40% in aggregate in order to pass the examination. The class will be awarded on the average performance for BBA (HONS) degree as follows:

- 40% & Below 50% - General Class
- 50% & Below 60% - Hons with Second Class
- 60% & Below 70% - Hons with First Class
- 70% & Above - First Class Hons with Distinction

A student securing less than 40% in any paper shall be required to sit for the said paper in the next examination to enable him to pass. A failure in practical examination shall amount to failure in that paper only. However, those who have passed in a paper or papers and desire to improve the marks secured may also appear in one or more papers. The appearance for improvement shall be in one chance only. A student has to complete the course within 3 years from the date of admission.

6. Evaluation Process

i) The end- semester examination will have external system of valuation to be conducted by the University. The continuous evaluation in terms of class test & quizzes, class participation etc. will be conducted by the teacher teaching the subject.

ii) End semester Examination:

The duration of the examination will be three hours.

The question paper should be set in the unit pattern.

iii) At the end of the 2nd year, a student has to undergo summer training during June and July in an organization for 6 weeks to gain practical insight into the real life business environment. He will prepare a summer project report and submit that in the 6th semester.

7. Structure

3 year BBA Programme will consist of 30 papers of 100 marks each. Each semester shall comprise 5 papers carrying 100 marks each.

(SEMESTER – I)

Paper Code Subject

101	English
102	Business Economics
103	Business Organisation
104	Management Principles & Practices
105	Business Mathematics

(SEMESTER – II)

Paper Code Subject

201	Indian Society & Culture
202	Business Environment
203	Business Laws
204	Financial Accounting
205	Business Statistics

(SEMESTER – III)

Paper Code Subject

301	Business Communication
302	Information Technology
303	Organizational Behaviour
304	Principles of Marketing
305	Cost and Management Accounting

(SEMESTER – IV)

Paper Code Subject

401	Entrepreneurship
402	Production & Operation Management
403	Human Resource Management
404	Research Methodology
405	Insurance Management

(SEMESTER – V)

Paper Code Subject

501	Tourism & Travel Management
502	Strategic Management
M503	Advertising Management
M504	Sales Management & Creative Selling
M505	Consumer Behaviour & Market Research
F503	Working Capital Management
F504	Financial Markets & Services
F505	Security Analysis & Portfolio Management
H503	Recruitment & Selection
H504	Industrial Relation & Labour Laws
H505	Man Power Planning

(SEMESTER – VI)

Paper Code Subject

601	Hospitality Management
602	Project Report (60 marks) & Viva (40 Marks)
M603	International Marketing
M604	Rural Mktg. and Indl. Mktg.
M605	Service marketing
F603	Mgt. Control Sytem.
F604	Corporate Acct. and Reporting
F605	International Finance
H603	Performance Appraisal
H604	Grievance Mgt. and Indl. Discipline
H605	Training and Devlopement

(SEMESTER-I)

Paper- 101: ENGLISH

UNIT-I: Comprehension

There shall be a passage from an unseen prose topic. Ten short/objective type of questions shall be set from the given passage. The candidate has to answer all the short questions in not more than 50 words each.

UNIT-II: Precis- Writing,

There shall be a long passage from an unseen prose topic of about 300 words. The candidate is required to write a précis in about one third of its length and suggest a suitable title.

UNIT-III: Composition-Essay writing,

The candidate is required to write an essay on a contemporary relevant topic in about 400 words.

UNIT-IV: Nouns, Verbs, Adjectives, Adverbs

UNIT-V: Correct the Errors Tenses, Articles, Prepositions Punctuations and Capitalizations, Abbreviations and Numerals, Spelling etc. Here the candidate is expected to correct the errors in the sentences by making changes as required. There shall be twenty objective type of questions carrying 1mark each . The candidate required to answer one of them.

Precies to be included:

1. On Education-by J. Krishna Murti
2. On the Rule of the road-A.G. Gardiner
3. Bondage-Manohar Malgaonkar
4. the secret of work- Vivekananda

There shall be two long questions from the prescribed topic. The candidate has to answer one of the questions in about 250 words each.

BOOK RECOMMENDED

1. A Remedial English Grammar for foreign students-F.T. Wood McMillan)
2. An Intermediate English Practice Book- S. Pit Corder (Orient Longman)
3. Intermediate English Grammar – Raymond Murphy (CUP)
4. A Practical English Grammar- Thompson & Martinet
5. The English Errors of Indian Students- T.L.H. Smithe Pearse (UUP)
6. Modern English Usage – Michael Swan

PAPER 102: BUSINESS ECONOMICS

UNIT-I: Introduction to Economics, Basic concepts& Utility Analysis. The analysis of Consumer Behaviour & Consumer Equilibrium: The Demand and Supply Analysis, Indifference Curve Analysis, Consumer's Equilibrium, Elasticity of Demand, Demand Estimation and Managerial Decisions.

UNIT-II: Production and Market Analysis: Production Function, Laws of returns, Cost Analysis- Short run and Long run, Pricing under Perfect Competition, Monopolistic Competition.

UNIT-III: National Income and Macro economic factor: National Income Accounting, consumption Function and Investment function, Demand and supply of money, Business and Policy Implications.

UNIT-IV: Economic environment: The basics of money, Banking and Credit control, The basics of Balance of Payment and International trade, Foreign exchange and control.

UNIT-V: Indian Economic Problems: Recent changes in Industrial Policies, Various issues of Privatisation and Liberalisation, export and Import policies.

BOOKS RECOMMENDED

1. Dholakia and Oza, Microeconomics for Management Students, Oxford University Press
2. Gupta S.B., Monetary Economics, Sultan Chand.
3. Shapiro E, macro economics, Tata McGraw Hill

PAPER 103: BUSINESS ORGANISATION

UNIT-I: Concepts of business- Definition, Origin, Classification, Economic and Social Objectives, Basic Knowledge on different forms of business-sole proprietorship , partnership, co-operative societies, trusts, Joint Venture and Collaboration.

UNIT-II: Statutory provisions relating to Partnership- types of partners, roles and responsibilities of partners, profit sharing and other issues in partnership, Cooperative Societies – Objectives, formation, structure and management.

UNIT-III: Company form of business: Joint stock company- meaning, characteristics, types of company, formation of a company, company promotion, loan capital, prospectus, memorandum and articles of association, Certificate of in-corporation, and commencement of business, Company Management- Indian Companies Act, roles and responsibility of Chairman, Managing Director, Board of Directors and Company Secretary.

