



**MAHARAJA AGRASEN
HIMALAYAN GARHWAL UNIVERSITY
UTTARAKHAND**

BBA

REVISED SYLLABUS PREPARED BY

- 1. DR. KUMAR PUNIT GOEL**
- 2. DR. RUCHI KANSAL**
- 3. DR. A. H. KHAN**


**Registrar
Maharaja Agrasen Himalayan Garhwal University**



Page 1

RECOMMENDED BY BOARD OF STUDIES DEPARTMENT OF MANAGEMENT

S.N.	NAME	DESIGNATION
1.	DR. ABBUL HASAN KHAN	HEAD
2.	DR. HEMANT KUMAR	ASSOCIATE PROFESSOR
3.	DR. KUMAR PUNIT GOEL	ASSISTANT PROFESSOR
4.	MR. ASHISH KUMAR KESTWAL	ASSISTANT PROFESSOR
5.	DR. DILEEP SINGH	ASSISTANT PROFESSOR

APPROVED BY

**ACADEMIC COUNCIL, MAHARAJA AGRASEN HIMALAYAN GARHWAL
UNIVERSITY**

W.E.F.- ACADEMIC SESSION 2022-23


**Registrar
Maharaja Agrasen Himalayan Garhwal University**



MARKS EVALUATION OF BBA PROGRAMME

Paper Code	Paper Name	Credit	Internal Marks	External Marks	Total Marks
SEMESTER - I					
BB101	Management & Organization Behaviour	4	30	70	100
BB102	Business Statistics	4	30	70	100
BB103	Entrepreneurship Development	4	30	70	100
BB104	Environmental Science	4	30	70	100
BB105	Financial Accounting & Analysis	3	30	70	100
BB106	Business Economics	3	30	70	100
TOTAL		22	180	420	600
SEMESTER - II					
BB201	Human Resource Management	4	30	70	100
BB202	Business Accounting	4	30	70	100
BB203	Production and Operations Management	4	30	70	100
BB204	English/ Modern Indian Language (MIL)	4	30	70	100
BB205	Quantitative Techniques & Operations Research in Management	3	30	70	100
BB206	Business Communication	3	30	70	100
TOTAL		22	180	420	600
SEMESTER - III					
BB301	Organizational Behaviour	4	30	70	100
BB302	Indian Economy	4	30	70	100
BB303	Marketing Management-I	4	30	70	100
BB304	Computer Applications-I	4	30	70	100
BB305	Management Accounting	3	30	70	100
BB306	Personality Development & Communication Skills-III	3	30	70	100
BB307	Computer Application Lab-I (Practical)	2		100	100
TOTAL		24	180	520	700
SEMESTER - IV					
BB401	Macroeconomics	4	30	70	100
BB402	Business Environment	4	30	70	100
BB403	Marketing Research	4	30	70	100
BB404	Computer Application-II	4	30	70	100
BB405	Business Laws	3	30	70	100
BB406	Taxation Laws	3	30	70	100
BB407	Computer Applications Lab-II (Practical)	2		100	100
TOTAL		24	180	520	700
SEMESTER - V					
BB501	Values & Ethics in Business	3	30	70	100
BB502	Marketing Management-II	3	30	70	100
BB503	Production & Operations Management	4	30	70	100

BB504	Management Information System	4	30	70	100
BB505	Financial Management	4	30	70	100
BB506	Summer Training Report and Viva Voce	4	30	70	100
BB507	Computer Application Lab-III(Practical)	2		100	100
Total		24	180	520	700
SEMESTER - VI					
BB601	Business Policy and Strategy	4	30	70	100
BB602	Project Planning and Evaluation	4	30	70	100
BB603	Entrepreneurship and Development	4	30	70	100
BB604	International Business Management	4	30	70	100
BB605	Project Report and Viva Voce	3	30	70	100
BB606	Environmental Science	3	30	70	100
TOTAL		22	180	420	600
GRAND TOTAL		1080		2820	3900


Registrar
Maharaja Agrasen Himalayan Garhwal University



Detailed Syllabus of BBA

FIRST SEMESTER

Paper : Management & Organization Behaviour

Paper Code: BB101

Objective: To acquaint the students with the fundamentals of managing business and to understand individual and group behaviour at work place so as to improve the effectiveness of an organization.

