

UNIVERSITY OF RAJASTHAN,  
JAIPUR

**BACHELOR OF  
BUSINESS  
ADMINISTRATION  
(BBA)  
SEMESTER SCHEM  
EXAMINATION  
2014-16**

Prepared by *Pushp*

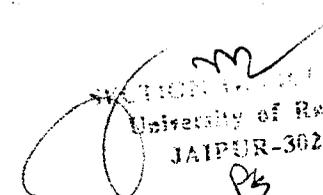
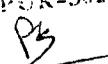
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Exam. 2014-16

**BACHELOR OF BUSINESS  
ADMINISTRATION (BBA)**

**Semester Scheme Examination 2014-16**

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(A) B.B.A. Semester Examination  
Scheme of Examination

1. To pass a semester, a student will be required to secure atleast 36% marks in each paper and 40% marks in the aggregate. Passing separately in the practicals wherever prescribed is necessary.
2. There will be no bar (regarding number of subjects to be cleared) for promotion from semester. III to IV semester and V to VI semester.
3. For admission to III semester, a student will be required to secure at least - 40% mark: aggregate of at least - 50% papers of I and II semesters taken together, provided further
  - (i) A candidate who fails at the BBA - I and / or II semester examination and has not less than 36% marks in atleast 50% paper i.e. 6 out of 12 papers of I semesters taken together shall be permitted to reappear in one or more paper (i.e. 6 papers) of his choice in the next examination of the same semester.
4. For admission to V semester, a student will be required to secure at least - 40% mark: aggregate of at least - 50% papers of III and IV semester taken together provided cleared all subjects of I and II semesters.
5. A candidate who appears in due papers, will be considered to have cleared only such papers in which he secures at least - 40% marks individually or 36% in individual papers or at least 40% marks in the aggregate of such due papers in which he secures 36% marks individually.
6. A candidate will have to complete his BBA, maximum in six years from the session of admission in BBA I Semester. If he fails to do so, he will have to leave the course.
7. Grace marks rules, as applicable for other graduate examinations shall also apply to BBA I examination.
8. Scrutiny - Revaluation shall be permissible as per other semester (without G) examinations.
9. Successful candidates will be classified as under
  - (First Division - 60% Second Division - 48%) of the aggregate marks prescribed for semester (I to VI) examinations taken together. All the rest will be declared to have passed the examination.
10. Above scheme of examination shall come into force w. e. f. B.B.A. I semester examination.
11. Medium of instruction in BBA course shall be both Hindi and English medium.

Improvement may be allowed only 50% of the paper he/she has already cleared.

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# UNIVERSITY OF RAJASTHAN BACHELOR OF BUSINESS ADMINISTRATION (BBA)

(10+2+3 Pattern)

## Programme of Study

### Background and Objectives of the Course

A barrier was felt in the growth of trade and industry, as the course in the last decade lacked the competitive strength to produce trained managerial personnel. With the opening up of the economy and also due to industrial growth, the pressure for such personnel was exaggerated.

The course of BBA is aimed to equip the young generation with traditional business values blended with modern concept and techniques of management. The three year degree programme is so designed so as to create a wider and sound base for the students, not only for advanced course in management, but also as junior and middle level managers.

### Type of Course System

The Three Year Degree course of BBA will be consisting of Six Semesters viz., Semester I, II, III, IV, V and VI. There will be examination at the end of each semester.

### Enrolment & Eligibility

There shall be no enrolment allowed with other University simultaneously doing degree with our University. TC/Migration will be required at the time of admission.

### Admission Qualification

The students have to undergo a rigorous scheme of study, training and examination. Students of all faculties (i.e. Commerce, Science and Arts) seeking admission to the degree of BBA, must have secured at least 48% marks in aggregate at Senior Secondary Level (10+2) conducted by any recognized Board of Education in India or Abroad. Reservation for admission shall be followed by the Government Rules.

(3)

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4 • Syllabus University of Rajasthan

2. Maximum number of attempt allowed shall be 2 after 1st attempt excluding the periods of punishment.
3. A student will be allowed to keep term (ATKT) to the next Semester if he/she obtains 50% in aggregate and fails in not more than 50% papers (out of six papers each semester).

**Passing Standard**

1. To pass a year a student has to secure ~~40% marks in each subject and also 50% marks in aggregate.~~
2. ~~Grace Marks- 5 marks in 2 subjects.~~
3. Ex-students : If a student fails in semester, he/she be treated as ex-student till he/she does not clear above semester, and if the student does not clear all the subjects in the duration of course, he/she shall be an ex-student.

**Award of Degree**

Student shall be eligible for the award of BBA Degree only if he/she fulfills the following conditions :-

1. Passes all the Six Semesters as laid down.
2. Fulfills all other requirement prescribe by the competent authority from time to time for satisfactory completions of each course of study of each of the Six semesters.
3. Division of marks shall be awarded on the basis of the aggregate marks secured in all the papers prescribed for all the six semesters taken as follow :-

Honors	75 % or above
First Division	60 % or above, but below 75 %
Second Division	48 % or above, but below 60%

Gold Medal will be awarded only if he/she clears in 1st attempt and if percentage is more than 75.

**SCHEME OF EXAMINATION**

Every prescribed subject shall carry a total of 100 marks. For Fundamental of Computer i.e. Code No. 106 (Paper VI), Project Report & Viva Voce i.e., Code No. 406 (Paper VI) and Code No. 606 (Paper VI) the marking Scheme shall be as follows :-

1. Fundamentals of computer
  - Theory : 50 marks
  - Practical : 50 marks in Code No. 106 ( Paper VI in I Semester).

(4)

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2. Project Report : 50 marks  
& Viva Voce : 50 marks in Code No. 406 (Paper VI in IV Semester).
3. Group Discussion : 50 marks  
& Presentation : 50 marks in Code No. 606 (Paper VI in VI Semester).

The language of Instructions and Examination shall be English/Hindi.

The Pattern of question papers shall be as under :

There shall be 7 questions in all. Question No. 1 and 2 will be compulsory.

Question No. 1- 20 marks: 10 very short answer type question of 2 marks each (upto 50 words)

Question No.2- 20 marks: 5 short answer type question of 4 marks each. (upto 100 words)

There shall be 5 essay type/numerical questions. Candidates shall be required to attempt any 3 questions. Each question shall be of 20 marks.

Case study related questions may be asked wherever necessary.

~~A student can move to V Semester only if he/she passes all papers of I and II semester and student can move to VI semester only if he/she passes all papers of III and IV semester.~~

Wherever a student appears at an ATKT exam he/she will do according the syllabus at that time and fulfill the requirements of the course in force at that time.

The project in IV semester will consist of 100 marks out of which 50 marks will be for report and 50 marks for viva voce based on the report. The student is required to take approval of concerned faculty for the topics of the project, and the topic of project will be related to the contemporary issues of the papers of that semester. There will be no repetition of topics otherwise it will be treated as Unfair Means.

In semester VI paper Code No. 606 i.e. Group Discussion and Presentation, the Head of the unit should not project topic in the group of five students. Their will be no repetition of topic in other group within the unit.

*Scheme for paper Code 106*

*Theory paper*

Para 3: a) Duration of time: 3 hours, Maximum marks 50  
Q 1 and Q 2 are compulsory questions.

Q 1 should be divided into 10 sub parts, each sub part carries 01 marks.

Q 2 should be divided into 5 sub parts, each sub part carries 2 marks.