UNIT-IV: Business Combination- need, importance, forms, criticisms and control, Business and Societies- arguments in favour and against business involvement in social action, forms of social responsibility, ethics and morality in business.

UNIT-V: Business and government- Economic, social, cultural, political and legal environment, changing role of government in respect of industry and licensing, industrial policy, Industries Development and Regulation Act (IRD Act), Government Department and quasi Govt. Organisations and their role in promotion of industries, concept of public enterprises.

BOOKS RECOMMENDED

1. Business Organisation : Sharma and Gupta
2. Govt. and Business by D. Amarchand (TMH, New Delhi)
3. Modern Business Organisation and management – Sherlekar and Sherlekar (HPH)
4. Business and Government – Sengupta (Vikash)

PAPER 104: MANAGEMENT PRINCIPLES AND PRACTICE

UNIT-I: Basic concepts relating Management: Management levels, skills and roles; Functions of management: Planning, Organising, Staffing, Directing, Coordinating and Controlling, Development of Management Thoughts.

UNIT-II: Decision making: Nature and process, Decision making environment, Premising, Rationality, Decision making models, Types of decisions, Decision under risk and uncertainty, Improving decision making efficiency.

UNIT-III: Organisation structure and design, Divisions of work, Span of Management and Departmentation, Typology of Organisation, formal and informal organisation, fundamental and situational aspects of organisation design.

UNIT-IV: Management in action: delegation and decentralization, nature, principle and process, Performance Appraisal, Communication –nature, process, barriers and effectiveness, Coordination-need, importance and techniques.

UNIT-V:

Changing trend in Management- Management by Objectives, Management challenges of 21st century.

BOOKS RECOMMENDED

1. Stoner & Freeman- Management (PHI)
2. Rao VSP & Narayan – Principles & Practice of Management (Konark Pub.)
3. Prasad L.N. – Principles & Practice Of Management (Sultan chand)
4. Koontz Donnel – Essentials of Management (TMH)

PAPER 105: BUSINESS MATHEMATICS

UNIT-I: Basic mathematics for Data Analysis: Functions, Limit, continuity, Derivative, Optimization, Arithmetic and geographic Progression, Summation of Arithmetical and Geometrical series.

UNIT-II: Matrix method in management Basic operations: addition, subtraction, multiplication and inverse of a matrix.

UNIT-III: Differentiation Integration: Integrals, Integration by parts, application.

UNIT-IV: Permutations and combinations, Probability and Probability distribution: Basic concepts of probability, rule of probability, Bay's Theorem, Mathematical expectations, Binomial distribution, poisson Distribution, Normal distribution.

UNIT-V: Introduction to Linear Programming Problems.

BOOKS RECOMMENDED

1. Sancheti & Kapoor : Business mathematics (Sultan Chand)
2. N. K. Nag : Business mathematics and statistics (Kalyani publishers)
3. Suranjan saha: Practical Business mathematics (TMH)
4. N. D. Vora : Quantitative Techniques in Management (TMH)

PAPER-201: INDIAN SOCIETY AND CULTURE

UNIT-I: Features of Indian social systems, unity in diversity, continuity and change, social institutions: Marriage, Family and Kinship

UNIT-II: Caste system, caste mobility, Indian class structure, middle class, backward classes, Indian tribes, communalism, national integration.

UNIT-III: Rural social structure- Rural economy, polity and culture, traditions and customs, migrating character of Indian working class.

UNIT-IV: Urbanisation, Urban growth in India.

UNIT-V: Social change in India- Factors of social change: Modernisation, sanskritisation, Westernisation, Industrialisation process. Development policy, Role of bureaucracy & NGOs.

PAPER-202: BUSINESS ENVIRONMENT

UNIT-I: Basics of the Indian Business Environment Basic features of the Indian Economy

UNIT-II: Growth of Business & Industrial Policy

UNIT-III: Modernisation & Rationalisation of Industries Regulatory role of the Government

UNIT-IV: Business ethics, Social Responsibilities of Business Technology policy & Environment

UNIT-V: Energy Resource Management Foreign Trade structure and policy of India

PAPER-203: BUSINESS LAW

UNIT-I: Definition, Scope and Nature of Business Law. Process of legal regulation of Business Law. Indian Contract Act-void, voidable, illegal and unlawful agreement, Rules regulating offer and acceptance Legality and object of contract, contingent and quasi contract, breach of contract and remedies.

UNIT-II: Indian Company Act- scope, object and characteristics. Classes of company, procedure of incorporation, certificate of commencement of business. Memorandum of association, doctrine of indoor management, prospectus, winding of company.

UNIT-III: Sales of Goods Act: Objective, Scope and Nature. Condition and warranties Rights and duties of seller and buyer.

UNIT-IV: Basic understanding of FEMA (Foreign Exchange Management Act) Monopolies and Restrictive trade practice

UNIT-V: Securities contract Regulation Act, SEBI Arbitration Act.

BOOKS RECOMMENDED

1. P.L. Malik – Industrial Law (Eastern Book Company)
2. N. D. Kapoor – Business and Economic Law (S. Chand)
3. N. D. Kapoor – Handbook of Industrial Law (S. Chand)
4. M. C. Kuchhal – Merchantile Law (Vikas).
5. N. D. Kapoor – Elements of Company Law (S. Chand)

PAPER-204: FINANCIAL ACCOUNTING

UNIT-I: Need and importance of Accounting, Accounting terms, Accounting: As a language of business, Accounting as an information system, General Accepted Accounting Principles, Concepts and Conventions, Branches of Accounting, Limitation of Accounting, Introduction to Indian Accounting standards.

UNIT-II: Books of Accounts: Cash book, Journal, Bank Reconciliation Statement, Subsidiary Books, Ledgers.

UNIT-III: Trial Balance, Preparation of Final Accounts, Adjustments, Depreciation.

UNIT-IV: Understanding of Company Final Accounts, Statutory Requirements, Relevant schedules of the companies Act, Annual Reports, Recent trends in corporate disclosure.

UNIT-V: Introduction to Financial Statement Analysis: Comparative statement, Common size statement, Trend Analysis, Simple Ratio Analysis.

BOOKS RECOMMENDED

1. Meigs & Meigs : Accounting – The Basis for Business Decisions (TMH)
2. Juneja, Saxena & Chawla : Accounting – Theory & Practice (Kalyani)
3. Grewal: Introduction to Accountancy (S. Chand)
4. Bhattacharya & Dearen: Accounting for Management – texts and cases (Vani)
5. Maheswari : Introduction to Accounting

PAPER-205: BUSINESS STATISTICS

UNIT-I: Introduction, Definition, Scope & Limitations of Statistics, Population, Sample, Collection of data, Primary and Secondary data, Methods of Collection, Classification and Tabulation of Data, Diagrammatic Representation of Data.