Unit I

Basic forms of Business Ownership; Special forms of ownership: Franchising, Licensing, Leasing; Choosing a form of Business ownership; Corporate Expansion: mergers and acquisitions, diversification, forward and backward integration, joint ventures, Strategic alliance. Evolution of Management Theory. Managerial functions and Roles. Insights from Indian practices and ethos.

Unit II

Overview of Planning: Types of Plans & The planning process; Decision making: Process, Types and Techniques. Control: Function, Process and types of Control; Principles of organizing: Common organisational structures; Delegation & Decentralization: Factors affecting the extent of decentralization, Process and Principles of delegation.

Unit III

Importance of organizational Behaviour. Perception and Attribution: Concept, Nature, Process, Personality: Personality: Learning: Concept and Theories of Learning, reinforcement, . Motivation: Concepts and their application, Need, Content & Process theories, Contemporary Leadership issues: Charismatic, Transformational Leadership. Emotional Intelligence

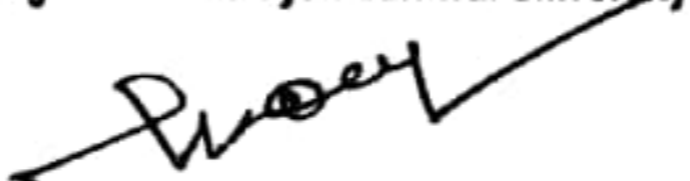
Unit IV

Groups and Teams: Definition, Difference between Groups and teams; Stages of Group Development, Group Cohesiveness, Types of teams. Analysis of Interpersonal Relationship: Transactional Analysis, Johor Window Organisational Power and Politics: Nature of organisational politics. Conflict: Concept, Sources, Types, Stages of conflict, Management of conflict, Organisational Change: Concept, Resistance to change, Managing resistance to change, Implementing Change, Kurt Lewin Theory of Change. Managing Stress: Insights from Indian ethos

Readings:

1. Gilbert: Principles of Management, McGraw Hill.
2. Greenberg Jerald and Baron Robert A. Behaviour in Organisations: Understanding and Managing The Human Side of Work, Prentice Hall of India.
3. Kaul Vijay Kumar, Business Organisation & Management - Text and Cases,

For Maharaja Agrasen Himalayan Garhwal University


Registrar



- Pearson.
4. Kaul, Vijay Kumar, Management- Text & Cases, Vikas Publication.
 5. Kavita Singh: Organisational Behaviour, Vikas Publication.
 6. Koontz & HeinzWehrich: Essential of Management, McGraw Hill.
 7. Luthans Fred: Organisational Behaviour, Tata McGraw Hill.
 8. Mc Shane L. Steven, Glinow Mary Ann Von & Sharma Radha R. Organisational Behaviour; Tata McGraw Hill.
 9. Newstrom John W.: Organisational Behaviour, Tata McGraw Hill.
 10. Richard L. Daft: Principles of Management, Cengage Learning India.
 11. Robbins Stephen P: Organisational Behaviour, Pearson.
 12. Stephen P. Robbins & Mary Coulter: Management, Pearson.
 13. Stoner & Wankel: Management, Prentice Hall of India.
 14. Y.K. Bhushan: Fundamentals of Business Organisation & Management, Sultan Chand& Sons.
 15. Navin Mathur, Management Gurus , National Publishing House, New Delhi

Paper : Business Statistics

Paper Code: BB102

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 Value: Characteristics of an ideal measure; 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. Correlation and Causation, 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. 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, Parabolic trend and logarithmic trend; **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.

For Maharaja Agrasen Himalayan Garhwal University

Registrar



Page 6

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. Central limit theorem.

Unit V:

Hypothesis testing: Concept; Level of Significance; Process of testing; Test of hypothesis concerning Mean; Test of hypothesis Normal Z test & t test for single mean. Using Non-parametric statistics for hypothesis testing.

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.