Attempt any three questions out of 5 questions. Each question carries 10 marks.

(5)

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## BBA SYLLABUS

### BBA PART I

#### SEMESTER I

CODE 101	PAPER I	FUNDAMENTALS OF BUSINESS ORGANIZATION
CODE 102	PAPER II	BUSINESS COMMUNICATION SKILLS
CODE 103	PAPER III	LEGAL ASPECTS OF BUSINESS
CODE 104	PAPER IV	FUNDAMENTALS OF ACCOUNTING
CODE 105	PAPER V	MANAGERIAL ECONOMICS
CODE 106	PAPER VI	FUNDAMENTALS OF COMPUTER

#### SEMESTER II

CODE 201	PAPER I	PRINCIPLES AND PRACTICE OF MANAGEMENT
CODE 202	PAPER II	ENTREPRENEURSHIP AND SMALL BUSINESS MANAGEMENT
CODE 203	PAPER III	FUNDAMENTALS OF COMPANY LAW
CODE 204	PAPER IV	STRATEGIC MANAGEMENT
CODE 205	PAPER V	FINANCIAL MANAGEMENT
CODE 206	PAPER VI	HUMAN RESOURCE MANAGEMENT

#### SEMESTER I

##### Code 101 : Fundamentals of Business Organization.

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- Unit I Introduction : Meaning, Features, Importance and Scope of Business. Elementary Knowledge of Trade, Industry and Commerce. Types of Industries.
- Unit II **Forms of Business Organization/ Ownership** : Sole Proprietorship, Joint Stock Company, Co-operatives, Joint Sector. Public Enterprises - Their Features, Relative Merits, Demerits and Suitability.
- Unit III **Channels of Distribution** : Wholesale and Retail Trade, Recent Trends in Wholesale and Retailing, Malls and Super Markets, Green Business Practices.
- Unit IV **Business and Society** : Changing Concept and Objectives of Business, Business Ethics, Business and culture. Social Responsibility of Business.

6

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**Unit V Liberalization, Privatization and Globalization : Concept and their implications.**

**Recommended Books**

1. Modern Business Organization. - S.A. Sherlekar.
2. Industrial Organization Management - S. A. Sherlaker, Patil, Paranjpe, Chitale.
3. Business Environment : Text and Cases - F. Cherunilam (HPH).
4. Business Organization Management - Jallo (TMH).
5. Business Organization and Management - Dr. C. B. Gupta (Sultan Chand & Company, Delhi)
6. Industrial Organization and Management - Dr. C. B. Gupta (Sultan Chand & Company, Delhi)
7. Business Organization-Dr. R.L.Nolaha, (RBD Jaipur)

**Code 102 : Business Communication Skills**

**Unit I Introduction :** Concept, objectives and importance of Business Communication, Principles of effective Communication, Types of Communication.

**Unit II Media of Communication :** Written, oral, face to face, Visual, audio-visual, modern media-telex, fax, Tele Conferencing, E-mail media, Non-verbal communication, Kivesics Effects, Comprehension of reality.

**Unit III Barriers to Communication :** Wrong choice of Media, Physical barriers, Semantic barriers, Different Comprehension of reality, Socio-Psychological barriers.

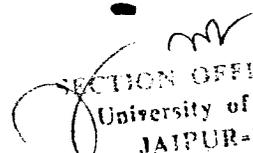
**Unit IV Business Letters :** Layout, kinds of business letter - Interview, Appointment, Acknowledgement, Promotion, Inquiries, Replies, Orders, Sales, Circular, Complaints.

**Unit V Practical Aspects of Business Communication :** Report Writing, Public Speaking, Seminar, Presentation, Interview, Group Discussion, Effective Listening.

**Recommended Books**

1. Business Communication- K.K. Sinha, Galgotia Publishers Cooperv. New Delhi.
2. Media and Communication Management - C.S. Rayudu, Himalaya Publishing House, Bombay.

(7)

  
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8 • Syllabus University of Rajasthan

3. Essentials of Business Communication, Rajendra Pal and J.S. Korlhali-Sultan Chand & Sons, New Delhi.
4. Business Communication (Principles, Methods and Techniques) Nirmal Singh- Deep & Deep Publication Pvt. Ltd., New Delhi.
5. Business Correspondence and Report Writing - R.C. Sharma, Krishna Mohan- Tata Mc Graw - Hill Publishing Company Ltd., New Delhi.
6. Business Communication-M. Balasubrahmanyam- Vani Education Books.
7. Business Communication- H.S.Pandey and Nilima Pareek (RBD Jaipur.)

**Code 103 : Legal Aspects of Business**

- Unit I** Law of Contract : Nature of Contract, Classification, Offer and Acceptance Capacity to Contract, Free Consent,
- Unit II** Consideration, Legality of contract, Agreements declared Void.
- Unit III** Performance of Contract, Discharge of Contract, Remedies for Breach of Contract.
- Unit IV** Special Contracts: Indemnity, Guarantee, Bailment, Pledge, Agency.
- Unit V** Sale of Goods Act, 1930.

**Recommended Books**

- |                   |                           |
|-------------------|---------------------------|
| 1. Mercantile Law | N.D. Kapoor               |
| 2. Business Law   | Maheshwari and Maheshwari |
| 3. Mercantile Law | Dinkar Pagare             |
| 4. Mercantile Law | M.C.Shukla                |
| 5. Mercantile Law | Avtar Singh               |
| 6. Commercial Law | M.J. Mathew               |
| 7. Business Law   | R.L. Nolakha (RBD Jaipur) |
| 8. Business Law   | Gulshan and Kapoor        |

**Code 104 : Fundamentals of Accounting**

- Unit I** Basic Accounting Principles: Concept, Convention.
- Unit II** Books of Original Entry - Journal and Subsidiary Books.
- Unit III** Books of Secondary Entry, Ledger, Depreciation Provisions and Reserve, Rectification of Errors, Trial Balance, Bank Reconciliation Statement.

9. Business law-Dr. ...ok Sharma, Dr. Rashmi Arya. Dr. Anju Gupta Ajmera Books Company, Jaipur
10. Mercantile Law-Dr. N.M. Sharma - Shivam Book Depot, Jaipur

(8)

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4. Fundamental of Accounting - Dr. B. L. Dave -  
Ajmera Book Company, Jaipur

5. Fundamental of Accounting - Dr. M.L. Sharma

Syllabus Business Administration (BBA) - 9

Unit IV Final Accounts with Adjustment.

Unit V Computer Accounting - Accounting Package: Tally Micro Studies.

#### Recommended Books

1. Book-keeping and Accountancy - Sharma & Bhardwaj.
2. Advanced Accountancy Vol. I & II - R.L. Gupta and M. Raaharwary.
3. Fundamentals of Accounting - Jain, Khandelwal, Pareek (RBD Jaipur).

#### Code 105 : Managerial Economics

Unit I Introduction : Meaning and scope of Managerial Economics, (relationship to economic theory - relationship with decision theory) - role of managerial economics — objectives and constraints of the firm - introduction to risk, asymmetric information and game theory.

Unit II Demand Analysis : Meaning of demand - Market function, demand curve, factors affecting demand - variation and increase/decrease in demand - Elasticity of demand - Graphical presentation of price-elasticity of demand price - income and cross elasticity of demand - Estimation of demand - numerical problems for measurement of elasticity.