UNIT-II: Measurement of Central Tendency, Measurement of Dispersion, Skewness and Kurtosis.

UNIT-III: Correlation, Different methods, simple, partial and multiple correlation, Regression, Different methods of measurement, Interpolation and Extrapolation, Index numbers

UNIT-IV: Time series Analysis, Measurement of Trends, Measurement of Seasonal Fluctuations, Test of Significance, standard error, Sampling distribution, Null Hypothesis, Type-I and Type-II errors, Tests of significance, Large sample and small sample test.

UNIT-V: Non-Parametric Test: Chi-square Test Analysis of Variance Statistical Quality control.

BOOKS RECOMMENDED

1. S. P. Gupta: Statistical Methods (S. Chand)
2. Sanchati & Kapoor; Business Statistics (S. Chand)
3. Gupta & Kapoor: Applied statistics (S. Chand)
4. D. N. Elhance: Statistics

(SEMESTER – III)

PAPER-301: BUSINESS COMMUNICATION

UNIT-I: Introduction to Managerial Communication, Upward and downward Communication, Internal and External communication, Barriers of Communication, Overcoming barriers to Communication, Interpersonal communication. Principle of non-verbal communication and their application to clothing style and body language.

UNIT-II: Business letters, report writing(formal and technical) Notice, Agenda, Minutes, Hand books/ Manuals, Research papers and Articles Designing of CV and Covering Letter.

UNIT-III: How to develop matters of speech (idea, word, delivery) Overcoming nervousness, Use of Humour, Eye Contacts, posture and gesture, facial expression, Audience feedback. Different types of Thanks giving (occasional and thematic) Group Discussions (what to do and what not to do)

UNIT-IV: Presentation Techniques: Presentation in blackboard with the help of pointer, Presentation through OHP, LCD, Laptop with the help of laser. Platform Behaviour (Mental toughness and coolness) Building Relationship

- Handling questions
- Comments
- Disruptions

UNIT-V: Meeting Skill, Seminars and conferences, Reading skill Personal SWOT Analysis

BOOKS RECOMMENDED

1. Lesikar, Petit
2. Poe, Rosemary T. Fruehling Pub: AITBS

PAPER-302 INFORMATION TECHNOLOGY

UNIT-I: Information: Concepts and Processing

- _ Definition, need, quality, value of information
- _ Categories of information in Business Organisation
- _ Different types of Electronic data processing machines and their use(Fax, Computer, Land phone, Mobile phones etc.)
- _ Method of Data processing

UNIT-II: Different types of computers and their use. Elements of Computer system:Hardware:- Input devices: VDU, mouse, key board, CPU (Central Processing unit) Output devices: VDU, impact and non impact printers, plotters, microfilm Secondary storage, Magnetic Tapes, magnetic Discs, CD-ROM

Software:- Categories of software application Programming language concepts. Software development Methodologies

UNIT-III: Basic of Operation system- Process Management, memory management, Device Management, Information Management.

UNIT-IV: Computer and Communication:- Concept of Computer networks, LAN & WAN Application of Computers in Communication: Air/Rail reservation, ATM, Internet, Intranet, e-mail, www, etc.

UNIT-V: MIS: Concept, Information requirement at various levels of management, the System Approach.

Planning:- Design and implementation of MIS, File Design, Database Design, Input output Design, Procedure Design, Form Design. Decision making with MIS:- Data, Information and Communication.

Problem solving and decision making.

BOOKS RECOMMENDED:

1. Fundamentals of computers- C. Rajaraman (PHI)
2. Information system for modern Management – Muerick Ross (PHI)
3. Operating system – Madrick Donovan (TMH)
4. Data and Computer Communication – W. Stallings (PHI)
5. Management Information System – James O' Brain (TMH)

PAPER- 303: ORGANISATIONAL BEHAVIOUR

UNIT-I: Organisational behaviour: Introduction: Definition of OB, Characteristics , Origin and contribution from different fields, Historical view, Emerging Issues.

UNIT-II: Individual dimensions of OB: Perceptions, attitudes, values, personality theories and determinants, Trait theory: Various traits, Measuring Personality

UNIT-III: Motivation and leadership, work Motivation theories, Conflict management, Leadership theories and strategies.

UNIT-IV: Theories of Group formation, dynamics of groups, factors enhancing group effectiveness, decision making in groups, decision making under certainty and uncertainty, stress and its management, coping with stress.

UNIT-V: Organistional culture: formation and maintenance, organisational change and development: Planned change, resistance to change, organizational developmwnt methods, alternative interventions, skills of change agents.

BOOKS RECOMMENDED

1. Robbins, Stephens P. - Organisational Behaviour
2. Luthans, Fred - Organisational Behaviour

3. M. Gangadhar Rao, VSP Rao, PS Narayan – Organisational Behaviour Text and cases

4. Gary Johns - Organisational Behaviour

5. Paril Uday – Human Resource Development.

PAPER-304: PRINCIPLES OF MARKETING

UNIT-I: Marketing: Nature, Scope and Importance, Marketing Concepts: Marketing vs selling, Marketing Environment, Model of consumer Behaviour, The Buying Decision Process.

UNIT-II: Demand forecasting, Market segmentation, Targeting, Positioning, Marketing Organisation, Marketing Research.

UNIT-III: Product Mgt: Product mix and Product Line decisions, Product life cycle & Strategies, Branding and Packaging Decisions, Selecting and Managing Marketing Channel.

UNIT-IV: Pricing and Promotion strategy: Pricing procedure, Policies and Strategies, Communication and Promotion Mix strategies: Advertising, Sales Promotion, Public Relation

UNIT-V: Rural Marketing & Service Marketing: Rural market environment, Changing profile of Rural consumers, Strategies for rural Markets. Service Marketing: Service Marketing Mix, Peculiarities of Service Marketing

BOOKS RECOMMENDED

1. Marketing Management, Analysis, Planning & Control – P. Kotler (PHI)

2. Marketing Management – Rajan Saxena (TMH)

3. Fundamentals of Marketing – William J. Stanton (TMH)

4. Marketing Management – Ramaswamy and Namakumari (Mc Millan)

5. Service Marketing – Sahoo & Sinha

6. Rural Marketing – S. K. Velaayudhan (Response)

7. Marketing Management – S. A. Sherlekar (HPH)

PAPER-305: COST AND MANAGEMENT ACCOUNTING

UNIT-I: Nature and scope of Cost Accounting: Meaning and scope of Cost Accounting, objective, importance and limitation of Cost Accounting, Cost Accounting vs Financial Accounting and Management Accounting Cost Analysis and classification : Elements of costs, Classification of costs, Preparation of cost sheet, tenders and quotations.

