

शासकीय कमलाराजा कन्या स्नातकोत्तर स्वशासी महाविद्यालय ग्वालियर (म.प्र.)

स्नातक स्तर पर सेमेस्टर पद्धति के अन्तर्गत एकल प्रश्न पत्र प्रणाली अनुसार प्रबंध विषय का पाठ्यक्रम अध्ययन मण्डल द्वारा अनुशंसित तथा अकादमिक परिषद द्वारा अनुमोदित सत्र 2015 - 16 से प्रभावशील

Single Paper Pattern Syllabus for U.G. Classes of Management Under Semester System As recommended by Board of Studies and approved by the Academic Council
Effective from Session 2015 -16

Max. Marks / अधिकतम अंक : 40

B.B.A. V Semester
Indian Financial System
Paper Code B.B.A.- F - 506

- Unit – I Introduction :**
Formal and Informal Financial Systems, Functions of Financial System, Nature and Role of Financial Institutions and Financial Markets, Financial System and The Economy.
- Unit – II Reforms in the Financial System :**
Objectives of Financial System Reforms and Indian Financial System in the Pre-reforms, Period, Meaning of New Financial Instrument and Types of New Financial Instruments.
- Unit – III Disinvestment of Public Sector Undertakings :**
Meaning of Public Sector Undertakings, Meaning and Objectives of Disinvestment, History of Disinvestment, Disinvestment Machinery, PSU Self-off Methods, Evaluating the Disinvestment Programme and Disinvestment of PSU's.
- Unit – IV Mutual Funds :**
Benefits of Mutual Funds, Mutual Funds in India, Role of Mutual Funds, Types of Mutual Funds, Organization of Mutual Fund, SEBI (Mutual Funds) Regulations, 1996 and SEBI Guidelines (2001-2002) Relating to Mutual Funds, Association of Mutual Funds in India and Performance of Mutual Funds in India.
- Unit – V Financial Regulation :**
Profile of SEBI, Management of SEBI Under the SEBI Act, 1992, Power and Functions of SEBI, Achievements of SEBI, Joint Parliamentary Committee on SEBI and Future Plans of SEBI.

Handwritten signatures and dates:
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25/06/2015

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Max. Marks / अधिकतम अंक : 40

B.B.A. V Semester
Management Training And Development
Paper Code B.B.A.- HRM - 504

- Unit – I** **Introduction :**
Concept, Need and Objectives of Training, Principles of Training, Methods of Training and Training Policy.
- Unit – II** **Employees Training :**
Training Process, Identification of Training Needs, Planning of Training Programme, Selection of Trainings, Implementation of Training, Performance Evaluation of Training and Follow-up Training.
- Unit – III** **Management Executive Development :**
Importance of Training and Development, Objectives of Training and Development, Executive Training and Development Process, Methods of Training and Development and its Selection, Evaluation of Training and Development, Management Training and Development Practices in India.
- Unit – IV** **Performance Appraisal :**
Basic Concepts of Performance Appraisal, Factors Affecting Performance Appraisal, Criteria of Performance Appraisal, Performance Appraisal Methods, Limitation of Performance Appraisal, Methods and Performance Appraisal in Indian Organization.
- Unit – V** **Career Development :**
Basic Concepts, Stages of Career Development, Importance and Limitations, Various Career Development Programmes and Carrier Dynamics.

Handwritten signatures and dates: 25-06-15, 25-06-15, 25-06-15, 25-06-15

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Max. Marks / अधिकतम अंक : 40

B.B.A. V Semester
Industrial Relations
Paper Code B.B.A.- HRM - 505

- Unit – I** **Introduction :**
Meaning, Nature and Significance of Industrial Relations, Approaches to Industrial Relations, Conditions for Good Industrial Relations, Suggestions to Improve Industrial Relations and Industrial Relations in India.
- Unit – II** **Industrial Disputes :**
Meaning Forms, Causes and Results of Disputes, Methods for the Prevention and Settlement of Industrial Disputes, Authorities for the Settlement of Disputes and Industrial Disputes in India.
- Unit – III** **Human Relations :**
Meaning and Approaches, Difference between HR and IR, Importance of HR in Maintaining good Industrial Relations and Theories of Human Relations.
- Unit – IV** **Employee Discipline :**
Concept Importance and Types of Discipline, Arguments Against Negative Discipline, Essentials of a Good Disciplinary System, Kinds of Punishment, Procedure for Taking Disciplinary Action.
- Unit – V** **Grievance :**
Meaning and Causes of Grievance, Grievance Procedure, Settlement of Grievance in Indian Industry, Employees Counseling.