Unit III Production and Cost : Meaning of production - type of production function - importance of production function - in managerial decision - making application of production function in productive sectors (Service and manufacturing) - Economics of scale and scope.

Importance of cost in managerial decision. Economic concepts of cost Functional form of short run and long run cost. Estimation and alternative methods of estimation of cost - LAC as a decision making tool. Impact of learning curve.

Unit IV Market Structures : Meaning and Need for analyzing market structure, Types of market, Perfect Competition-Price and output determination in perfect competition. Merits and limitations of perfect competition, Monopoly-price discrimination under monopoly.

Unit V Oligopoly and Monopolistic Competition : Oligopoly-definition and characteristics - Collusion and Cartel - Non price competition, Price Stickness and linked demand. Monopolistic

9

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Competition - definition and characteristics - Equilibrium Price and output determination

**Recommended Books**

1. Managerial Economics - Dean Joel - Ester Edition.
2. A Study of Managerial Economics - Gopalkrishana - Himalaya, Mumbai.
3. Managerial Economics - D. N. Dwivedi - Vikash Publishing House, New Delhi.
4. Managerial Economics - C.M. Choudhary, Vipin Jain (RBD Jaipur)
5. Business Economics - Prof. M.D. Agrawal, Prof. Somdev (RBD Jaipur)
6. Managerial Economics - Prof. M.D. Agrawal, Prof. Somdev (RBD Jaipur)

**Code 106 : Fundamentals of Computer**

Theory : 50 marks 3 hrs duration

Practical : 50 marks 2 hrs duration

- Unit I Introduction of Computer :** Introduction. Definition. Characteristics of Computer, Generation of Computers, Classification of Computers (Analog, Digital and Hybrid), Mini Computer, Micro Computer, Main Frame Computer, Super Computer, Areas of Computer. Data organization - Drives, Directories, Files, types of memory (Primary and Secondary). IO Devices.
- Unit II Introduction of Number System :** Binary, Octal, Decimal. Hexadecimal system/ Number Conversion, simple addition, subtraction, multiplication and division.
- Unit III Software :** System Software and Application Software. Programming Languages, Operating System - Windows Operating Environment; Features of MS Window, Control Panel, Task Bar, Desktop, Wall Paper, Formatting Disk. Windows Application, Icons, Window's Accessories (Notepad, Paint brush, Word pad etc.)
- Unit IV Word Processor Software :** MS Word Entering, Editing (Cut, Copy, Paste, Find and Replace) and Formatting (Text - Bold, Italic, Underline, font size and font type), Page size and orientation, margins, Headers and Footers, Columns and sessions and page layout). Spelling and Grammar checkers, Thesaurus, Tables and formatting tables, Mail Merge, Styles and templates. Macro, MS Excel.

(10)

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**Unit V Presentation Software : MS Power Point:** Introduction, Creating and viewing a Presentation, Managing Slide Shows, Navigating through a Presentation, Using Hyperlinks, Advance Navigation with action setting and action buttons organizing formats with master slides, Applying and modifying designs, adding graphic. Multimedia and special effects, creating Presentation for the Web. MS Access.

**Recommended Books**

1. Fundamental of Computer - P. K. Saha (BPB Publication)
2. Introduction of Computer - Peterson (TMH)
3. Elementary Computer Application, - Sharma, Upadyay and Agarwal (Panchsheel Prakashan, Jaipur)
4. Fundamental of Computer - V. Raja Raman (Prentice Hall).
5. Fundamental of Information Technology. - Alexis Leon and Mathews Lecon. (VPH)
6. Computer Fundamental - Anubha Jain, Deep Shikha Bhargav (RBD. Jaipur)

**SEMESTER II**

**Code 201 : Principles and Practice of Management**

- Unit I Introduction :** Concept of Management, Nature and Scope of Management, Management Function, Principles of Management.
- Unit II Planning :** Meaning Nature and Components of Planning. Types of Plans, Process of Planning, Effective Planning, MBO.
- Unit III Organization :** Definition, Principles of Organization, Forms of Organization Structure, Formal and Informal Organization, Delegation of Authority.
- Unit IV Co-ordination and Control :** Co-ordination: Meaning, Need and Importance. Principles and Techniques of Co-ordination, Effective Co-ordination. Control : Nature and Process of Control, Techniques of Control.
- Unit V Motivation and Leadership :** Motivation : Meaning, Need and Importance, Techniques of Motivation, Theories of Motivation (Suggested by Maslow, Herzberg and Victor Vroom). Leadership : Functions, Qualities, Style and Theories of Leadership (Brief Study Only).

(11)

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**Recommended Books**

1. Kountze and Wehrich - Essentials of Management (TMH Co),
2. Newman, Warren and Mc Gill - The Process of Management (Prentice Hall of India Pvt. Ltd.
3. Terry and Franklin - Principles of Management (All India Travelers Book Sellers).
4. G. S. Sudha - Business Management (RBSA Jaipur).
5. M. J. Mathew - Business Management (Sheelsons, Jaipur).
6. Dr. B. S. Mathur- Principles of Management (N P H, Jaipur).
7. Trope L Massie - Essential of Management (Prentice Hall of India).
8. Principles & Practice of Management - Dr. R.L.Nolakha (RBD Jaipur)
9. Business and Management - Dr. R.L.Nolakha (RBD Jaipur) and
10. Principle & Practice of Managements Bahaudian G.Mujtaba - Dr. Anukrati Sharma (Jahanvi Publication Pvt. Ltd., Jaipur)

**Code 202 : Entrepreneurship and Small Business Management.**

- Unit I** Concept of Entrepreneurship, Role of Entrepreneurship, Types of Entrepreneurship, Entrepreneurship Traits, Entrepreneurship and Manager, Problems of Entrepreneurship.
- Unit II** Entrepreneurship Training and Development, Government Encouragement to Entrepreneurship.
- Unit III** Concept of Small and Medium Enterprises, Role of SMEs, Policies governing small enterprises in India.
- Unit IV** Start up process of small enterprises, Organization Structure of small scale industries in India, Taxation Benefits and Concessions to small scale industries, problem of small scale industries and properties.
- Unit V** Management of small business enterprises, Role of DICs in promoting small scale entrepreneurs.

**Recommended Books**

1. Udai Pareek, Sanjeev and Rao I. V. Developing Entrepreneurship Printers, Ahmedabad.
2. Sharma, SVS - Developing Entrepreneurship - issues and problems. Small Scale Industries Extension Training Institute, Hyderabad.
3. Srivastava, S. B.-A Practical Guide to Industrial Entrepreneurs, Sultan Chand and Sons.
4. Bhanussali -Entrepreneurship Development (HPB)
5. Dailey - Entrepreneurship Management.
6. Sudha, G.S.- Fundamentals of Entrepreneurship (RBD Jaipur)
7. Sudha, G.S.- Entrepreneurship Development (RBD Jaipur)

8. Fundamental of Entrepreneurship – Rajpurohit R.C.S., Vyas V.S. Ramchandani H.K. and Sharma K.C. – Ajmera Book Company, Jaipur

12

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**Code 203 : Fundamentals of Company Law**

- Unit I** The Companies Act, 1956 : Definition and Characteristics of Company. Types of Companies, Memorandum of Association, Articles of Association.
- Unit II** Appointment of Directors, Rights, Duties and Liabilities of Managing Directors and Managers Removal of Directors.
- Unit III** Law and Practice relating to Allotment of Shares, Forfeiture of Shares, Re-issue of forfeited shares, Transfer and Transmission of Shares.
- Unit IV** Company Secretary : Definition, Appointment, Qualities, Duties and Role.
- Unit V** Company Meetings : Notice, Agenda, Quorum, Resolution Minutes. Statutory Meeting, Annual General Meeting and Extraordinary Meeting.