UNIT-II: Material control:

_ Need for material control, elements of material control

- _ Stocks level and Economic Order Quantity (EOQ) Labour control
- _ Time keeping, Book Keeping, labour turnover, remuneration including incentives schemes.

UNIT-III: Overheads: Meaning, Classification, Allocation, Apportionment, Reapportionment and Absorption of Overheads, Treatment of under absorbed and over absorbed overheads.

UNIT-IV:

- _ Budgets, Budgetary control, Zero based budgeting
- _ Standard costing including variance analysis of material, labour, sales and overheads.
- _ Managerial costing including break even analysis, decision making (make or buy, replacements).

UNIT-V: Theories and concepts of Funds Flow statement, Cash flow statement, Managerial Reporting

BOOKS RECOMMENDED

1. Cost and Management Accounting – S.P. Jain and K.L. Narang (Kalyani Publishers)
2. Cost and Management Accounting – Sharma & Gupta (Kalyani Publishers)
3. Cost and Management Accounting – S. N. Maheswari (Sultan Chand)
4. Management Accounting - S. N. Maheswari

(Semester IV)

PAPER-401: ENTREPRENEURSHIP

UNIT-I: Entrepreneurship: Its Definition and concepts, McClelland Hypothesis, Role of Entrepreneur and his functions, Motivational Aspects of Entrepreneurship, Sources for help for Entrepreneurs: Source of information, where to go for what?

UNIT-II: Industrial Policy IPR 1991 and latest Policy, Categories of SSI: SSI, Cottage & Khadi Industries Ancillary and Tiny, Incentives and benefits available to Industrial Units and new Entrepreneurs, Tax Holidays, Financial Assistance for Small Industries.

UNIT-III: Selection of Site & Location for industries, Production Management, Marketing & sales promotion, Distribution Channel. Cost of Product and Price Discrimination.

UNIT-IV: Personnel Management, Sources of Recruitment, Methods of Recruitment, Selection Procedures, IR and legal aspects.

UNIT-V: Concept of Working Capital & Factors affecting working capital requirements, BEP Analysis, Book Keeping, Taxation, Income Tax, Excise Duty, Sales Tax & VAT

Project Report Preparation o Contents of the Project Report o Procedure to prepare the project report covering all heads

BOOKS RECOMMENDED

1. A Handbook for new Entrepreneurs: EDI (I) Ahmadabad Publication
2. Management of Small Scale Industry: Vasant Desai (HPH)
3. Entrepreneurship & Small Business Management – Dr. C. L. Bansal (Haranand Publications)
4. Entrepreneurship Development : C. B. Gupta & D. P. Srinivasan (S. Chand)

PAPER-402: PRODUCTION AND OPERATION MANAGEMENT

UNIT-I: Basic concepts of Production and Operation Management Design and control of Production systems Product life cycle and development in times

UNIT-II: Production Planning And Equipment finalization Plant location & Plant layout

UNIT-III: Demand forecasting and Work order placements, Material Arrangement and handling Production control & Scheduling Dispatching and follow up.

UNIT-IV: Inspection, Maintenance Management, Work study

UNIT-V: Material Management, Inventory control & Stores Management

BOOKS RECOMMENDED

1. Manufacturing Management : Franklin G. Moore
2. Modern Production/ Operation Management – Es Buffaessacin
3. Production Planning & Control – Sudhir Brodkar
4. Industrial Eng. And Management – O. P. Khanna
5. Industrial and Business Management – Martand T. Telsang

PAPER-403: HUMAN RESORCE MANAGEMENT

UNIT-I: Strategic role of HRM, Objective of Personnel Management, Evolution and growth of personnel management in India, Functions of Personnel Management, Role of Personnel Manager and his qualities, HRM policy. Staff and line relationship

UNIT-II: HRP: Nature & Scope, Objective of HRP, HR forecasts and inventory, Job analysis, Recruitment and selection, Labour market consideration, source of HR supply. Need of scientific selection procedure, Detail of selection procedure.

UNIT-III: Wage and salary administration: Principles & its objectives, Uses & methods. Concepts of Wages, wage theories, wage differentials, method of wage determination in India, types of incentive payments

and fringe benefits.

UNIT-IV: Performance Appraisal: Objectives, use & methods, Different systems for operatives, supervisors and executives. MBO Training & Development: Concepts & objectives, assessment of training needs, Training Methods: on the job and off the job training.

UNIT-V: Grievance Management and Indl. Discipline: Concept of grievance, grievance handling programme & its need, Grievance redressal machinery, Standing order & disciplinary actions. Collective Bargaining: concepts, objectives, and its process. TUs: concepts of TU and its role in Indian Industries.

BOOKS RECOMMENDED

1. Personnel Management: By C. B. Matoria
2. Personnel Management: By P. Subha Rao.
3. HRM & IR : By P. Subha Rao.
4. HRD : By P. C. Tripathy

PAPER-404: RESEARCH METHODOLOGY

UNIT-I: Research Methodology: An introduction, Meaning & Objective of Research, Types of Research, Research Approaches, Research method versus Research Methodology, Research Process, Role of scientific research in functional areas: Finance, Marketing, HRD and Production.

UNIT-II: Defining the Research Problem, Hypothesis, Meaning of Research design, Different types of Research design, Sample design, Methods and techniques of data collection, Guidelines to frame questionnaire & administration, Guidelines for successful interviewing.

UNIT-III: Attitude measurement and scales, issues in Attitude measurement, scaling of attitudes, Model building and Decision making

UNIT-IV: Analysis and interpretation of Data, Use of statistical techniques in analysis of interpretations, Uni-variate, Bi-variate and Multivariate analysis of data, Use of Non Parametric tests.

UNIT-V: Report writing and presentation: Role of computer in Research, Use of graphs, Excel spread sheet, PowerPoint in Research, Statistical software packages used for Research, categories of Report, Parts of a Report, and Presentation of a report.