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Max. Marks / अधिकतम अंक : 40

**B.B.A. V Semester
Human Resource Planning and Development
Paper Code B.B.A.- HRM - 506**

- Unit – I Introduction :**
Dimensions, Importance and Necessity of Human Resource Planning, Strategies and Policies of HRP, Nature and Scope of HR Plans, Classification of HR Plans and Human Resources Inventory, Human Resource Development in India.
- Unit – II Job Analysis and Evaluation :**
Meaning, Objectives and Hierarchy of Job Analysis, Techniques of Job Analysis, Job Evaluation and Its Techniques.
- Unit – III Job Description and Specification :**
Meaning and Objectives of Job Description and Specification, Format for Job Description and Job Specification, Techniques of Job Evaluation and Employment Stability.
- Unit – IV Human Resource Development :**
Meaning Methods, Process and Outcomes of Human Resource Development, Tasks of The HRD Department, Designing a Human Resource Development System, Suggestions to make HRD Effective in Indian Organizations.
- Unit – V HRD Research :**
Profile of HRD Research HRD Research Process, HRD Research in India, HRD in Indian Industry.

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Max. Marks / अधिकतम अंक : 40

B.B.A. VI Semester
Business Policy
Paper Code B.B.A.- 601

- Unit – I** **Business Policy – An Introduction :**
Nature, Importance, Purpose and Objectives of Business Policy, Various Terms in Business Policy, Levels of Strategy, Business Policy and Corporate Strategy.
- Unit – II** **Policy Formulation and Implementation :**
Policy Formation and Implementation, Administration and Control Policy, Strategy and Policy in Functional Areas.
- Unit – III** **Strategy Formulation :**
Environmental Appraisal – Components, Environmental Scanning, Environmental Appraisal. Organizational Appraisal – Organisation Capability Factors, Organisation Appraisal. Strategic Alternatives, Strategic Choice and SWOT Analysis.
- Unit – IV** **Strategy Implementation :**
Project and Procedural Implementation.
Structural Implementation – Structural Considerations, Structures, Organisation Design and Change.
Functional Implementation – Financial, Marketing, Operations, Personal Plans and Policy.
Behavioral Implementation – Leadership Corporate Culture, Personal Values and Business Ethics.
- Unit – V** **Strategy Evaluation :**
Strategic Control – Basis Types of Control, Operational Control – Process of Evaluation, Techniques of Evaluation and Control, Role of Organization System.

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Max. Marks / अधिकतम अंक : 40

B.B.A. VI Semester
Operations Research
Paper Code B.B.A.- 602

- Unit – I** **Introduction :**
Nature, Scope and Role of Operations Research, Models in Operations Research, Phases of Operations Research, Techniques of Operations Research, Application of Operation Research Techniques, Significance and Limitations of Operations Research.
- Unit – II** **Linear Programming :**
Meaning of Linear Programming, Advantages and Limitations of Linear Programming, Application Areas of Linear Programming, Formulation of Linear Programming Problems, Graphical Method of Linear Programming.
- Unit – III** **Transportations Problem :**
Introduction, Balanced or Unbalanced Transport Problems, Application and Transport Problems, North-West Corner Method, Least Cost Method and Vogel's Approximation Method, Test of Optimality by Stepping Stone Method and Modi Method.
- Unit – IV** **Decision Theory :**
Introduction and Structure of Decision Making Problems, Types of Decision Making Criteria, Decision Making Under Certainty, Decision Making Under Risk, Expected Monetary Value, Expected Opportunity Loss, Decision Making Under Uncertainty, Maximum, Maximum, Minimum, Retreat Criterion.
- Unit – V** **Statistical Quality Control :**
Meaning of Quality Control, Statistical Quality Control, Basic of Statistical Quality Control, Chance Causes and Assignable Causes, Objectives of Statistical Quality Control, Benefits of Statistical Quality Control, Control Chart for Variable Mean Chart, R-chart, Control Chart for Attributes E-Chart, Np-Chart and P-Chart.