**Recommended Books**

1. Avatar Singh - Company Law (Eastern Book Co. Lucknow)
2. M. J. Mathew - Company Law (RBSA Jaipur)
3. Majumdar and Kapoor - Company Law and Practice (Text man New Delhi)
4. N D Kapoor - Company Law.
5. S A Sharlekar- Secretarial Practice.
6. R.L. Nolakha- Company Law (RBD Jaipur)

**Code 204 : Strategic Management**

- Unit I** Strategic Management : Meaning Concept, Need for Strategic Management. Role of S M in Business and Non-Business Organizations. Limitations of S M.
- Unit II** Strategy & Tactics : Strategic management process, organizational mission, vision, objective, goals, Ethics.
- Unit III** The External Environment : Social, Ethical, Economic, Technological, Legal, Political Environment, Global Environment, Sources of External Environment information.
- Unit IV** Functional Strategy : Marketing Strategy, Operational R & D Strategy, Information System Strategy, HR Strategy, Financial Strategy, Managing functional strategy.
- Unit V** Choice of Strategy : Concept of Choice of Strategy, Choice Process, Evaluation of Strategic alternatives, Gap Analysis Strategic Profiles, Business portfolio, Facts affecting Choice of

13

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Strategy, Time Dimensions, Strategic Choice and Contingency Strategies.

**Recommended Books**

1. Grimsby - D.W. and Stash, M.S (1997), Cases in Strategic Management. Oxford : Blackwell Publications Ltd.
2. Pearce II - John A: Strategic Management, Illinois, Homewood Richard D. Irwin.
3. Prasad, L M. (1995) - Business Policy and Strategy, New Delhi, Sultan Chand and Sons.
4. Jauch L R and Gouache W. F. - Business Policy and Strategic Management. Mc Graw Hill.
5. Dr. P.C. Jain - Strategic Management (RBD Jaipur)

**Code 205 : Financial Management**

- Unit I** Financial Management : Meaning, objectives and scope , Organization; Frame Work of financial management, Relationship of finance department with other departments, Role of finance manager.
- Unit II** Financial Planning : Meaning, concept, objectives, significance, steps, basic consideration and limitations.
- Unit III** Cost of Capital : Concept, Infrastructure, Classification and determination of cost of capital, Factors influencing capital structure.
- Unit IV** Capital Budgeting Techniques.
- Unit V** Working Capital Management, Cash Management, Receivables Management, Inventory Management.

**Recommended Books**

1. Agrawal, M.D. and Agrawal, N.P. - Financial Management (RBD Jaipur)
2. Agrawal, N.P. & Mishra, B.K. - Business Finance (RBD Jaipur)
3. Vani Latur Kar, Arpita Alvi - Jahanvi Publication Pvt. Ltd. Jaipur

**Code 206 : Human Resource Management**

- Unit I** Human Resource Management : Meaning, Nature, Functions, Importance and Role of HR, Role of HR Manager, Characteristics and Qualities of HR Manager, HR Environment in India.

(14)

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- Unit II Human Resource Planning :** Need and Importance, Process of HRP, HRP at different levels.
- Unit III Recruitment and Selection :** Objectives, Sources of Recruitment, Factors affecting Recruitment. Selection - Essentials and Significance of Selection, Selection procedure, Factors affecting selection decision.
- Unit IV Training and Development :** Training objectives and needs, Training methods, advantages of training. Management Development Concept and methods of MD, Evaluation of training programme.
- Unit V Performance Appraisal :** Need, Methods and Steps of Performance Appraisal.

**Recommended Books**

1. Edwin B. Flippo – Personnel Development (MH)
2. Venket Ratnam – Personnel Management and Human Resources.
3. Yoder, Dale – Personnel Management and Industrial Relations.
4. Davar, R. S. – Personnel Management.
5. Singh, P. N. – Developing and Managing Human Resources.
6. Sudha, G.S. – Human Resource Management (RBD Jaipur)

## **BBA PART II**

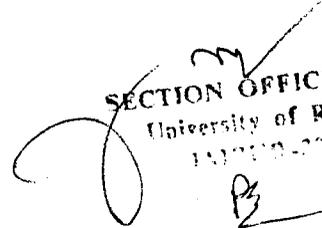
### **SEMESTER III**

CODE 301	PAPER I	MARKETING MANAGEMENT
CODE 302	PAPER II	RISK & INSURANCE MANAGEMENT
CODE 303	PAPER III	PERSONALITY DEVELOPMENT AND HUMAN SKILLS
CODE 304	PAPER IV	TOURISM MARKETING
CODE 305	PAPER V	INDUSTRIAL MANAGEMENT
CODE 306	PAPER VI	BUSINESS STATISTICS

### **SEMESTER IV**

CODE 401	PAPER I	HUMAN RESOURCE DEVELOPMENT
CODE 402	PAPER II	PRACTICAL ASPECTS OF RISK & INSURANCE MANAGEMENT
CODE 403	PAPER III	ADVERTISING AND SALES PROMOTION

(16)

  
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CODE 404	PAPER IV	CONSUMER BEHAVIOUR AND MARKETING RESEARCH
CODE 405	PAPER V	INTERNATIONAL BUSINESS
CODE 406	PAPER VI	PROJECT REPORT & VIVA VOCE.

### SEMESTER III

#### Code 301 : Marketing Management

- Unit I Introduction :** Concept of. Marketing, Traditional and Modern Concept of Marketing, Distinction between Market and Marketing, Distinction between Marketing and Selling, Scope and Importance of Marketing.
- Unit II Market Segmentation :** Concept, Basis for Market Segmentation, Benefits of Market Segmentation, Requirements of Market Segmentation, Target Marketing, Product Positioning.
- Unit III Product and Price Decision :** Concept of Product Mix Decisions, Product line Decision, Individual Product Decision, Branding, Product Life Cycle - Stages and Strategies, Pricing Criterias, Pricing Methods.
- Unit IV Promotion and Physical Distribution Decision :** Meaning, Steps in Promotion Mix, Elements of Promotion Mix - Advertising, Publicity, Sales Promotion, Personal Selling, Direct Marketing and Public Relation. Types of Channels, Selection of Distribution Channels.
- Unit V Marketing Research and Control :** Meaning, Objects, Need and Importance, Techniques, Process. Scope and Limitation of Marketing Research, Need and Tools of Control (Elementary Knowledge only).

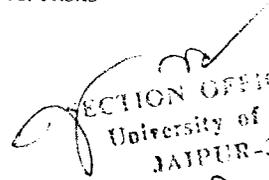
#### Recommended Books

1. Kotler, Philip - Marketing Management (Prentice Hall of India, New Delhi).
2. Saxena, Rajan - Marketing Management (TMH Delhi).
3. Sherlekar, S. - Marketing Management (HPH Mumbai).
4. Kothari, Mehta, Sharma - Marketing Management (RBD. Jaipur)

#### Code 302 : Risk & Insurance Management

- Unit I Insurance :** Origin and Development Meaning, Characteristics. Functions. Social and Economic Significance of Insurance. Risks and Hazards, Management of Risks.

