

## **Scheme for Examination**

Each full credits course (6 Credits and / or 4 Credits) will be assessed for 100 marks, out of which 80 marks will be for the external evaluation and 20 marks will be for internal evaluation. In each course, external component will have semester end examination of 80 marks divided into two sections i.e. A & B. Section A will be of 20 marks comprising of 4 Questions of 5 marks each and there will be no choice. Section B shall be of 60 marks comprising of 8 long answer type questions in total i.e. 2 from each unit with internal choice. The students shall attempt 4 questions selecting one from each unit. The questions in section B will be of 15 marks each. For the internal evaluation, there shall be one test of 10 marks, one assignment and one snap test of 5 marks each.

Each 2 credits course will be assessed for 50 marks, out of which 30 marks will be for the external evaluation and 20 marks will be for internal evaluation. In each course, external component will have semester end examination of 30 marks divided into two sections i.e. A & B. Section A will be of 12 marks comprising of 6 Questions of 2 marks each and there will be no choice. Section B shall be of 18 marks comprising of 6 long answer type questions in total i.e. 2 from each unit with internal choice. The students shall attempt 3 questions selecting one from each unit. The questions in section B will be of 6 marks each. For the internal evaluation, there shall be one test of 10 marks, one assignment and one presentation of 5 marks each.

The industrial training report presentation and viva-voce shall be conducted jointly by the internal and external examiners. Internal examiner shall be appointed by the head of the institution by rotation. The external examiner may be appointed by the University of Jammu.

**Course Title: FUNDAMENTALS Of MANAGEMENT**

**Course Code: UBBTC101**  
**Credits – 6**  
**Examination – 3 Hours**

**Total Marks - 100**  
**Internal Marks – 20**  
**External Marks - 80**

**The syllabus is for the Examinations to be held in December 2016, December 2017 and December 2018**

**Objective:** The objective of the course is to make the learners to understand the fundamentals of management in the diverse business scenario.

**Unit I:**

Basis of Management- Management Concept, Nature, Process, Evolution of Management Thoughts, Managerial functions, systems approach, Managerial environment, Approaches to management.

**Unit II**

Planning and Decision Making- Concept, Nature and Process, MBO, Strategies, Policies and Concept, Types of Planning, Planning premises, Decision Making, Concept, Nature, and Significance, Decision Making as a Process.

**Unit III**

Organising and Staffing- Nature and Elements, Organising as a process, Organization Structure, Line/Staff authority, decentralization staffing, Meaning, Nature and Importance, Introduction to Performance Appraisal and Managing Organizational Change and Organizational Development.

**Unit IV**

Direction and Controlling as Management Process -Direction, Meaning, Nature and Significance, Motivation- Meaning, Nature and Significance. Leadership - Meaning, Nature and Significance. Communication- Meaning, Nature, Types and Importance. Controlling- Meaning, Nature, Process and Techniques.

**Note for Paper Setter:**

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For the internal evaluation, there shall be one test of 10 marks, one assignment and one snap test of 5 marks each.

**Readings**

1. Koontz and Wehrich (2015) Essential of Management Mc Graw Hill 9<sup>th</sup> edition.
2. L.M Prasad (2015) Principle of Management S Chand Publisher 9<sup>th</sup> edition.
3. Pravin Durai Principle of Management Text and Cases Pearson Publisher 1/e.
4. Bhatt and Kumar Management Principles Process and Practices Oxford University Press (2008).

**Course Title: STATISTICS FOR BUSINESS DECISIONS**

**Course Code: UBBTC102**  
**Credits – 6**  
**Examination – 3 Hours**

**Total Marks - 100**  
**Internal Marks – 20**  
**External Marks – 80**

**The syllabus is for the Examinations to be held in December 2016, December 2017 and December 2018**

**Objective:** To familiarize the students with various Statistical Data Analysis tools that can be used for effective decision making. Emphasis will be on the application of the concepts learnt.