Paper : Entrepreneurship Development

Paper Code: BB103

Objective: This course provides students with a solid introduction to the entrepreneurial process of creating new businesses , role of Creativity and innovation in Entrepreneurial start-ups, manage family-owned companies, context of social innovation and social entrepreneurship and issues and practices of financing entrepreneurial businesses.

Unit-I

Entrepreneurial Management

The evolution of the concept of entrepreneurship, John Kao's Model on Entrepreneurship, Idea Generation, Identifying opportunities and Evaluation; Building the Team / Leadership; Strategic planning for business; Steps in strategic planning, Forms of ownership – Sole proprietorship; partnership; limited liability partnership and corporation form of ownership; advantages and disadvantages, Franchising; advantages/disadvantages of franchising; types of franchise arrangements; franchise contracts; franchise evaluation checklist, Financing entrepreneurial ventures; Managing growth; Valuation of a new company; Harvesting and Exit Strategies; Corporate Entrepreneurship

Unit-II

Entrepreneurship, Creativity and Innovation

Stimulating Creativity; Organisational actions that enhance/hinder creativity, Managerial responsibilities, Creative Teams; Sources of Innovation in Business; Managing Organizations for Innovation and Positive Creativity.

Unit-III

Social Entrepreneurship

Introduction to Social Entrepreneurship; Characteristics and Role of Social Entrepreneurs; Innovation and Entrepreneurship in a Social Context; Start-Up

For Maharaja Agrasen Himalayan Garhwal University



Registrar



Page 7

and Early Stage Venture Issues in creating and Sustaining a Non-profits Organization; Financing and Risks; Business Strategies and Scaling up.

Unit- IV

Family Business and Entrepreneurship

The Entrepreneur; Role and personality; Family Business: Concept, structure and kinds of family firms ; Culture and evolution of family firm; Managing Business, family and Share holder relationships ; Conflict and conflict resolution in family firms ; Managing Leadership ,succession and continuity ; women's issues in the family business; Encouraging change in the family business system.

Unit- V

Financing the Entrepreneurial Business

Arrangement of funds; Traditional sources of financing, Loan syndication, Consortium finance, role played by commercial banks, appraisal of loan applications by financial institutions, Venture capital.

Readings

1. Burns, P. (2001). Entrepreneurship and small business. New Jersey:Palgrave.
2. Drucker, P. F. (2006). Innovation and entrepreneurship: Practice and principles. USA: Elsevier.
3. Gersick, K. E., Davis, J. A., Hampton, M. M., &Lansberg, I. (1997). Generation to generation: Life cycles of the family business. Boston: Harvard Business School Press.
4. Hisrich, R., & Peters, M. (2002). Entrepreneurship. New Delhi: Tata McGraw Hill.
5. Holt, D. H. (2004). Entrepreneurship new venture creation. New Delhi: Prentice Hall of India.
6. Kaplan, J. (2004). Patterns of entrepreneurship. Wiley.
7. Khandwalla, P. (2003). Corporate creativity. New Delhi: Tata Mc.Graw Hill.
8. Mullins, J. (2004). New business road test. New Delhi: Prentice Hall.
9. Nicholls, A. (Ed.). (2006). Social entrepreneurship new models of sustainable social change. Oxford University Press.
10. Prahalad, C. K. (2006). Fortune at the bottom of the pyramid ,eradicating poverty through profits. Wharton school Publishing.
11. Scarborough & Zimmerer, Effective Small Business Management
11. Stevenson, H. (Ed.). (2007). Perspective on entrepreneurship. Boston: Harvard

Paper : Environmental Sciences

Paper Code: -BB104

As per the syllabus of b.com

For Maharaja Agrasen Himalayan Barhwal University

Registrar



Page 8

Paper : Financial Accounting and Analysis

Paper Code: -BB105

Objectives:

The primary objective of the course is to familiarize the students with the basic accounting principles and techniques of preparing and presenting the accounts for user of accounting information.

Unit 1

Meaning and Scope of Accounting: Need for Accounting, Development of Accounting, Definition and Functions of Accounting, Limitation of Accounting, Book Keeping and Accounting, Is Accounting Science or Art?, End User of Accounting Information, Accounting and other Disciplines, Role of Accountant, Branches of Accounting, Difference between Management Accounting and Financial Accounting, Objectives of Accounting, Accounting Equation.