(17)

  
SECTION OFFICER (Acad-3)  
University of Rajasthan  
JAIPUR-302 004  


- Unit II Fire Insurance :** Meaning, scope, issue of fire insurance policy, types of plans, conditions of fire insurance policy,
- Unit III Marine Insurance :** Meaning, Scope, Procedure of Issuing policy. Types of Marine Insurance Policy, Condition, Calculation of Premium, Marine Losses and settlement of claims.
- Unit IV Life Insurance :** Meaning, Need, Functions and Development of life insurance in India, LIC, Important Plans : Whole life Endowment, Annuity insurance plans, Group insurance plans, Unit link insurance, Liberalisation and life Insurance.
- Unit V General Insurance :** Meaning, scope, settlement of claims, working of general insurance companies GICI. Prospects and Challenges.

**Recommended Books**

1. Prof. Kothari, R.K. and Dr. Jain, Mukesh - Risk & Insurance Management (RBD Jaipur)

**Code 303 : Personality Development and Human Skills**

- Unit I Introduction :** Definition of Personality, perception and personality. Personality factors - factors of association. Leadership at home - friends - environment - educational factor - conditional - genetic - compulsory - spiritual - public relation facilities.
- Unit II Personality Formation Structure :** Mind mapping, competence mapping and 360° assessment and development, Types of persons : Extrovert, Introvert. Ambient person.
- Unit III Understanding Human Nature :** Basis of Human (i) Influence of Environment and Heredity, (ii) Concept of Attitude, (iii) Concept of Self.
- Unit IV Effective Thinking :** Thinking Skills, Thinking Styles, Concept of Six thinking Hats.
- Unit V Individual Interaction and Skills :** Basis of Interaction Skills Personal and interpersonal, Intra Personal Skills- Concept, definition, meaning of skills types of skills, conceptual, supervising, technical, managerial and decision making skills. Group Influence on Interaction Skills.

**Recommended Books :**

1. Gosh P & K. Ghorpage M.B. Industrial Psychology, Himalaya, Mumbai, 1999.

(13)

SECTION OFFICER (Acad-)  
University of Rajasthan  
JAIPUR-302 004  
P3

2. Newstrom.J. Keith D., Organizational Behavior, (TMH, New Delhi)
3. P G Aquinas, Organizational Behavior, (Excel Books Delhi)
4. Hellriegel D & Slocum, J.W., Organizational Behavior, (South Western & Thomson Learning)
5. Shiv Khera, You Can Win
6. Pramod Batra. Management Thought
7. Stephen Covey, 8 Habits
8. Stephen Covey, 7 Habits of Highly Effective People, 3 Basic Managerial Skills for all (Prentice Hall of India Pvt. Ltd.)
9. Mehta, Anil & Chouhan, Bhumiya - Organizational Behaviour (RBD Jaipur)

### Code 304 : Tourism Marketing

- Unit I Introduction :** Meaning and Definition of Tourism, Purpose of Tour, Distinction between Tourist and Visitor, Role of Tourism, Travel and Tourism in 21st Century. Trends and Future Prospects of Tourism, Role and Functions of RTDC, ITDC, Department of Tourism.
- Unit II Conceptual Framework and Type of Tourism :** Meaning of Travelers, Types of Tourism : Domestic, Regional, Intra-Regional and International Tourism, Cultural, Adventure, Sports, Social, Wedding, Medical, Coastal & Beach, Pilgrimage, Wildlife, Linkages and Interdependence between Domestic and International Tourism.
- Unit III Marketing of Tourism :** Meaning and Definition of Tourism Marketing, Need and Importance, Marketing Mix, Marketing Environment, Trends in Marketing, Marketing Communication, Tourist Market Segmentation.
- Unit IV Seven (7) P's of Tourism Marketing :** Product, Price, Promotion, Place, People, Process and Physical Evidence
- Unit V Tourism in India :** Growth of Tourism in India, Benefits from Tourism, Barriers to Growth, Tourist Activities, Tourism Policy of India, Prospects and Challenges of Tourism Marketing, Comparison of Indian Tourism with International Tourism (Medical, Cultural, Religion, Historical and Natural Perspectives)

#### Recommended Books

1. Marketing for Tourism - J. Christopher & Chris Robinson
2. Travel Agency Management - Surendra Agrawal

19

SECTION OFFICER (Acad-I)  
University of Rajasthan  
JAIPUR-302 004  
P3

3. Tourism Development - A.K. Bhatia (Sterling, New Delhi)
4. Principles of Tourism Development - M.A. Khan (Anmol Publications, New Delhi)
5. Tourism Marketing - Dr. Anukrat Sharma (Jahanvi Publications Pvt. Ltd.)

#### Code 305 : Industrial Management

- Unit I Evolution of Industrial Management :** Evolution - importance of Industrial Management- Scientific Management - Meaning and Definitions, Principles, Importance and Criticism.
- Unit II Factory Location :** Factors determining location of factory- Steps in location, Selection of region — Selection of Locality- Selection of exact site, Technology Parks, SEZ etc. Role of government agencies in providing assistance. Location related decisions.
- Unit III Plant Layout :** Nature, Objectives, Importance- factors influencing layout, Types of layout, Problems of layout.
- Unit IV Work Environment and Plant Utility :** Meaning, Importance, Factors affecting work environment, Plant Utility, Lighting, Ventilation and Air-conditioning Sanitation, Noise Control.
- Unit V Industrial Safety :** MSDS - GLP - GMP. Introduction to non conventional energy sources LPG, CNG and Hydrogen as fuels.

#### Recommended Books

1. Industrial Management – William Spriegel and Lansburgh New York
2. Elements of Industrial Management – Smith Russel
3. Industrial Management - J. Jain – Kitab Mahal, Allahabad
4. Industrial Engineering Management – O.P. Khanna – Dhanpat Rai Publication Pvt. Ltd., New Delhi.

#### Code 306 : Business Statistics

- Unit I Introduction :** Meaning and Definition of statistics, Scope of Statistic in Economics, Management, Science and Industry. Concept of Population and Sample with illustration, Methods of Sampling – SRSWR, SRSWOR, Stratified, Systematic. (Description of Sampling procedures only). Data Condensation and Graphical Methods. Row data, attributes and variables, classification, frequency distribution, cumulative frequency distributions. Graphs - Histogram, Frequency polygon. Diagrams- Multiple Bar, Pie, Subdivided bar.

(20)

SECTION OFFICER (Acad-1)  
University of Rajasthan  
JAIPUR-302 004  
Pz

- Unit II Measures of Central Tendency :** Criteria for good measures of central tendency. Arithmetic mean, Median and Mode for grouped and ungrouped data, combined mean.
- Unit III Measures of Dispersion :** Concept of Dispersion, Absolute and Relative measure of dispersion. Range, Variance, Standard deviation, Coefficient of variation, Quartile.
- Unit IV Correlation and Regression (for ungrouped data) :** Concept of correlation, Positive & Negative correlation, Karl Pearson's Coefficient of correlation, Meaning of regression, Two regression equations. Regression coefficients and properties.
- Unit V Index Number :** Meaning and uses, simple and composite Index Number, Aggregative and average of price relatives - simple and weighted index numbers. Construction of Index number fixed and chain base, Lapeer Pascoe Kelly and Fisher index Number : Construction of consumer price index case of limit Index.