**UNIT I**

Measures of Central Tendency - mean, median, mode, harmonic mean and geometric mean. Merits, Limitations and Suitability of averages; Relationship between averages; Measures of Dispersion- Meaning and Significance. Absolute and Relative measures of dispersion - Range, Quartile Deviation, Mean Deviation, Standard Deviation, Coefficient of Variation, Moments, Skewness, Kurtosis.

**UNIT II**

Correlation Analysis: Meaning and significance; Types of correlation; Methods of studying simple correlation - Scatter diagram, Karl Pearson's coefficient of correlation, Spearman's Rank correlation coefficient, Regression Analysis: Meaning and significance, Regression vs. Correlation; Simple Linear Regression, Regression lines (X on Y, Y on X) and Standard error of estimate.

**UNIT III**

Analysis of Time Series: Meaning and significance. Utility, Components of time series, Models (Additive and Multiplicative), Measurement of trend: Method of least squares, Index Numbers: Meaning and significance, problems in construction of index numbers, methods of constructing index numbers-weighted and unweighted, Test of adequacy of index numbers, chain index numbers, base shifting, splicing and deflating index number.

**UNIT IV**

Probability: Meaning and need. Theorems of addition and multiplication. Conditional probability. Bayes' theorem, Random Variable- discrete and continuous. Probability Distribution: Meaning, characteristics (Expectation and variance) of Binomial, Poisson, and Normal distribution

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For the internal evaluation, there shall be one test of 10 marks, one assignment and one snap test of 5 marks each.

**Readings:**

1. S.P. Gupta (S.P.): Statistical Methods, Sultan Chand & Sons, 34th Edition.
2. Richard Levin & David Rubin : Statistics for management, Prentice Hall.
3. Anderson, Sweeny & Williams: Statistics for Business and Economics, South Western

## MANAGERIAL ECONOMICS

**Course Code: UBBTC103**  
**Credits – 6**  
**Examination – 3 Hours**

**Total Marks – 100**  
**Internal Marks – 20**  
**External Marks – 80**

**The syllabus is for the Examinations to be held in December 2016, December 2017 and December 2018**

**Objective:** The purpose of this course is to apply economic concepts and techniques in evaluating business decisions taken by firms.

**Unit I:**

Demand, Supply and Market equilibrium: individual demand, market demand, individual supply, market supply; Elasticities of demand and supply: Price elasticity of demand, income elasticity of demand, cross price elasticity of demand, elasticity of supply;

**Unit II:**

Law of diminishing margin productivity, three stages of production, optimizing behavior in long run (isoquants, isocost line, optimal combination of resources).

Costs and scale: traditional theory of cost (short run and long run, geometry of cost curves, envelope curves), modern theory of cost (short run and long run), economies of scale, economies of scope.

**Unit III:**

Theory of firm and market organization: perfect competition: short run equilibrium of firm/industry, long run equilibrium of firm/industry; Monopoly: basic features, short run equilibrium, long run equilibrium; price discrimination; Monopolistic competition (basic features, demand and cost, short run equilibrium, long run equilibrium) ; Oligopoly (Cournot's model, kinked demand curve model)

**Unit IV:** Factor market: demand for a factor by a firm under marginal productivity theory (perfect competition in the product market, monopoly in the product market), market demand for a factor, supply of labour, market supply of labour, factor market equilibrium.

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For the internal evaluation, there shall be one test of 10 marks, one assignment and one snap test of 5 marks each.

**Readings:**

1. Dominick Salvatore (2009). Principles of Microeconomics (5<sup>th</sup> ed.) Oxford University Press
2. Lipsey and Chrystal. (2008). Economics. ( 11<sup>th</sup> ed.) Oxford University Press
3. Koutosyannis (1979). Modern Micro Economics. Palgrave Macmillan
4. Pindyck, Rubinfeld and Mehta. (2009). Micro Economics. (7<sup>th</sup> ed. ). Pearson.