BOOKS RECOMMENDED

1. Research Methodology, Methods and Techniques: By R. Kothari (Vishwa Prakashan)
2. Research Methodology in Management : By A. N. Desai
3. The Research Students Guide to success : By Put Cryer (Viva Books Pvt. Ltd.)
4. Research Methodology in management : By V. P. Michael

PAPER-405: INSURANCE MANAGEMENT

UNIT-I: Scope and need of Insurance, Introduction to Insurance, Historical background of Insurance, Purpose and need of Insurance, Classification of Insurance, Insurance as a Social security tool, Role of Insurance in developing economy. Introduction to NPV & IRR (Financial appraisal of Insurance products in general)

UNIT-II: Life Insurance: Introduction to Life Insurance, Fundamental principles of Life Insurance, contractual Life Insurance, Utmost good faith and Insurable interest. Life Insurance Products: Traditional products, Term insurance, level term Insurance, Decreasing, Increasing Term Insurance, Renewable, Convertible Term Insurance, Whole Life Insurance, Endowment policy, Annuities Term Assurance, Interest sensitive Products, Combination Plans, Marriage Endowment or Educational Annuity Plan, Double Endowment, Unit Linked Plan, With and Without Profit Policies.

UNIT-III: General Insurance: Fundamental principles of General Insurance, General Insurance products, Insurance Documents, Marine Insurance / Health Insurance / Rural Insurance / Govt. Scheme and Programs on Insurance, Legislative Regulatory Matters. The Actuarial Profession: The Role of Actuarial profession, Product Pricing and Actuarial Practices, Options, Guarantees & Riders, Underwriting, Computation of Premium, Bonus and Surrender Value.

UNIT-IV: Claims:(I) Introduction,
(II) Death claim, procedure for Death claim
(III) Maturity claim (IV) Procedure for settlement and Probable difficulties
(V) Group Insurance and Superannuation Scheme/ Pension Plan
(VI) Financial Planning and Taxation.

UNIT-V: What is the benefit of Insurance study and procedure for becoming an Insurance advisor/agent, Insurance Salesmanship & selling Technique, Rural and Social Insurance, IRDA (Insurance Regulatory And Development Authority) 2000, Ombudsman Scheme (Redresal of Public grievances Rules 1998 and consumer Protection Act 1986)

BOOKS RECOMMENDED

1. Insurance Management : By Anand Ganguly, New Age International
2. Life Insurance and General Insurance : By Insurance Institute of India

(SEMESTER V)

Paper-501 TOURISM AND TRAVEL MANAGEMENT

UNIT-I: Difference between marketing of products & Hospitality/ Travel Services. Hospitality and Travel Marketing System. Consumer Behaviour in the Hospitality and Travel industry. Market Research in Travel Industry

UNIT-II: Market Segmentation, Demand forecasting techniques involving inflow of visitors, Target Markets, marketing mix: The 8 Ps of Hospitality & Travel Marketing.

UNIT-III: The Travel sales distribution system, Types of Suppliers, Types of Sales Organisation, Travel formalities, Passport, Visa, Credit Cards, Health Regulations.

UNIT- IV: Advertising, pricing Policy & Sales Promotion, Buildings destinations image, Other Creative Marketing, GIT, FIT

UNIT-V: Travel Agency Functions, Regulations governing travel agencies, Compensations of Travel Agents, The wholesaler, The incentive companies, travel organizations: TAI, ASTA, USTAA

BOOKS RECOMMENDED

1. Middleton – Travel Marketing
2. Morrison – Hospitality and Travel Marketing
3. Bruke, Hames & Berry Resmick – Marketing & Selling in Travel Product
4. Morrison –Travel Agents and Tourism
5. J.M.S. Negi – Tourism & Hoteliering
6. Chuck Y. Gee – Travel Industry

Paper- 502 STRTEGIC MANAGEMENT

UNIT-I: Mission, Objectives & Strategy, Strategy & Product Life Cycle, Strategy and growth share Matrix, design of corporate identity; SWOT analysis.

UNIT-II: Value chain, Porter's 5- Block model generic strategies- cost, differentiation & focus strategies.

UNIT-III: Alternative Strategies- stability and Growth strategy, Vertical integration, Diversification, Mergers & Acquisitions, Retrenchment strategies, turn -around strategy , Strategic Alliances.

UNIT-IV: Core competence, Strategic vision, Strategic Intent, Time as a source of Advantage, Information as a source of Advantage, predicting technological changes, National Competitive advantage.

UNIT-V: Implementation of strategy, organizational structure, leadership, Evaluation of strategy.

BOOKS RECOMMENDED

1. Micheal Porter- Competitive strategy (Free Press)
2. Micheal Porter- Competitive Advantage (Free Press)
3. Copra – Business Policy for Indian Industry (Time)
4. Sharplin – Strategic management (Mc Graw Hill)
5. Ansoff – Corporate Strategy (Mc Millan)
6. Srivatava – Corporate strategy and Planning (HPH)

**M 503 ELECTIVES: MARKETING
ADVERTISING MANAGEMENT**

UNIT-I: Advertising: Nature, need, functions & types, Social, economic & legal aspects of Advertising.

UNIT-II: Advertising and Marketing process, Advertising organizations – Ad agency, its structure and functions.

UNIT-III: Ad media- TV, Radio, Print, Direct mail, etc. recent developments; Media Planning; Campaign Planning and Counseling.

UNIT-IV: Message design, development, presentation and creative execution, Evaluation of Ad – pre- testing, post-testing, DAGMAR

UNIT-V: Setting Advertising budgets, Corporate Advertising, Social Responsibility of Ads.

BOOKS RECOMMENDED

1. Wright, Ferner & Zeigler – Advertising (TMH)
2. William M. Kingaid jr. – Promotion of products, ideas and services (Maxwell, McMillan International Ed)
3. Dunn & Burbank – Ad & its role in modern marketing
4. Govani, Eng & Galper – Promotional Management

M 504

SALES MANAGEMENT AND CREATIVE SELLING

UNIT-I: Sales promotion, importance & role, objectives, tools, Recent trends in sales Promotion, Sales forecasting, Methods.

UNIT-II: Management of sales force – Recruitment, Selection, Training, Motivation, Compensation, Control & Evaluation of Sales force.

UNIT-III: Quota setting, Territory Management, Forms of Corporate communication.

UNIT-IV: Personal selling – nature, importance, Roles, Developing Personal selling skills.

UNIT-V: Difference between sales and marketing. Being acceptable to customers. Effective opening, effective closing, Objection Handling, Managing customer relationships, Use of Visual aids.