**Recommended Books**

1. Business Statistics- Oswal, Agrawal, Modi, Bhargava, Tiwari (RBD Jaipur)
2. Business Statistics - K.N. Nagar

**SEMESTER IV**

**Code 401 Human Resource Development**

- Unit I HRD -** Concept, objectives, HRD system Design, Principles, HRD culture, An overview of HRD practices, Line Managers and HRD.
- Unit II HRD Mechanisms :** Process of HRD system and outcomes, HRD Instrument Tender.
- Unit III Performance Appraisal and Potential Appraisal, Coaching and Counselling and feedback, Career planning and Development.**
- Unit IV Organization Development :** objections varies Intervention and Limitations, Quality of work life, Human Resource Information System.
- Unit V An Overview of HRD in India, HRD in Service Industry, Emerging Trends and perspectives.**

(21)

SECTION OFFICER (Acad-I)  
University of Rajasthan  
JAIPUR-302 004

**Recommended Books**

1. Human Resource Management - Prof. Anil Mehta and Payal Upadhyay (RBD Jaipur)
2. Edwin B. Flippo, Personnel Management and Administration - McGraw Hill International Book Co.
3. M.N. Rudrabasavarji, Dynamic Personnel Administration, Himalaya Publishing House.
4. Michael Armstrong, Handbook of Personnel Management, Kogan Page Ltd. Kondon.
5. Udai Pareek & T.V. Rao. Designing and Managing Human Resource System. Oxford and IBH.
6. Gray Dessler, Personnel Management, Reston Publishing Co.
7. A.C. Handblin, Evaluation and Control of Training, McGraw Hill
8. P. Subba, Rao Essential of Human Resource Management and Industrial Relations.

**Code 402 : Practical Aspects of Risk & Insurance Management**

- Unit I Principles of Insurance :** Insurable Interest, Utmost good faith, Warranties, Causa Proxima, Subrogation.
- Unit II Types of Insurance Contract :** Essential Elements of Insurance Contract. Difference between general Contract and Contract of Insurance, Life Insurance contract, Insurance policy : under insurance, over insurance and reinsurance.
- Unit III Life Insurance Agents :** Meaning of an Agent, Appointment of an Agent, Essential Qualities of an Ideal insurance agent. Prerequisites of a Successful Agent.
- Unit IV Calculation of Premium and Settlement of Claims in Life Insurance :** Basis of Premium, Calculation. Settlement of Claims by death, by maturity and other Claims.
- Unit V Insurance Act, 1938 (Main Provisions only) :** IRDA Act, 1999.

**Recommended Books**

1. Prof. R. K. Kothari and Dr. Mukesh Jain - Risk & Insurance Management (RBD Jaipur)

**Code 403 : Advertising and Sales Promotion**

- Unit I Introduction to Advertising :** Objects and role of Advertising in the National Economy and Importance of Advertising in modern marketing. Personal Selling, Public Relation.

22

SECTION OFFICER (Acad-I)  
University of Rajasthan  
JAIPUR-302 004  
P/S

- Unit II Types of Advertising :** Commercial and Non-Commercial advertising, Primary demand and Selective demand advertising, Classified and display advertising, Comparative advertising.
- Unit III Advertising Media :** Types of Media: Print Media (News Papers and Magazines, Pamphlets, Posters and Brochures), Electronic Media (Radio, Television, Audio - Visuals, Cassettes) and other Media (Direct mail, Out door media).
- Unit IV Sales Promotion :** Nature of Sales Promotion, Distinction with advertising and personal selling, Role and importance of sales promotion, functions of sales promotion department, limitations in a short Economy.
- Unit V Types of Sales Promotion :** Internal Organization, Dealer promotion, consumer promotion, sales promotion of Industrial and Consumer products.

**Recommended Books**

1. Sudha, G.S. – Advertising and Sales Management (RBD Jaipur)
2. S. Shyam Prasad-Sumit Kumar – Advertising Management (RBD Jaipur)

**Code 404 : Consumer Behaviour and Marketing Research**

- Unit I Consumer Behaviour :** Introduction, Consumer Needs and Buying Motivation Personality, Self - Concept and Consumer Behavior, Consumer Perception, Consumer Attitude, Consumer Psychographics, Psychographics Vs Demographics. Group Dynamics and Consumer Reference Groups, Family as Consuming Unit.
- Unit II Consumer Decision Process :** Pre and Post Purchase Behaviour, Purchase Process, Rationality in Buying.
- Unit III Models of Buying :** Nicosia, Howard sheet, Engle. Blackwell Kolas Model, Organizational buying behavior.
- Unit IV Marketing Research and Marketing Information System:** Defining and Planning Research, Research Design, Marketing Plans and Proposals.
- Unit V Data Collection :** Sampling - Process, Selection and Size, Data Processing Analysis and Interpretation, Reporting the Research Findings, Application of Marketing Research, Scope of Marketing.

23

SECTION OFFICER (Acad-I)  
University of Rajasthan  
JAIPUR-302 003

P/S

**Recommended Books**

1. Consumer Behaviour – Sharma, Chouhan and Saini (RBD Jaipur)
2. Principles of Marketing Research – A H R Dalens

**Code 405 : International Business**

- Unit I Introduction :** Meaning of IB, Domestic Vs I B, Scope of I B, Role and Importance of I B, Driving forces of I B.
- Unit II Cultural Environment :** Definition of Culture, Components of culture, (Languages, religion, values, attitudes, customs and manners, Education, family, material culture, Aesthetics) Imperative of culture for I B, work places and Market place, Misconception about culture.
- Unit III The Global Economic Environment :** The Global Economy. Bases of Eco, wealth, population, Natural environment, technological resources, Eco System market allocation, command allocation, mixed allocation, Indicators of Eco, wealth. National product, balance of payment, exchange rate.
- Unit IV Political Environment :** Importance of Political environment for I B, the political systems, Democracy - Basic Principles, Autocracy - theocracy, Monocracy dictatorship, major political objectives - political sovereignty. National prestige and property. National security, protection of cultural Identity.
- Unit V Legal Environment :** Legal system - code VLS, Common Law, Islamic Law, Socialist Law, Agreements and Conversions Bilateral Multilateral, Global Law relating to I B. Market entry Laws product Intellectual property Laws, warranties and product liabilities, pricing and distribution channels of distribution, promotion sale of good services, others - Tax Laws. Legal issues in I B, Conflict of Laws, Justification, Corruption.

**Recommended Books**

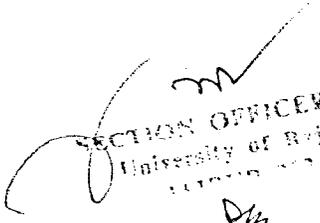
1. Thakur and Mishra: International Business.
2. J.M. Diwan and K.N. Sudarshan : International Business Management.
3. R.D. Robinson : International Business Management.: a guide to decision-making.
4. Ramu Shiva : International Business.
5. Dr. P.C. Jain - International Business (RBD Jaipur).

(24)

SECTION OFFICER (Acad-I.)  
University of Rajasthan  
JAIPUR-302 004

**Code 406 : Project Report & Viva Voce**

1. Allocation of Marks : Project Report – 50 Marks  
Viva Voce – 50 Marks
2. Internal Examiners ( qualified teachers) for Viva-Voce shall be appointed by the Head-of the Institution where the course is being run.
3. Two Examiners shall be appointed by the University for evaluation the Project-report.
4. Viva- Voce shall be conducted by the external examiner appointed by the University with the internal examiner appointed by Head of the Institution.
5. The Project Report must be submitted 15 days before the commencement the Examination.