**Course Title: ETHICS & CSR**

**Course Code: UBBTE105**  
**Credits – 4**  
**Examination – 3 Hours**

**Total Marks - 100**  
**Internal Marks – 20**  
**External Marks - 80**

**The syllabus is for the Examinations to be held in December 2016, December 2017 and December 2018**

**Objective:** The objective of this paper is to make the students understand the importance of ethics in business and practices of good corporate governance. It also talks about the corporate social responsibility.

**Unit I**

Business ethics: Meaning of ethics, why ethical problems occur in business. Ethical principles in business: Utilitarianism: weighing social cost and benefits, Rights and duties, Justice and fairness, ethics of care, Integrating utility, rights, justice and caring.

**Unit II**

Business Ethics: An alternative to moral principles: virtue ethics, Moral issues in business: Worker's and employee's rights and responsibilities, Profit maximization vs. social responsibility.  
Corporate Governance: Concept, Features of Good Governance, Role played by Regulators to improve Corporate Governance.

**Unit III**

Corporate Social Responsibility: Meaning, Evolution of CSR, Indicators for measuring Business Social Performance, Reporting Social Responsibility measures in Annual Report

**Note for Paper Setter:**

Each full credits course (6 Credits and / or 4 Credits) will be assessed for 100 marks, out of which 80 marks will be for the external evaluation and 20 marks will be for internal evaluation. In each course, external component will have semester end examination of 80 marks divided into two sections i.e. A & B. Section A will be of 20 marks comprising of 4 Questions of 5 marks each and there will be no choice. Section B shall be of 60 marks comprising of 8 long answer type questions in total i.e. 2 from each unit with internal choice. The students shall attempt 4 questions selecting one from each unit. The questions in section B will be of 15 marks each.

For the internal evaluation, there shall be one test of 10 marks, one assignment and one snap test of 5 marks each.

**Readings:**

1. Manuel G Velasquez : Business ethics- concepts and cases Pearson.
2. Luthans Hodgetts and Thompson: Social issues in business, Macmillan USA
3. A.C. Fernando: Business Ethics Pearson Education.
4. A.C. Fernando: Corporate Governance Pearson Education.
5. Adrian Davies: Strategic approach to corporate governance Gower Pub Co.
6. N. Gopalswamy: Corporate governance a new paradigm A H Wheeler Publishing Co Ltd.
7. Marianne M Jennings: Cases in Business Ethics Indian South-Western College Publishing
8. Kevin Gibson: Ethics and Business, An Introduction, Cambridge Applied Ethics Cambridge University Press Bhanumurthy K V: Ethics and Social Responsibility of Business, Pearson Education India



## **Scheme for Examination**

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Each 2 credits course will be assessed for 50 marks, out of which 30 marks will be for the external evaluation and 20 marks will be for internal evaluation. In each course, external component will have semester end examination of 30 marks divided into two sections i.e. A & B. Section A will be of 12 marks comprising of 6 Questions of 2 marks each and there will be no choice. Section B shall be of 18 marks comprising of 6 long answer type questions in total i.e. 2 from each unit with internal choice. The students shall attempt 3 questions selecting one from each unit. The questions in section B will be of 6 marks each. For the internal evaluation, there shall be one test of 10 marks, one assignment and one presentation of 5 marks each.

The industrial training report presentation and viva-voce shall be conducted jointly by the internal and external examiners. Internal examiner shall be appointed by the head of the institution by rotation. The external examiner may be appointed by the University of Jammu.

**Course Title: ORGANISATIONAL BEHAVIOUR**

**Course Code: UBBTC201**  
**Credits – 4**  
**Examination – 3 Hours**

**Total Marks – 100**  
**Internal Marks – 20**  
**External Marks – 80**

**The syllabus is for the Examinations to be held in May 2017, May 2018 and May 2019**

**Objective** - The objective of the course is to make the learners understand the concepts and application of organisational behaviour in business scenario.