BOOKS RECOMMENDED

1. Cundiff, Still & Govani – Sales Management (PHI)
2. Chunnawalla - Sales Management (HPH)
3. Ziglar on selling – Zig Ziglar
4. Anderson, Hair & Brush – Professional Sales Management (Mc Graw Hill)
5. Wotruba & Simpson – Sales Management Text & Cases (PWSKENT)

M 505

CONSUMER BEHAVIOUR AND MARKET

RESEARCH

UNIT-I: Profile of the Indian Consumer, Consumer decision process

UNIT-II: Models of Consumer behaviour, Communication, Diffusion and Adoption process.

UNIT-III: Effects of learning, personality & Life style, Social & Cultural influences, Family Buying Influence, Social influence, Organisational buying behaviour.

UNIT-IV: Market research process, Research design, Data collection, Questionnaire, Sampling, Tabulation.

UNIT-V: Factor Analysis, Clustering method, Multidimensional scaling & conjoint Analysis, Discriminate analysis, consumer research, product research, motivation research.

BOOKS RECOMMENDED

1. Sciffman & Kanauk – Consumer Behaviour (PHI)
2. Engel, Blackwell & Miniard - Consumer Behaviour (CBS Japan)
3. Loudon Della, Bitta - Consumer Behaviour (Mc graw Hill)
4. Chunawalla – Marketing Research (HPH)

5. Research for marketing decisions – Tull, Green (PHI)
6. Marketing Research – By Luck & Rubin (PHI)
7. Marketing Research – Concepts & Cases By Boyd et al.

ELECTIVES: FINANCE

F 503 WORKING CAPITAL MANAGEMENT

UNIT-I: Management of cash & Marketable securities, Cash flow planning & Control
 UNIT-II: Management of Inventories, Control & Pricing of Stocks
 UNIT-III: Management of receivables, credit policy variables, cost benefit analysis
 UNIT-IV: Management of trade credit evaluation & monitoring
 UNIT-V: Factors affecting working capital, Financing working capital- Bank finance for working capital.

BOOKS RECOMMENDED

1. Working capital Management : By V. K. Bhalla
2. Financial Management : By Prasanna Chandra (TMH)
3. Financial Decision Making: By John J. Horrmpton (PHI)
4. Financial Management & Policy: james C Van Horne (PHI)
5. Corporate Financial Management : By A. Basant Raj (TMH)

F504 FINANCIAL MARKETS AND SERVICES

UNIT-I: Financial system, structure, financial markets- Money market, Capital Markets, Bill markets, Foreign Exchange Markets
 UNIT-II: Stock Exchanges- Functions & Control mechanisms, SEBI, SHCI, DFHI.
 UNIT-III: Merchant Banking- Credit Syndication, New Issue Management, Credit ratings, NBFCs.
 UNIT-IV: Organisation & functions of Mutual Funds, Performance evaluation, Venture capital, Factoring, Forfeiting deposits.
 UNIT-V: Project counseling & Appraisal, Social, Commercial & Financial project monitoring & control, Lease & hire purchase financing.

BOOKS RECOMMENDED

1. Indian Financial System – By H.R. Machi Raja
2. The Invest Game – By P. Chandra
3. The Indian Financial System – By Vasant Desai
4. Indian Financial System – By Avdhani

F 505 SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

UNIT-I: Concept- Risk of return, Risk & Return in portfolio, Portfolio theory, CAPM, Markowitz & Stare theories, Selection of optimal portfolio.

UNIT-II: Fundamental Analysis & Technical analysis of securities

UNIT-III: Portfolio revision, Performance Management of Managed portfolio, Efficient market hypothesis.

UNIT-IV: Bond & Equity management and Valuation

UNIT-V: Option types, relationship between optima and stock value warrants 7 convertible options pricing, Financial Forward & Futures- Forward pricing, future & spot pricing, stock interest future

BOOKS RECOMMENDED

1. Elton & Gruber – Modern Portfolio Theory & Investment Strategy (Wiley)
2. Jordan & Fisher – Security Analysis & Portfolio Management (PHI)
3. Jack Clark Francis – Management of Investment (Mc Graw Hill)
4. Geoffrey & Stanley – Fundamentals of Investment Management (Irwin Home Wood)
5. Fuller & Farrell – Modern Investment & Security Analysis (Mc Graw Hill)
6. Shape, Alexander Bailen – Investment (Eastern Economy)

ELECTIVES: HUMAN RESOURCE MANAGEMENT

H 503 RECRUITMENT AND SELECTION

UNIT-I: HR policy and planning, Recruitment policy, Company notification & vacancies Act, Job analysis, Job description & Job specification and its usefulness. Advertisement and design of application format.

UNIT-II: Sources of recruitment, Method of recruitment, Son of the soil and its obligation to the employer, Effectiveness of Recruitment Programme

UNIT-III: Basic concepts of Test: Types of test, reliability & Validity of test. Interview: Different kinds of interviews, Employment interview and its types. Pitfalls/limitations of interview, Quality of a good interviewer.

UNIT-IV: Need of scientific selection, Detail of scientific procedure: Medical test, reference check, placement & induction session.

UNIT-V: Personnel Records & Statistics. Personnel Research, Personnel audit and HR Information System.

N.B. Case studies should be taken up in the classes.

BOOKS RECOMMENDED

1. Personnel Management: By C.B. Mamoria (HPH)
2. Essentials of HRM & IR : By Dr. P. Subha Rao
3. HRD by P. C. Tripathy
4. HRM by T. N. Chhabra
5. PM & IR by B.P. Singh, T. N. Chabra & Taneja.

H 504 LABOUR LAWS & INDUSTRIAL RELATIONS

NIT-I: Growth & determinant of Labour Legislation in India, Impact of ILO on Legislation in India.

Trade Union Act, 1996 , Industrial Dispute Act, 1947, Factories Act, 1948

UNIT-II: Contract Labour (Regulation & Abolition Act of 1970)

Payment of wages Act, 1936, Payment of Bonus Act,1965, Minimum Wages Act, 1948

UNIT-III: Workmen's compensation Act

Maternity Benefit Act,1961, ESI Act, 1948 & EPF Act 1951, Social Security Legislation

UNIT-IV: Scope and objective of IR, Aspects of IR. Functional requirements of successful industrial Relations Programme. Definition & Characteristics of TUs. Objective and functions of Tus. Growth of Tu movement, Essential of a successful TU.