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स्नातक स्तर पर सेमेस्टर पद्धति के अन्तर्गत एकल प्रश्न पत्र प्रणाली अनुसार प्रबंध विषय का पाठ्यक्रम अध्ययन मण्डल द्वारा अनुशंसित तथा अकादमिक परिषद द्वारा अनुमोदित सत्र 2015 - 16 से प्रभावशील

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Max. Marks / अधिकतम अंक : 40

**B.B.A. VI Semester
Financial Analysis And Decision Making
Paper Code B.B.A.- F - 604**

- Unit – I** **Techniques of Financial Analysis :**
Ratio Analysis, Funds Flow Analysis, Cash Flow Analysis, Marginal Costing and Budgeting Control.
- Unit – II** **Management of Receivables :**
Nature of Receivables, Cost of Maintaining Receivables, Factors Affecting, Size of Receivables, Policies for Managing Accounts Receivables, Determination of Optimum Credit Policy and Credit Standards.
- Unit – III** **Management of Inventories :**
E.O.Q. Model, Order Points, Monitoring and Control of Inventories (ABC Analysis), Criteria for Educing Inventory System.
- Unit – IV** **Capital Budgeting, Process and Methods :**
Analysis of Risk and Uncertainty, Risk Evaluation Approaches, Decision Tree Analysis, Leverage Analysis With Numerical Problems.
- Unit – V** **Management of Earnings :**
Nature and Scope of Management of Earnings, Dividend Policy, Dividend Models- Walter's Model, Gordon's Model, MM Hypothesis, Pattern's of Dividend Policies.

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Max. Marks / अधिकतम अंक : 40

B.B.A. VI Semester
Business Taxation
Paper Code B.B.A.- F - 605

- Unit – I **Assessment of Firms :**
Computation of Income of the Firm, Computation of Tax, Association of Persons or Body of Individuals.
- Unit – II **Assessment of HUF :**
Concept of Hindu Coparcenaries, Difference between a Hindu Undivided Family and a Firm, Assessment of HUF, Partition of the Hindu Undivided Family, Incomes Which are not Treated as Family Income.
- Unit – III **Assessment of Companies :**
Types of Companies, Amalgamation of Companies and its Tax Implications, Minimum Alternative Tax (MAT) on Certain Companies, Computation of Total Income and Tax Liabilities.
- Unit – IV **Tax Payment :**
Return of Income and Assessment, Penalties and Prosecution, Appeals and Revisions, Tax Deduction and Collection at Source, Advance Payment of Tax and Refund of Tax.
- Unit – V **Special Tax Provisions :**
Tax Provision Relating to Free Trade Zones, Infrastructure Sector and Backward Areas, Tax Incentives for Exporters and Tax Planning.

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Max. Marks / अधिकतम अंक : 40

**B.B.A. V Semester
Project Planning and Management
Paper Code B.B.A.- F - 606**

- Unit - I Introduction :**
Meaning of Project Management, Forms of Project Organization, Project Planning, Project Control, Human Aspects of Project Management and Pre-requisites for Successful Project Implementation.
- Unit - II Generation and Screening of Project Idea :**
Generation of Ideas, Monitoring the Environment, Corporate Appraisal, Scouting for Project Ideas, Preliminary Screening Project Rating Index and Sources of Positive Net Present Value.
- Unit - III Network Techniques for Project Management :**
Development of Project Network, Time Estimation, Determination of the Critical Path, PERT Model, CPM Model and Network Cost System.
- Unit - IV Project Review and Administrative Aspects :**
Initial Review, Performance Evaluation, Administrative Aspects of Capital Budgeting, Evaluating the Capital Budgeting System of an Organization and Economic Life of Projects.
- Unit - V Financial Analysis :**
Cost of Project, Means of Finance, Working Capital Requirement and its Financing, Profitability Projections, Projected Cash Flow Statement and Balance Sheet.