Accounting Principles and Standards : Meaning of Accounting Principles, Accounting Concepts, Accounting Conventions, Systems of Book Keeping, Systems of Accounting, Introduction to Accounting Standards Issued by ICAI.

Journalising Transactions : Journal, Rules of Debit and Credit, Compound Journal Entry, Opening Entry

Sub Division of Journal: Cash Journal, Petty Cash Book, Purchase Journal, Sales Journal, Sales Return Journal, Voucher System.

Ledger Posting and Trial Balance: Ledger, Posting, Relationship between Journal and Ledger, Rules Regarding Posting, Trial Balance, Final Accounts of Sole Proprietorship and Firms.

Unit II

Capital and Revenue : Classification of Income, Classification of Expenditure, Classification of Receipts, Difference between Capital Expenditure & Capitalized Expenditure, Revenue Recognition.

Accounting Concept of Income : Concept of Income, Accounting Concept's and Income Measurement, Expired Cost & Income Measurement, Relation Principle and Income Measurement, Accountants and Economist's Concept of Capital and Income.

Unit III

Inventory Valuation: Meaning of Inventory, Objectives of Inventory Valuation, Inventory Systems, Methods of Valuation of Inventories, Accounting Standard 2 (Revised): Valuation of Inventories.

Depreciation Provisions and Reserves: Concept of Deprecation, Causes of

For Maharaja Agrasen Himalayan Garhwal University



Registrar



Page 9

Depreciation, Basic Features of Depreciation, Meaning of Depreciation Accounting, Objectives of Providing Depreciation, Fixation of Depreciation Amount, Method of Recording Depreciation, Methods of Providing Depreciation, Depreciation Policy, AS-6 (Revised) Depreciation Accounting, Provisions and Reserves, Change of method of Depreciation (by both current and retrospective effect).

Unit IV

Shares and Share Capital: Shares, Share Capital, Accounting Entries, Under subscription, Oversubscription, Calls in Advance, Calls in Arrears, Issue of Share at Premium, Issue of Share at Discount, Forfeiture of Shares, Surrender of Shares, Issue of Two Classes of Shares, Right Shares, Re-issue of shares.

Debentures: Classification of Debentures, Issue of Debentures, different Terms of Issue of Debentures, Writing off Loss on Issue of Debentures, Accounting Entries, Redemption of Debentures.

Joint Stock Company: Introduction, Meaning and Definition of a Company, Essential Characteristics of a Company, Kinds of Companies, Private and Public Limited Companies, Formation of Company.

Company Final Accounts: Books of Account, Preparation of Final Accounts, Profit & Loss Account, Balance Sheet, Requirements of Schedule VI concerning Profit & Loss Account and Balance Sheet, Preparation of Simple Company Final Accounts.

Readings:

1. Maheshwari, S.N. and S. K. Maheshwari; *An Introduction to Accountancy*, Eighth Edition, Vikas Publishing House, 2003.
2. Gupta, R.L. and V.K. Gupta; *Financial Accounting: Fundamentals*, Sultan Chand Publishers, 2003.
3. Monga, J.R., *An Introduction to Financial Accounting*, First Edition, Mayo Paperbooks, 2005.
4. Monga, J.R. and Girish Ahuja; *Financial Accounting*, Eighteenth Edition, Mayo Paper Backs, 2003.
5. Bhattacharya, S.K. and J. Dearden; *Accounting for Manager – Text and Cases*, Third Edition, Vikas Publishing House, 2003.
6. Maheshwari, S.N. and S.K. Maheshwari; *Advanced Accountancy*, Eighth Edition, Vol. I & II, Vikas Publishing House, 2003.

Paper : Business Economics

Paper Code: -BB106

Objectives:

The objective of this subject is to give understanding of the basic concepts and issues in business economics and their application in

For Maharaja Agrasen Himalayan Garhwal University



Registrar



Page 10

business decisions.