UNIT-V: TU Law relating to formation, Structure of political affiliation, Multiplicity rivalry and leadership.

Govt. role towards the evaluation of IR policy, tripartite consultation, nature and extend of Govt. Intervention.

N.B: 1) Importance regarding above Acts will be given to application, procedure & Penalties

2) Atleast 2 to 4 case studies should be taken in this course.

BOOKS RECOMMENDED

1. P.L. Mallick – Handbook of Labour & Indl. Laws (Eastern Book Co.).
2. S. N. Chaturbedi: Labour or Indl. Law, Central Law Agencies, Allahabad
3. S. Mudra: Modern Labour Laws & Indl. Relation, Deep & Deep, Delhi
4. Kothari & Tripathy: A study of Indl. Law (Vol. 1&2)

5. C. B. Mamoria & S. Mamoria: Dynamics of IRs in India, (HPH)
6. Arum Monapa, HRP (TMH)
7. G. P. DasGupta, Indl. Discipline, (TMH)

H 505 MANPOWER PLANNING

UNIT-I: Manpower Planning – Concepts & Significance, Objectives of Manpower Planning at different levels. A system approach to Manpower Planning, Impact of technology on Manpower Planning.

UNIT-II: Manpower Planning – Practical steps. Forecast of Manpower requirements, internal and external, Recruitment and selection actions finalizations.

UNIT-III: Manpower training and development, Employment and development cycle, Evaluating the performance of external supply of Manpower and performance appraisal.

UNIT-IV: Demand Forecasting: Empirical Methods, Actuarial method, Demand forecasting for new requirement, Manpower Accounting

UNIT-V: Manpower Planning techniques and formation of the Manpower Planning For running organisation and a new enterprise. Different Approaches, Role of HRP professionals.

BOOKS RECOMMENDED

1. D. V. Aggarwalla: Manpower Planning, selection, Training and development, (Deep and Deep)
2. C. B. Mamoria – Personnel Management
3. Dr. P. Subha Rao :Essentials of HRM & IR
4. P. C. Tripathy - HRD
5. Prof. D. J. Bell: Planning Corporate Manpower, Mgt. Services, (Longman)
6. Biswajeet Pattnayak : HRM

(SEMESTER VI)

601 HOSPITALITY MANAGEMENT

UNIT-I: Emergence, Definition, Star Hotels – requirements & procedures for application. Feasibility determination, classification of hotels, HRACC.

UNIT-II: Sources of Manpower for hotel & catering industry, wages and tips, duty hours of workers.

UNIT-III: Accounting for Hotels: Visitors tabular ledger, Sales records of revenue producing depts., control of cash.

UNIT-IV: Organisation of Front office in small, Medium & Large hotels, Relation with other depts.. Duties & responsibilities. Role of House keeping Dept., duties & responsibility.

UNIT-V: Organisation of Food & Beverage Dept. of hotel, Food service, Duties and responsibilities of restaurant staff, Beverage Service, spirit, wine, beer, Laws & Acts governing Hotel & Catering business, prevention of food poisoning, Rules for licensing food articles.

BOOKS RECOMMENDED

1. Dr. B. Chakravarty – A technical guide to hotel operation
2. Esbach – Food Service Management
3. S. Andrews – Hotel Manuals
4. Negi – Tourism & Hoteliering
5. Steel J – Control in Catering

602 PROJECT REPORT (60 MARKS) & VIVA (40 MARKS)

Students are required to undergo summer internship ranging from 4-6 weeks in a Commercial/ Industrial/ Financial Organisation. They are required to prepare a project report under the supervision of an executive of the concerned Organisation and faculty of the his/her institute/college.

Viva marking can be out of presentation students have made on their project report before the students / faculty or question asked on their project report.

ELECTIVES: MARKETING **M 603 INTERNATIONAL MARKETING**

UNIT-I: International Marketing: Nature & Scope, International vs Domestic Marketing, Motivation to export, Marketing Environment, Theories of International Trade.

UNIT-II: Recent trends, composition & direction of export & import with reference to India, Product planning & pricing for export.

UNIT-III: Market entry & distribution, promoting products globally, International marketing Research, Institutional infrastructure for export.

UNIT-IV: Export import policy, Export assistance, role of regional economic groupings – EEC, UNCTAD, WTO, Financing exports – Role of EXIM bank, ECGC.

UNIT-V: Market Planning for export, Export documentation & procedure, Role of State Trading Corporation, export promotion councils and commodity boards.

BOOKS RECOMMENDED

1. Kegan – Global Marketing Management.
2. Varshney & Bhattacharya –International Marketing Management, An Indian Perspective
3. Rathor & Rathor – Export Marketing
4. Govt of India – Export – Import Policy
5. Nabhi Publications – How to Export & How to Import

M 604

RURAL MARKETING & INDUSTRIAL MARKETING

UNIT-I: Indian Rural Market, Features, Rural Market vs Urban Market, Role of the Middleman, Marketing of services offered by rural people.

UNIT-II: Research of rural market, Media habits, Marketing of agricultural products.

UNIT-III: Marketing of consumer durable & non-durable. Marketing of Handicrafts & Handloom products.

UNIT-IV: Industrial Marketing – meaning, scope, consumer goods vs Industrial goods marketing, Industrial goods classification.

UNIT-V: Industrial buyer Behaviour: participants and their role; Buying situations; Buying motivation – Rational and emotional Marketing Implications; Industrial market segmentation, New product development process.

BOOKS RECOMMENDED

1. Industrial Marketing Management – Michael D. Hutt & Thomas W. Spch (Dryden Press)
2. Hutt & Spch – Business Marketing Management (Dryden Press)
3. Morriss, Micheal H. – Industrial & Organizational Marketing (Mc Millan)
4. L.P. Singh & S. M. Jena – Agricultural Marketing (Print Well Hall , Jaipur)

M 605

SERVICE MARKETING

UNIT-I: Concepts of service, peculiarities of services, Services vs Goods – Marketing implications. Designing service marketing strategies.

UNIT-II: Designing the service marketing mix – The 7 ps of service marketing, Reasons for growth of services, classifications of services, The Indian service sector.

UNIT-III: Marketing of Financial services – Banks, Insurance, Mutual funds, Branding & advertising of Financial services, Indian scenario.