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Max. Marks / अधिकतम अंक : 40

**B.B.A. VI Semester
Social Security And Welfare
Paper Code B.B.A.- HRM - 604**

- Unit – I Social Security :**
Definition, Components, Evolution and International Standard of Social Security, Social Security in India, Drawbacks or our Social Security Schemes and Major Recommendations of the Second NCL on Social Security.
- Unit – II Wages and Salaries :**
Basic Concepts, Theory of Wages, Process of Wages Payment, Wage (Pay) Structure, Wage Fixation, Wages Incentives Plans and National Wage Policy.
- Unit – III Labour Welfare :**
Concept Classification and Significance of Labour Welfare, Principal of Labour Welfare, Evaluation and Growth Welfare Measures in India, Labour Welfare Schemes and Constitutional Provisions Regarding Labour Welfare.
- Unit – IV Collective Bargaining :**
Concept, Evaluation, Nature Scope and Types of Collective Bargaining, Process of Collective Bargaining, Polices of Collective Bargaining, Benefits of Collective Bargaining, Conditions Essential for Successful Collective Bargaining, Laws of Collective Bargaining nad Collective Bargaining Regarding Public and Private Sectors.
- Unit – V Workers Participation :**
Meaning Origin / Growth and Objectives of Worker Participation, Factors Influencing Participation, Schemes of Workers Participation and Worker Participation in Management in India with Special Reference to India Industries.

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B.B.A. V Semester
Organisation Change and Development
Paper Code B.B.A.- HRM - 605

- Unit – I** **Organisation Change and Development :**
Meaning, Characteristics and Scope of Change, Response to Change, Change Cycles, Theories of Organization Change and Managing Organization Changes.
- Unit – II** **Resistance to Change :**
Nature, Types and Benefits of Resistance, Reasons for Resistance, Overcoming Resistance, Models for Change and Role of Change Agent, Managing Resistance to Change.
- Unit – III** **Organizational Development :**
Concepts, Objective, Nature, Significance and Assumptions of Organizational Development, Process of O.D., Implementation of O.D., Intervention Techniques, Sensitivity Training and O.D. Approach in India.
- Unit – IV** **Organizational Culture :**
Meaning, Characteristics and Nature of Organizational Culture, Evolution of a Culture, Types of Culture, Various of Culture, System Analysis Concept of Organization Culture, Maintaining an Uniform Culture, Formulation with Organizational Culture.
- Unit – V** **Organizational Climate :**
Concept, Factors Affecting Organizational Climate, Measurement of Organization Climate and Present Position of Organizational Climate in Indian Organization.

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D. 25-6-15
M. 25-6-15



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Max. Marks / अधिकतम अंक : 40

B.B.A. V Semester
Industrial Laws
Paper Code B.B.A.- HRM - 606

- Unit – I** Working Conditions :
Major Provisions of Factories Act with Licensing, Registration, Health and Safety.
Major Provisions of Factories Act with Labour Welfare, Wages, Penalties and Procedure.
- Unit – II** Industrial Relations :
The Industrial Dispute Act, 1947 – Concept of Industrial Disputes, Settlement of Industrial Disputes, Procedure, Power and Duties of Authorities, Strikes and Lock-Outs, Retrenchment and Log-off, The Industrial Employment (Standing Orders) Act, 1946.
- Unit – III** Industrial Relations (Contd.) :
The Trade Union Act, 1926 – Definition of a Trade Union, Registration of Trade Unions, Regulation, Penalties and other Provision.
- Unit – IV** Wages Administration :
The Payment of Wages Act, 1936
The Minimum Wages Act, 1948
- Unit – V** Miscellaneous :
The Apprentices Act, 1961
The Contract Labour (Regulation and Abolition) Act, 1970
The Equal Remuneration Act, 1976

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5. यदि विभाग में स्ववित्तीय योजना के तहत कोई पाठ्यक्रम/अतिरिक्त विषय/डिप्लोमा कोर्स/सर्टिफिकेट कोर्स प्रारंभ करने की योजना हो तो उसका विवरण एवं अनुशंसा।
6. यदि अन्य कोई विषय हो तो उसका विवरण एवं अनुशंसा।

हस्ताक्षर अध्ययन मंडल अध्यक्ष एवं समस्त सदस्य

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25/06/2015

शासकीय कमलाराजा कन्या स्नातकोत्तर स्वशासी महाविद्यालय ग्वालियर (म.प्र.)