Unit I

Introduction to Business Economics and Fundamental concepts

Nature, Scope, Definitions of Business Economics, Difference Between Business Economic and Economics, Contribution and Application of Business Economics to Business. Micro Vs. Macro Economics. Opportunity Costs, Time Value of Money, Marginalism, Incrementalism, Market forces and Equilibrium, Risk, Return and Profits.

Unit II

Consumer Behaviour and Demand Analysis

Cardinal Utility Approach: Diminishing Marginal Utility, Law of Equi-Marginal Utility.

Ordinal Utility Approach: Indifference Curves, Marginal Rate of Substitution, Budget Line and Consumer Equilibrium.

Theory of Demand, Law of Demand, Movement along Vs. Shift in Demand Curve, Concept of Measurement of Elasticity of Demand, Factors Affecting Elasticity of Demand, Income Elasticity of Demand, Cross Elasticity of Demand, Advertising Elasticity of Demand and Expectation Elasticity of Demand. Demand Forecasting: Need, Objectives and Methods (Brief)

Unit III

Theory of Production

Meaning and Concept of Production, Factors of Production and production function. Fixed and Variable Factors. Law of Variable Proportion (Short Run Production Analysis), Law of Returns to a Scale (Long Run Production Analysis) through the use of ISOQUANTS.

Unit IV

Cost Analysis & Price Output Decisions

lectures:-10-

Concept of Cost, Cost Function, Short Run Cost, Long Run Cost, Economies and Diseconomies of Scale. Explicit Cost and Implicit Cost, Private and Social Cost. Pricing Under Perfect Competition, Pricing Under Monopoly, Control of Monopoly, Price Discrimination, Pricing Under Monopolistic Competition, Pricing Under Oligopoly.

Readings

1. Dwivedi, D.N.; *Managerial Economics*, Vikas Publishing House, 2003.
2. Chaturvedi, D.D. and S. L. Gupta; *Business Economics*, Brijwasi Publishers, 2003.
3. Mehta, P. L.; *Managerial Economics*, Sultan Chand & Sons., 2003.
4. Koutsoyiannis, A.; *Modern Micro Economics*, Macmillan Press Ltd., 2003.
5. Salvator, Dominick, *Managerial Economics*, McGraw-Hill Book Company

For Maharaja Agrasen Himalayan Garhwal University

Registrar



Page 11

SECOND SEMESTER

Paper : Human Resource Management

Paper Code: BB201

Objective: The objective of this course is to help the students to develop an understanding of the concept & techniques of essential functions of human resource management. The course will use and focus on Indian experiences, approaches and cases

Unit I

Human Resource Management: Concept, Functions, roles, skills & competencies, HRD definition, goals and challenges. The changing environment of HRM – globalization, cultural environment, technological advances, workforce diversity, corporate downsizing, changing skill requirement, HRM support for improvement programs Work life balance, HR role in strategy formulation & gaining competitive advantage. HRM issues in Indian Organisations

Unit II

Human Resource Planning: Process, Forecasting demand & supply, Skill inventories Human Resource Information System (HRIS) succession planning, Job analysis – Uses, methods, Job description & Job specifications. HR accounting and Human Resource Development (HRD) audit concept. Recruitment, Selection & Orientation: internal & external sources, e- recruitment, selection process, orientation process.

Unit III

Training: Concept, Needs, Systematic approach to training, methods of training. Management development: Concept & Methods. Performance management system: concept, uses of performance appraisal, performance management methods, factors that distort appraisal, appraisal interview. Career planning: career anchors, career life stages. Compensation: Steps of determining compensation, job evaluation, components of pay structure, factors influencing compensation levels, wage differentials & incentives, profit sharing, gain sharing, employees' stock option plans. Brief introduction of social security, health, retirement & other benefits.

Unit IV

Industrial Relations: Introduction to Industrial Relations, Trade unions role, types, functions, problems, industrial dispute- concept, causes & machinery for settlement of disputes- grievance, concepts, causes & grievance redressal machinery, discipline concept, aspect of discipline & disciplinary procedure, Collective bargaining- concept, types, process, problems, essentials of effective collective bargaining .