  
SECTION OFFICER (Acad-II)  
University of Rajasthan  
Jaipur

## BBA PART III

### SEMESTER V

CODE 501	PAPER I	SERVICES MARKETING
CODE 502	PAPER II	QUANTITATIVE TECHNIQUES FOR MANAGEMENT
CODE 503	PAPER III	RESEARCH METHODS IN BUSINESS MANAGEMENT
CODE 504	PAPER IV	PRODUCTION AND MATERIALS MANAGEMENT
CODE 505	PAPER V	ORGANIZATIONAL BEHAVIOUR
CODE 506	PAPER VI	BUSINESS BUDGETING

### SEMESTER VI

CODE 601	PAPER I	COMPENSATION MANAGEMENT
CODE 602	PAPER II	MANAGEMENT INFORMATION SYSTEM
CODE 603	PAPER III	FUNDAMENTALS OF BANKING
CODE 604	PAPER IV	EXPORT MARKETING
CODE 605	PAPER V	LEADERSHIP SKILLS AND CHANGE MANAGEMENT
CODE 606	PAPER VI	GROUP DISCUSSION AND PRESENTATION

26

SECTION OFFICER (Acad-I)  
University of Rajasthan  
JAIPUR-302 002

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## SEMESTER V

### Code 501 Services Marketing

- Unit I Introduction to Service Marketing :** Understanding Service. The Nature of Service Marketing, Classification of Service. Understanding Consumer behaviors, Customer expectations & perceptions, managing & exceeding customer service expectations. Strategies for influencing customer.
- Unit II Strategic Issues in Services Marketing :** Market Segmentation & Targeting, Individualized Service and Mass Customization, Differentiation and Positioning of Services: steps in developing a positioning strategy, Developing and maintaining demand & capacity.
- Unit III Marketing Mix and Services :** The marketing mix elements, Targeting marketing mix product, price, place, promotion & communication services, and extended marketing mix people, process, physical evidence in service.
- Unit IV Services Marketing - Specific Industries :** Tourism, Travel, Transportation service marketing, financial services; Education & Professional service, Telecom & Courier. Media Service.
- Unit V Challenges of Service Marketing :** Developing & Managing the customer service function. Marketing planning for services; Developing & maintain quality services. Relationship marketing.

### Recommended Books

1. Mehta, Khivasara- Marketing of Service (RBD Jaipur).

### Code 502 : Quantitative Techniques for Management

- Unit I Introduction :** An introduction to statistical and operational research techniques, scope and application of quantitative techniques; Limitation of these techniques.
- Unit II Linear Programming :** Graphical and Simplex solutions of LPP. Primal and its dual.
- Unit III Transport and Assignment Problems.**
- Unit IV Theory of Games and Queuing Models :** Two persons Zero sum games, pure and mixed strategy, application of queuing theory in business decision making.
- Unit V Network Analysis :** Programme Evaluation and Review Technique (PERT) and Critical Path Method (CPM), Cost analysis and Crashing the Network.

(27)

SECTION OFFICER (Acad-I)  
University of Rajasthan  
JAIPUR-302 004

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**Recommended Books**

1. Kothari C. R., Quantitative Technique, New Age Publishing, House, New Delhi.
2. Kapoor, V. K., Operations Research, Sultan Chand & Sons, New Delhi.
3. Khandelwal, Gupta, Gupta - Quantitative Technique.
4. Agrawal & Agrawal - Quantitative Technique. (RBD Jaipur)

**Code 503 : Research Methods in Business Management**

- Unit I Fundamentals of Research :** Meaning, objectives and significance, types of research — Basic Research, Applied, Descriptive, Historical. Exploratory, Experimental, Ex-post-facto and case study approach. Approaches to Research (a) Quantitative Approach : (i) Inferential (ii) Experimental (iii) Simulation (b) Qualitative Approach: (i) Ethnographic (ii) Phenomenological (iii) Field Research. Importance of research in management decisions. Various areas of research in business: (a) Marketing (b) Government Policies and Economic Systems (c) Social Relationship (d) Planning and Operational problems of research in business.
- Unit II Research Process :** Selecting the topic, defining the research problems, Objectives of research, literature survey, sample design, data collection, execution of project, analysis of data and hypothesis testing, generalization and interpretation and preparation of research report, Features of good research. Research Design- Meaning, need, features of good research design. Types of Research Design- (a) Exploratory Research (b) Descriptive Research (c) Casual Research.
- Unit III Hypothesis :** Meaning, importance and types, Formulation and testing of hypothesis. Chi-square test, Co-efficient, Correlation of Regression analysis, Sampling : Meaning, sample and sampling, essentials of good sample. Sample size, methods of sampling : (a) Probability Sampling, cluster sampling, stratified, multi stage sampling, (b) Non-probability sampling, Quota sampling, Convenience sampling.
- Unit IV Sources and Methods of Data Collection :** (a) Primary Sources (i) Observation (ii) Interview (iii) Questionnaire (iv) Interview Schedules (b) Secondary Sources.

(28)

SECTION OFFICER (A-100-1)  
University of Rajasthan  
JAIPUR-302 004

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**Unit V Data Processing : Tabulation - Data analysis and Interpretation. Report Writing - layout of research report.**

**Recommended Books**

1. C.R. Kothari : "Research Methodology : Methods & Techniques." New Age International Publishers.
2. Donald R Cooper & Pamela S Schindler: "Business Research Methods."
3. Nandagopal, Rajan, "Research Methods for Business", Excel.
4. Uma Sekaram, "Research Methods for Business : A skill building approach".
5. Donald H McBuney, "Research Methods", CRC Press.
6. Dr. S. Shajahan - Research Methods for Management
7. Mehta. Gupta - Research Methods in Management (RBD Jaipur )
8. Saxena, Himanshu - Research Methods in Management (RBD Jaipur)

**Code 504 : Production and Materials Management**

**Unit I Introduction : Meaning and Functions of Production Management. Role and Responsibility of Production Function in Organization. Types of Production System - Continuous Intermittent, Job lots etc Plant Layout - Objectives. Types. Materials Flow Pattern, Safety Consideration and Environmental Aspects.**

**Unit II Production Design : Definition. Importance, Factors affecting product Design- Product Policy-Standardization. Simplification. Production Development- Meaning, Importance, Factors Responsible for Development, Techniques of Product Development.**

**Unit III Production Planning and Control : Meaning, Objective, Scope, Importance & Procedure of Production Planning, Routing Scheduling Master Production Schedule, Production Schedule. Dispatch, Follow up, Production Control : Meaning, Objectives, Factors affecting Production Control.**

**Unit IV Concept and Importance of Materials Management Corporate policy, organization, research, planning, source, selection. Inventory Management, its prime importance in our country today. Inventory Control Techniques - ABC Make-or-buy decisions, Problem on ABC analysis.**

**Unit V Warehousing and Stores Management : centralized and decentralized stores, Brief introduction to various methods of stores accounting, Need for Stock verification.**

(29)

SECTION OFFICER (Acad-I)  
University of Rajasthan  
JAIPUR-302 004

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Explanation of EOQ—its advantages, limitation/modifications.  
Types of inventory system. Need for safety stock/reserve stock.  
Simple problems on these topics.