स्नातक स्तर पर सेमेस्टर पद्धति के अन्तर्गत एकल प्रश्न पत्र प्रणाली अनुसार प्रबंध विषय का पाठ्यक्रम अध्ययन मण्डल द्वारा अनुशंसित तथा अकादमिक परिषद द्वारा अनुमोदित सत्र 2015 - 16 से प्रभावशील

Single Paper Pattern Syllabus for U.G. Classes of Management Under Semester System As recommended by Board of Studies and approved by the Academic Council Effective from Session 2015 -16

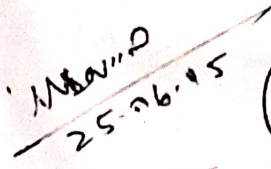
Max. Marks / अधिकतम अंक : 40

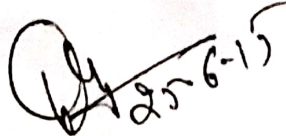
**B.B.A. I Semester
Management Principles and Practices
Paper Code B.B.A.-101**

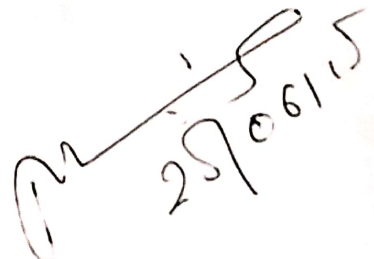
- Unit – I Introduction :**
Nature and Significance of Management, Process of Management, Management's Administration, Functions and Principles of Management, Levels of Management, Functional areas of Management, University of Management, Managerial roles and Managerial Skills.
- Unit – II Planning and Decision Making :**
Nature of Planning, Components of Planning, Principles of Planning, Importance and Process of Planning of Planning, in fast changing environment, Types of Planning, Laminations of Planning and Making Planning Effective.
Decision Making – Nature and Process, Types of Decisions, Rationality and Creativity in Decision Making.
- Unit – III Organizing :**
Nature, Process, Significance, and Principles of Organization, Organization charts, Organization Manual, Formal and Informal Organization.
Span of Management, Authority and Responsibility Relationships.
- Unit – IV Directing and Communication :**
Concept Nature, Principles and Techniques of Directing. Nature and Process of Communication, Communication Network, Channels and Media of Communication, Barriers in Communication, Making Communication Effective.
- Unit – V Managerial Control :**
Nature, Importance, Process and Types of Control, Limitations of Control, Essentials of Effective Control System, Techniques of Managerial Control and Emerging Horizons in Management.






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Max. Marks / अधिकतम अंक : 40

**B.B.A. I Semester
Financial Accounting
Paper Code B.B.A.-102**

- Unit – I** Nature, Objectives, Concept, Conventions and Principles of Accounting, Double Entry System, Journal, Ledger, Cash Book and Trial Balance, Preparation of Bank Reconciliation Statement.
- Unit – II** Concept of Capital and Revenue, Final Accounts with Adjustment, Depreciation Accounting.
- Unit – III** Accounts of Non-Trading Institutions – Receipts and Payment Accounts, Income and Expenditure Accounts and Single Entry System.
- Unit – IV** Accounting for Joint Venture, Consignment Accounts and Royalty Accounts.
- Unit – V** Branch Accounts and Departmental Accounts.

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Max. Marks / अधिकतम अंक : 40

**B.B.A. I Semester
Business Mathematics
Paper Code B.B.A.-103**

- Unit – I** Ratio and Proportion, Logarithms, Percentage, Average, Permutation and Combination.
- Unit – II** Commission, Brokerage and Discount, Rates and Taxes, Stocks and Shares, Simple Annuities, Present Value and Discount, Simple and Compound Interest, Profit and Loss Account.
- Unit – III** Matrices, Addition, Subtraction, Multiplication of Matrices, Inverse of Matrices, System of Linear Equations and Its Applications.
- Unit – IV** Function, Types of Functions, Applications of Linear Functions in Business, Simple Equations, Quadratic Equations, Simultaneous Equations and Problems Theory.
- Unit – V** Differentiation of Functions of Single Variable (excluding trigonometric functions), Break-Even Analysis, Simple Problems of Maxima and Minima.

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