For Maharaja Agrasen Himalayan Garhwal University



Registrar



Page 12

Readings:

1. De Cenzo, D.A. & Robbins: Fundamentals of Human Resource Management, New York: John Wiley & Sons.
2. Dessler, G: Human Resource Management, Pearson.
3. Monappa & Saiyaddin: Personnel Management, Tata McGraw Hill.
4. Rao, V.S.P.: Human Resource Management- Text and Cases, Excel Books.
5. R.Wayne Mondy & Rober M. Noe: Human Resource Management, Pearson.

Paper: Business Accounting**Paper Code- BB202**

Objective: To familiarize students with the mechanics of preparation of financial statements, understanding corporate financial statements, their analysis and interpretation.

Unit I

Introduction to Financial Accounting. Accounting as an Information System. Importance, Scope, and Limitations. Users of Accounting Information. Generally Accepted Accounting Principles. The Accounting Equation. Nature of Accounts and Rules of Debit and Credit. Recording Transactions in General Journal. Recording Transactions in three column Cash Book. An overview of Subsidiary books – Purchase Book, Purchase Returns Book, Sales Book, and Sales Returns Book. Opening and Closing Entries. Preparation of Ledger Accounts.

Unit II

Introduction to International Financial Reporting Standards (IFRS). Understanding Accounting Standards issued by the ICAI related to Disclosure of Accounting Policies, Depreciation Accounting, and Revenue Recognition. Methods of charging Depreciation – Straight-line Method, and Written-down-value Method. Preparation of Trial Balance. Adjustment Entries. Post-adjusted Trial Balance. Bank Reconciliation Statement.

Unit III

Preparation of Financial Statements: Preparing Trading Account, Profit & Loss Account and Balance Sheet for a Sole Proprietor. Understanding contents of Financial Statements of a Joint Stock Company as per Companies Act 2013. Understanding the contents of a Corporate Annual Report. Preparation of Cash Flow Statement as per AS-3 (revised).

Unit IV

Analyzing Financial Statements: Objectives of Financial Statement Analysis; Sources of Information; Standards of Comparison; Techniques of Financial Statement Analysis - Horizontal Analysis, Vertical Analysis, and Ratio Analysis. Meaning and Usefulness of Financial Ratios; Analysis of Financial Ratios from the perspective of different Stake holders like Investors, Lenders, and Short-term Creditors; Profitability Ratios, Solvency Ratios, Liquidity Ratios, and Turnover Ratios; Limitations of Ratio Analysis.

For Maharaja Agrasen Himalayan Garhwal University



Registrar



Page 13

Readings:

1. S.N. Maheshwari, Suneel K. Maheshwari, and Sharad K. Maheshwari: An Introduction to Accountancy, Vikas Publishing House Pvt. Ltd.
2. R. Narayanaswamy, Financial Accounting: A Managerial Perspective, PHI Learning Pvt. Ltd.
3. Charles T. Horngren, Gort L. Sundem, John A. Elliott, and Donna R. Philbrick,
4. Introduction to Financial Accounting, Pearson.
5. J.R. Monga, Financial Accounting: Concepts and Applications, Mayur Paperbacks.
6. 5. T.P. Ghosh, Financial Accounting for Managers: Taxmann Allied Services Pvt. Ltd.

Paper: Production and Operations Management**Paper Code: BB203****Objectives:** To understand the production and operation function and familiarize students with the technique for planning and control.**Unit I**

Introduction to Production & Operations Management: Definition, need, responsibilities, key decisions of OM, goods vs. services. Operations as a key functional area in an organisation. Operation Strategies-Definition, relevance, strategy formulation process, order qualifying and order winning attribute Maintenance Management: Need of maintenance management, equipment life cycle(Bathtub curve), measures for maintenance performance (MTBF, MTTR and availability).Lean production: Definition of lean production, lean Demand Pull logic, waste in Operations, elements that address elimination of waste, 2 card kanban Production Control system.