**Unit I**

Organisational Behaviour - Concept, Meaning, Nature and Scope of Organisational Behaviour, interdisciplinary nature of Organisational Behaviour, Factor Influencing Organisational Behaviour, Challenges and Opportunities in Organisational Behaviour.

**Unit II**

Individual Behaviour - Basic Psychological Determinants-Personality, Personality Traits and Theories, Perception, Perceptual Process and Factors Affecting Perception, Learning - Types, Elements, Theories of Learning, Social Learning. Motivation - Concept and Theories of Motivation, Attitude - Concept, Nature and Factors Affecting Attitude.

**Unit III**

Group Behaviour- Concept of Group Dynamics- Features of Group, Types of Group Behaviour, Formal and Informal Group Behaviour, Stages of Group Development, Group Moral, Group Norms, and Group Cohesiveness.

**Unit IV**

Organisation in relation to its Environment: Organisational Power and Politics, Management of Conflict, Organisational Change and Organisational Development- Meaning, Significance and Process, Stress Management, Leadership-Types, Approaches, Styles and Effectiveness.

**Note for Paper Setter:**

Each full credits course (6 Credits and / or 4 Credits) will be assessed for 100 marks, out of which 80 marks will be for the external evaluation and 20 marks will be for internal evaluation. In each course, external component will have semester end examination of 80 marks divided into two sections i.e. A & B. Section A will be of 20 marks comprising of 4 Questions of 5 marks each and there will be no choice. Section B shall be of 60 marks comprising of 8 long answer type questions in total i.e. 2 from each unit with internal choice. The students shall attempt 4 questions selecting one from each unit. The questions in section B will be of 15 marks each.

For the internal evaluation, there shall be one test of 10 marks, one assignment and one snap test of 5 marks each.

**Readings:**

1. Stephen P. Robbins , Organisational Behaviour, Prentice Hall international Inc, 9th Eds
2. Aswathappa(2010), Organisational Behaviour, Himalaya Publishers
3. L.M.Prasad, Organisational Behaviour, S Chand Publishers, 8<sup>th</sup>
4. Robbins, Judge and Vohra(2011), Organisational Behaviour, Pearson Publishing



## FINANCIAL ACCOUNTING

Course Code: UBBTC202  
Credits – 6  
Examination – 3 Hours

Total Marks - 100  
Internal Marks – 20  
External Marks – 80

**The syllabus is for the Examinations to be held in May 2017, May 2018 and May 2019**

**Objective:** The course has been outlined with a purpose to enable students to understand accounting concepts, tools and techniques for taking managerial decisions.

### **Unit I**

Introduction , Meaning of Accountancy, Difference between Book-Keeping and Accounting, Accounting Process, Objectives for accounting, Limitations of Accounting , Basic terminologies in accounting Accounting Concepts, conventions and Principles; Double Entry Accounting: Introduction, Meaning of double entry accounting, Classification of accounts in relation to Rules of debit and credit; Accounting equation

### **Unit II**

Journal and its characteristics, analysing business transactions and passing entries in a journal, Posting entries into Ledger and significance of Ledger balances; Difference between Journal and Ledger; Preparation of Trail Balance.

### **Unit III**

Classification of Receipts and Expenditure into capital and revenue; Contents of Trading and Profit & Loss account; Closing entries of trading account. Preparation of profit and loss account.

### **Unit IV**

Classification and arrangement of assets and liabilities in balance sheet- grouping and marshalling; Distinction between trail balance and balance sheet; Preparation of balance sheet with elementary level adjustments and rationale behind adjustments.

### **Note for Paper Setter:**

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For the internal evaluation, there shall be one test of 10 marks, one assignment and one snap test of 5 marks each.