**Code 505 : Organizational Behavior**

- Unit I** Introduction : Meaning of OB. Disciplines, Theories of organization, contributing to OB field. Role of OB in today's business organization.
- Unit II** Organizational Change : Major forces of change, resistance to change, process of change, Developing support for change, change Model.
- Unit III** Group Dynamics : Theories of Groups, group norms and roles, cohesiveness the dynamics of informal groups. Team and Team building.
- Unit IV** Management of Conflicts : Types of Conflicts, Process of Conflict, Approaches of Conflict, Reasons of Conflicts, Positive and Negative Aspects of Conflict, Conflict Management strategies.
- Unit V** Power : Meaning of Power, Source of Power, implications of performance and satisfaction.

**Recommended Books**

1. Prof. Anil Mehta, Bhumiya Chouhan - Organizational Behavior (RBD Jaipur)
2. PSS Kumar, Dr. Anukrati Sharma and K.S. Krishna Organizational Behavior (Jaharvi Publications Pvt. Ltd. Jaipur)

**Code 506 : Business Budgeting**

- Unit I** Budgeting : Meaning, Origin, and Significance, Public and Private Budgets. Concepts of Surplus, Deficit and Balance Budgets. Fixed and Flexible budgets and limitations of Business Budgets. Features of Sound Business Budgeting Systems.
- Unit II** Operating Business Budgets : Sales Budget, Production Budget, Materials Budget, Labour Budget, Overheads Budget, Financial Budgets- Cash Budget, Master Budget, Human Resource Budget, Research and Development Budgets.
- Unit III** Capital Budgeting : Types of Capital Expenditure, Capital Expenditure and Investment Banking, Techniques: Pay Back, Average Rate of Return, Net Present Value and Internal Rate of Return.

30

SECTION OFFICER (Acad-I)  
University of Rajasthan  
JAIPUR-302 004

**Unit IV Performance Budgeting : Concept, Evolution and its uses in Business Decisions - Preparation of Performance Budgets, Follow-up and Monitoring.**

**Unit V Zero Base Budgeting : Concept Evolution and its Practical utility in Business Decisions. Information System for Business Budget.**

**Recommended Books**

1. J.B. Heckert and J.D. Wilson : Business Budgeting and Control
2. G.A. Welsch : Business Budgeting
3. Clark and others : Capital Budgeting
4. E.I. Altman : Financial Hand Book
5. R.M. Srivastava : Financial Decision Making

**SEMESTER VI**

**Code 601 : Compensation Management**

**Unit I Compensation : Meaning, Role, Economics and Behavioural issues, Wage Concept, Wage Theories.**

**Unit II Compensation Management : Compensation Decisions. Internal and Employee Equities.**

**Unit III Job Evaluation : Purpose, methods, Component- Basic Salary. D.A. Fringe Benefits, Bonus, Incentives, Performance, Link Reward System, Profit Sharing and Stock.**

**Unit IV National Policy : Wage Board and Pay Commission, Corporate Consideration in Compensations.**

**Unit V Management of Employee : Exit Options. Managing Organizational Exit, Workforce Managers CEO, Voluntary Retirement.**

**Code 602 : Management Information System**

**Unit I Introduction to MIS : Concept of MIS, Role of MIS, Objects of MIS, Emergence of MIS, MIS and Computers, Impact of MIS, Systems Approach to MIS.**

**Unit II Information Concepts : Data and Information : Meaning and importance, Relevance of Information in Decision making, Sources and Types of Information, Cost Benefit Analysis, Quantitative Aspect, Assessing Information Needs of the organization.**

(31)

SECTION OFFICER (Acad-1)  
University of Rajasthan  
JAIPUR-302 004

- Unit III Information Systems for Decision making :** Decision Making and MIS, Decision-making Concept, Organizational Decision Making, MIS and Decision Making Concept, MIS as technique of program decisions, Decision support system, MIS and Role of MIS.
- Unit IV Network :** Introduction, topology, LAN and VAN, data Communication.
- Unit V MIS in Functional Areas :** Production Information Systems, Financial Information Systems, Marketing Information Systems, Human Resource Information System.

**Recommended Books**

1. Upadhyay & Upadhyay – M.I.S. (RBD, Jaipur)
2. Javedkar, W.S. Management Information Systems (Tata McGraw-Hill Publishing Company Ltd., New Delhi).
3. Mardic R.G., Ross J.E. & clagger J.R. Information System for Modern Management (Prentice Hall of India).
4. James A.O. Brien, Management Information Systems, (Galgota Publications).
5. Locus, Analysis, Design and Implementation of Information System (McGraw-Hill Book Co.)
6. Anderson, Lavid L. Post Gerald V. Management Information System (Tata-Mc-Graw Hill Publishing Co.)

**Code 603 : Fundamentals of Banking**

- Unit I Overview of Indian Banking Sector :** Structure of Indian Banking Sector, Source of Funds for a Bank, Various Deposits Products.
- Unit II Types of Bank Financing :** Fund based and non fund base, cash credit, bank Overdraft, term loan, demand loan, export/import financing, rural/farm lending etc. Bank Guarantee, Introduction to NPA and its management, classification of NPAs and recovery strategy.
- Unit III Central Banking Concept :** Function and Role of RBI-Money Creator, Credit Regulator, Supervision of Banking Sector, Reforms in Indian Banking - Narsimhan Committee I & II.
- Unit IV Fundamentals of Investment Banking :** Fund based and Fee based services, Innovation in banking ; E-Banking.
- Unit V Introduction of NBFCs :** Role and Classification.

(32)

SECTION OFFICER (Acad-I)  
University of Rajasthan  
JAIPUR-302 004

**Code 604 : Export Marketing**

- Unit I Exporting Marketing :** Meaning, importance, scope. Export Market Research, Forms, Types of export Organization.
- Unit II Marketing Mix for Export Marketing :** Product Planning for Export, Pricing for Exports, Channels of Distribution. The agency Control Personnel Selling.
- Unit III Advertising for Exports :** Participation in Trade Fair and Exhibitions, Export Procedure in India, Export Documentation in India.
- Unit IV Major Organizations and Policies ( Government and Private) :** Facilitating and Promoting Export from India (Their elementary knowledge) Functions and Evaluation of UNCTAD and GATT.
- Unit V Global Marketing Environment :** Concept, Significance and Scope of Global Marketing, Internal and External Environment, Information Systems, Export Procedure, Future Prospects of Export Marketing.

**Recommended Books**

1. Prof. R. K. Kothari, Jain & Mittal : International Marketing (RBD Jaipur)
2. Prof. R. K. Kothari and Dr. Mukesh Jain : International Marketing (MBA Edition) (RBD Jaipur)

**Code 605 : Leadership Skills and Change Management**

- Unit I Nature and Importance of Leadership :** The Meaning of Leadership - Leadership as a partnership - Leadership V/S Management - Traits, Motives and Characteristics of Leaders - Role of Leadership and Leadership Skills.
- Unit II Effective Leadership Behaviour and Attitudes :** Task-related attitudes and behaviours, relationship - oriented attitudes and behaviours- super leadership.
- Unit III Leadership Styles :** The leadership Continuum - Classical leadership styles, the boss-centered V/S employee-centered leadership continuum - the autocratic, participative, free rein continuum - The leadership grid styles.
- Unit IV Understanding Change :** Nature of Change - forces of change- perspective on change - contingency perspective -

33

SECTION OFFICER Acad-II  
University of Rajasthan  
JAIPUR-302 004