Unit II

Forecasting-Definition, types, qualitative (grass roots, market research and Delphi Method) and quantitative approach (simple moving average method, weighted moving average and single exponential smoothing method), forecast error, MAD. Scheduling: Operation scheduling, goals of short term scheduling, job sequencing (FCFS, SPT, EDD, LPT, CR) & Johnson's rule on two machines, Gantt charts.

Unit III

Process Selection: Definition, Characteristics that influence the choice of alternative processes (volume and variety), type of processes- job shop, batch, mass and continuous, product-process design Matrix and Services design matrix, technology issues in process design, flexible manufacturing systems (FMS), and computer integrated manufacturing(CIM).Layout Decision: Layout planning, importance, different types of layouts



Registrar

Page 14



(Process, Product, Group technology and Fixed position layout). Assembly line balancing by using LOT rule; Location Decisions & Models: Facility Location – Objective, factors that influence location decision, location evaluation methods-factor rating method. Capacity Planning: Definition, measures of capacity (input and output), types of planning over time horizon. Decision trees analysis.

Unit IV

Aggregate Planning: Definition, nature, strategies of aggregate planning, methods of aggregate planning (level plan, chase plan and mixed plan, keeping in mind demand, workforce and average inventory), Statistical Quality control: Variations in process (common & assignable causes), Control charts: Variable measures (mean and range chart), Attribute measures (proportion of defects and no. of defects) using control tables. Elementary Queuing Theory: Poisson-Exponential Single Server Model with Infinite Population. (Question based on M/M/1).

Readings:

1. Mahadevan B, Operations Management Theory & Practice, Pearson Education.
2. Heizer Jay and Render Barry, Production & Operations Management, Pearson Education.
3. Chase R B, Aquilano N J, Jacobs F R and Agarwal N, Production & Operations Management Manufacturing and Services, Tata McGraw Hill.
4. S.P. Gupta, Statistical methods, Sultan Chand & Sons.
5. Adam, E.E and Ebert, Production & operations Management, Prentice Hall of India, New Delhi.
6. S.N. Chary, Production & operations management – Tata McGraw Hill, New Delhi.
7. Buffa E S, & Sarin R K, Modern Production / Operations Management (8th edition) John Wiley, 1994.
8. Gaither and Frazier, Operations Management, Thomson South-Western.
9. Operations Research, P. K. Gupta, Man Mohan, Kanti Swarup, Sultan Chand.
10. Operations Research, V. K. Kapoor. Sultan Chand & Sons.

Paper: English/ Modern Indian Language (MIL)

Paper Code: BB204

As per the syllabus framed by the University.

Paper: Quantitative Techniques & Operations Research in Management

Paper Code: BB205

Objectives:

The objective of this paper is to develop student's familiarity with the basic

For Maharaja Agrasen Himalayan Garhwal University

Page 15

Registrar



concept and tools in statistics and operations research. These techniques assist specially in resolving complex problems serve as a valuable guide to the decision makers.

Unit I

Statistics: Definition, Importance & Limitation. Collection of data and formation of frequency distribution. Graphic presentation of frequency distribution – graphics, Bars, Histogram, Diagrammatic. Measures of central tendency – mean, median and mode, partition values – quartiles, deciles and percentiles. Measures of variation – range, IQR, quartile, deciles and percentiles. Measures of variation – range, IQR, quartile deviation and standard deviation and Lorenz Curve.

Unit II

Correlation Analysis: Correlation Coefficient; Assumptions of correlation analysis; coefficients of determination and correlation; measurement of correlation- Karl Person's Methods; Spearman's rank correlation; concurrent deviation the correlation coefficient; Pitfalls and limitations associated with regression and correlation analysis; real world application using IT tools..

Unit III

Linear Programming: Concept a assumptions usage in business decision making linear programming problem: formulation; method of solving: graphical and simplex problems with mixed constraints: duality, concept, significance, usage & application in business decision making.

Unit IV

Transportation, assignment problems & Game Theory: General structure of transportation problem, solution procedure for transportation problem, methods for finding initial solution, test for optimality. Maximization transportation on problem, transportation problem. Assignment problem approach of the assignment model, solution methods of assignment problem, maximization in an assignment, unbalanced assignment problem, restriction on assignment.