### **Readings:**

1. C.M Juneja, J.S Arora, R.C. Chawla. Elements of Book-Keeping. Kalyani Publishers; Eighteenth edition (2013)
2. Grewal, T.S. Introduction to Accounting. S. Chand & Company, New Delhi
3. Narayanaswamy, R., Financial Accounting - A Managerial Perspective, Prentice Hall of India, New Delhi.
4. Gupta, Ambrish, Financial Accounting for Management: An Analytical Perspective, Pearson Education, New Delhi.
5. Maheswari & Maheswari, Accounting for Managers, Vikas Publishing, New Delhi.
6. Anthony, Robert N. et al. Accounting: Text and cases, Tata McGraw Hill, New Delhi
7. Bhattacharya, Ashish K. Financial Accounting for Business Managers. Prentice Hall of India.
8. Khan, M.Y. and Jain, P.K. Financial Management, Text, Problems & Cases. Tata McGraw Hill Company, New Delhi.

## Course Title: BUSINESS MATHS

Course Code: UBBTC203  
Credits – 6  
Examination – 3 Hours

Total Marks - 100  
Internal Marks – 20  
External Marks – 80

### The syllabus is for the Examinations to be held in May 2017, May 2018 and May 2019

**Objective:** The aim of the course is to acquaint students with mathematical tools applicable to business related problems.

Note: Problems involving trigonometric ratios are not to be done.

#### Unit I

**Sets & Functions:** Definition of Set, representation of a set, algebra of sets. Simple applications of sets. Cartesian product of two sets, relations and functions on sets and their domain and range. Composition of two functions. Some important functions: identity function, constant function, modulus function, greatest integer function.

#### Unit II

**Differential & Integral Calculus:** Concept of limit and continuity, differentiation of a function from first principle, derivative of sum, product and quotient of two functions, derivative of a function of a function, logarithmic differentiation. Derivatives of second order, local maxima and local minima of functions in single variable. Derivative as a rate measure. Integration as inverse of differentiation. Integration by substitution method, integration by parts and partial fractions. Concept of definite integral and its managerial applications.

#### Unit III

**Matrices & Determinants:** Concept of a matrix and its types, algebra of matrices: addition, subtraction and multiplication of matrices. Transpose of a matrix, adjoint and inverse of a matrix and solving system of linear equations upto three variables using matrix method. Determinants: Concept of determinant, expansion rule, properties of determinants and solving system of linear equations upto three variables using Cramer's Rule. Examples and exercises based on these concepts.

#### Unit IV

**Probability & Linear Programming:** Probability: Random experiment, sample space, events and probability of an event, addition and multiplication laws of probability, conditional probability, Bayes's theorem (statement only). Linear programming: Meaning and definition, mathematical formulation of a LPP and its solution by Graphical method. Examples and exercises based on these concepts.

#### Note for Paper Setter:

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For the internal evaluation, there shall be one test of 10 marks, one assignment and one snap test of 5 marks each.

#### Readings:

1. V.K Kapoor ó Operations Research
2. Shanti Narayan & N.P Bali - Differential Calculus
3. Shanti Narayan & N.P Bali - Integral Calculus
4. Shanti Narayan ó Matrices & Determinants
5. Sunil Gupta ó Abstract Algebra
6. P.R Halmos ó Set Theory
7. Schaum Series ó Textbook on Probability & Statistics

## INDIA'S DIVERSITY AND BUSINESS

**Course Code: UBBTE205**  
**Credits – 4**  
**Examination – 3 Hours**

**Total Marks - 100**  
**Internal Marks – 20**  
**External Marks – 80**

### The syllabus is for the Examinations to be held in May 2017, May 2018 and May 2019

**Objective:** The objective of the paper is to understand the bases of India's diversity and its linkages with the people, livelihood, occupational diversity and socio-economic challenges. Further, it aims at understanding the diversity and its implications for the business.