UNIT-IV: Marketing of Health Care services: Marketing of Family planning, marketing of care: Indian context

UNIT-V: Marketing of IT services; Marketing of Education

BOOKS RECOMMENDED

1. Service marketing : concepts & applications – Rampal & Gupta – Galgotia Publishing
2. Service marketing – Ronald T. Rust
3. Service marketing – Jha (Himalaya)
4. Service marketing – Sinha & Sahoo (HPH)
5. The Essence of Service marketing – Adrain Payne (PHI)
6. Service marketing – Zeithaml & Bitner (TMH)

F 603 MANAGEMENT CONTROL SYSTEM

UNIT-I: Management control system – An Introduction, Management control structure, Concepts of performance measures.

UNIT-II: Responsibility structure, Types of responsibility centers, Determinants of divisional autonomy.

UNIT-III: Transfer Pricing, Basis of Transfer Pricing, Divisional Performance & Individual Performance, Dysfunctional consequences in measurement of performance, designing transfer price based on specific objectives, Transfer price in MNCs.

UNIT-IV: Management control process: Target setting & aspects of budgeting, Budgeting process, Dysfunctional consequences, Human aspects of Budgeting, Performance budgeting, Activity based budgeting, zero based budgeting, Budgeting in a non commercial organization, non financial budgets.

UNIT-V: Special Topics – control in service organization, control in MNCs, control in non profit organizations, control in developmental organizations, control in Public sector organizations.

BOOKS RECOMMENDED

1. Subash Sharma - Management control system
2. Anthony & Govind Rajan - Management control system
3. Maciariello - Management control system
4. Robins - Management control system
5. Jerome – Executive control – The Catalyst

F 604 CORPORATE ACCOUNTING & REPORTING

UNIT-I: Corporate Framework: users & their information needs, Financial statements, Requirements of Companies Act for operation of Financial statements.

UNIT-II: Preparation of Company final accounts, Directors reports, Auditors report, Half yearly financial reports, International Dimensions of Accounting.

UNIT-III: Analysis of Company's Annual Report, International Dimensions of financial reporting.

UNIT-IV: Accounting standards, International Accounting standards, Indian contexts, Process of standard setting.

UNIT-V: Preparation of consolidated Balance sheet, preparation of consolidated Profit & Loss Account.

BOOKS RECOMMENDED

1. Shirin, Rathore - International Accounting
2. Das Gupta - Accounting standards (S. Chand)
3. Gupta & Radhaswamy – Advanced Accounting – II
4. Sukla & Grewal - Advanced Accounting – II

F 605 INTERNATIONAL FINANCE

UNIT-I: Financial Management in the Global context, Objectives of the firm & impact of risk. The nature & measurement of exposure to risk.

UNIT-II: Balance of Payment, International monetary systems. International Financial Markets & Instruments.

UNIT-III: The foreign exchange market, Forwards, Swaps & interest parity, currency & interest rate futures, Foreign currency options, spot & future market.

UNIT-IV: Exchange rate determination & forecasting, Hedging, Speculation & management of Transaction Exposure

UNIT-V: Interest equity investment, Long term borrowing in international financial markets.

BOOKS RECOMMENDED

1. Shapiro – Multinational Financial Management
2. V.S. Kes Kamat – finance of foreign trade & Foreign Exchange.
3. Forex guide to traders & Bankers – S. Raja Ram
4. FEDAI Bulletin.

H 603 PERFORMANCE APPRAISAL

UNIT-I: Nature and Scope of appraisal. Why to be appraised, objectives of Performance Appraisal . who to appraise & when to appraise. Contents of P.A. , Benefits of P.A.

UNIT-II: Methods of P.a.: different methods: For P.A. designing, the systems of appraisal of different types of employees like operatives, supervisors, executives.

UNIT-III: Effective implementation strategies and action plan. Developing an integrated P.A. system.

UNIT-IV: MBO, 360 degree appraisal system, New appraisal systems like Focus on achievement system, Team Appraisals, Rational Performance Mgt. Qualities of Appraiser.

UNIT-V: PA in Indian Industries in Govt. & Public sector. Scope for improvement, Role of Mgt. in performance Appraisal system.

BOOKS RECOMMENDED

1. C.B. Mamoria : Personnel Management
2. P.C. Tripathy : HRD
3. T. Subha Rao : Personnel Management
4. P. Subha Rao : HRM & IRS
5. Biswajeet Pattanayak: HRM

H 604 GRIEVANCE MGT. & INDUSTRIAL DISCIPLINE

UNIT-I: Concept and importance of grievance mgt. in industry, causes/ sources of grievances, need for a grievance procedure in relation to employee motivation, morale & productivity.

UNIT-II: Grievance handling system & procedure, Organizational pre requisites for effective grievance redressal, Model grievance procedure in India.

UNIT-III: Meaning & feature of discipline, objectives of discipline in organisation, Act of Indiscipline/ Misconducts, causes of misconduct, principles for maintenance of discipline.

UNIT-IV: Industrial Employment Act (standing order) 1946, specific misconduct, disciplinary action: show cause notice, charge sheet, suspension, Domestic enquiry, Findings of enquiry by enquiry officer.

UNIT-V: Punishment: Minor & Major and its details. Punishment & its communication by the line manager or disciplinary authority. Subsistence allowances for suspended personnel.

N.B: 2-4 case studies should be taken in this course.

BOOKS RECOMMENDED

1. C.B. Mamoria & S. Mamoria: Dynamics of IRS in India (HPH)
2. Arun Monnappa: Indl. Relations (Tata Mc graw Hill, ND)
3. G. P. Dasgupta: Indl. Discipline (Tata Mc graw Hill, ND)
4. Suiha & Suiha: Indl. Relations & Labour legislations (Oxford IBH,ND)
5. N G Nair & Iatha Nair: Per Mgt. & Indl. Relations J. Chand & Co. ,ND

H 605 TRAINING & DEVELOPMENT

UNIT-I: Concept of Training & Development, Systems approach to training, psychology of learning & learner motivation.

UNIT-II: Objectives of Training, Determining training needs, Setting objective, designing a training programme for different categories of employees: operatives, supervisors & executives.

UNIT-III: Training Methods: On the job & off the job training, Training for operatives, supervisors & executives.

UNIT-IV: Executive development programme: selection of a training & development methods for different functional areas as well as for nonfunctional areas.

UNIT-V: Evaluation of training, reporting evaluation results. Training the trainers. Training practice in India.

BOOKS RECOMMENDED

1. C.B. Mamoria : Personnel Management
2. P.C. Tripathy : HRD

3. T. Subha Rao : Personnel Management
4. P. Subha Rao : HRM & IR
5. Biswajeet Pattanayak: HRM