#### **Unit I**

Recognizing, Accommodating and valuing diversity, Challenges and dilemmas posed by diversity and drive for homogenization; Sources of dilemma and tension – immigration, competition for limited resources; Regional bases of India's diversity: regional approach to understanding diversity, in terms of India's topography, drainage, soil, climate, natural vegetation, rural and urban settlements, Social diversity in India: Peopling, demography, languages, castes, ethnicity, religions, sects, family, kinship and social institutions; socio-cultural regions

#### **Unit II**

People, Livelihood and Occupational Diversity, Region, occupation and employment, Linkages between Diversity and India's Socio-economic challenges, Regional variations in terms of geographic and socio-economic factors- trends and, emerging options; economic inequalities and poverty, environmental degradation, and sustainable development;

#### **Unit III**

Diversity and Business, Indian Consumers and marketing; Rural and Urban context, Diversity, manufacturing, industry and services; Diversity and Innovation; Workforce diversity and management

#### **Note for Paper Setter:**

Each full credits course (6 Credits and / or 4 Credits) will be assessed for 100 marks, out of which 80 marks will be for the external evaluation and 20 marks will be for internal evaluation. In each course, external component will have semester end examination of 80 marks divided into two sections i.e. A & B. Section A will be of 20 marks comprising of 4 Questions of 5 marks each and there will be no choice. Section B shall be of 60 marks comprising of 8 long answer type questions in total i.e. 2 from each unit with internal choice. The students shall attempt 4 questions selecting one from each unit. The questions in section B will be of 15 marks each.

For the internal evaluation, there shall be one test of 10 marks, one assignment and one snap test of 5 marks each.

#### **Readings:**

Bhatt, B. L(1980) – India and Indian Regions: A Critical Overview – in David E. Sopher – *An Exploration of India- Geographical Perspectives on Society and Culture*. Cornell. Pages- 35-61 for Socio cultural regions.

Bill Aitken, Seven sacred rivers, Penguin Books, 1992

Bose NK (1969) Unity in Indian Diversity in Desai AR (1969) *Rural Sociology in India*, eprinted 2009, Popular Prakashan, (for diversity as strength Part II chap 3 pp 134-136)

Chakravarti AK (2004) *Regional Preferences for Food: Some Aspects of Food Habit Patterns In India* in Grover N and KN Singh (eds) 2004, *Cultural Geography: Form and Process*, Concept Publishers, Delhi ( for regional specificity of food -Chap 23 pp 355 to 375)

Fernando Mart ,n-Alca zarÉ Pedro M. Romero-Ferna ndezÉ Gonzalo Sa nchez- Gardey, Transforming Human Resource Management Systems to Cope with Diversity, **Journal of Business Ethics**, 2012, 107:511-531

Gadgil and Guha Ecology and Equity: The use and abuse of nature in contemporary India. Penguin 1995

Gail Robinson and Kathleen Dechant, Building a business case for diversity, Academy of Management Executive 1997, Vol 11, No. 3

Kaul, Vijay Kumar, -nnovation Revolution: Harnessing India's Diversityø Yojana, November 2014, also available at SSRN , <http://ssrn.com/abstract=2517855>

Kaul, Vijay Kumar, INDIA'S DIVERSITY AND GLOBALISATION: UNIFYING FORCES AND INNOVATION, Working paper in Social Sciences Research Network(SSRN) , June 2014 <http://ssrn.com/abstract=2444668>

Kaul, Vijay Kumar, INDIA'S DIVERSITY: FROM CONFLICT TO INNOVATION, Working paper in Social

Sciences Research Network(SSRN) ,June 2014 <http://ssrn.com/abstract=2444099>\

Kaul, Vijay Kumar, Managing Diversity, in **Business Organisation and Management**, chapter 35, Pearson Education, 2012.

Nehru J (1946) The Discovery of India, OUP, chaps 4-8

Sopher, D.E-öThe Geographical Patterning of Culture of Indiaö in David E. Sopher *An Exploration of India-Geographical Perspectives on Society and Culture*. Cornell, Pages- 289-326.

Thomas Kochan, KaterinaBezrukova, Robin Ely, et el, The EFFECTS OF DIVERSITY ON BUSINESS PERFORMANCE: REPORT OF THE DIVERSITY RESEARCH NETWORK, Human Resource Management, Spring 2003, Vol 42, No.1. pp3-21