Decision analysis and Game Theory: Operations Scheduling: Scheduling problems, shop floor control, Gantt Charts, Principals of work center scheduling, principles of job shop scheduling, personnel scheduling, principles of job shop scheduling, personnel scheduling.

Readings:

1. Gupta, S.P. and Gupta, P.K.; Quantitative Techniques and Operations Research, Sultan Chand & Sons
2. Vohra, N.D.; Quantitative Techniques in Management 2003.
3. Gupta, S.P. Statistical Methods, Sultan Chand & Sons. 2004
4. Srivastava, U.K.; Shenoy, G.V. and Sharma, S.C.; Quantitative Techniques for managerial Decisions; New Age International Pvt. Ltd., (2002) 2nd edition

For Maharaja Agrasen Himalayan Garhwal University



Registrar



Page 16

5. S.D. Sharma; Operations Research, New Edition
6. Sharma, J.K.; Operations Research: problems & solutions; Macmillan India Ltd. . 2004(2nd edition)
7. Sancheti, D.C. & Kapoor, V.K.; Statistics-Theory, Methods and Applications, , Sultan Chand & Sons, 2004

Paper : Business Communication

Paper Code: -BB206

Course Objectives

- 1: To understand business communication strategies and principles for effective communication in domestic and international business situations.
- 2: To understand and appropriately apply modes of expression, i.e., descriptive, expositive, narrative, scientific, and self-expressive, in written, visual, and oral communication.
- 3: To develop the ability to research and write a documented paper and/or to give an oral presentation.
- 4 : To develop the ability to communicate via electronic mail, Internet, and other technologies for presenting business messages.
- 5: To understand and apply basic principles of critical thinking, problem solving, and technical proficiency in the development of exposition and argument.

UNIT 1:

Introduction: Role of communication – defining and classifying communication – purpose of communication – process of communication – characteristics of successful communication – importance of communication in management – communication structure in organization – communication in crisis - barriers to communication.

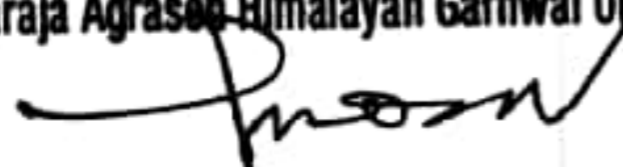
Unit 2:

Oral communication: What is oral Communication – principles of successful oral communication – what is conversation control – reflection and empathy: two sides of effective oral communication – effective listening – non – verbal communication. Written communication: Purpose of writing – clarity in writing – principles of effective writing – approaching the writing process systematically: The 3X3 writing process for business communication: Pre writing – Writing – Revising – Specific writing features – coherence – electronic writing process.

Unit 3:

Business letters and reports: Introduction to business letters – writing routine and persuasive letters – positive and negative messages- writing memos – what is a report purpose, kinds and objectives of report writing. Presentation

For Maharaja Agrasen Himalayan Garhwal University



Registrar



Page 17

skills: What is a presentation – elements of presentation – designing a presentation. Advanced visual support for business presentation types of visual aid

Unit 4:

Employment communication: Introduction – writing CVs – Group discussions – interview skills Impact of Technological Advancement on Business Communication networks – Intranet – Internet – e mails – SMS – teleconferencing –video conferencing .

Unit 5:

Group communication: Meetings – Planning meetings – objectives – participants – timing – venue of meetings – leading meetings. Media management – the press release press conference – media interviews Seminars – workshop – conferences. Business etiquettes.

Readings:

1. Bovee & Thill – Business Communication Essentials A Skill – Based Approach to Vital Business English. Pearson.
2. Bisen & Priya – Business Communication (New Age International Publication)
3. Kalkar, Suryavanshi, Sengupta-Business Communication(Orient Blackswan)
4. Business Communication : Skill, Concepts And Applications – P D Chaturvedi, Mukesh Chaturvedi Pearson Education.
5. Asha Kaul, Business Communication, Prentice Hall of India.
6. "Business Communication" Vikash Publishing, Shalini Verma

SEMESTER THREE

BB301: Organizational Behaviour

L-4 T-0 Credits-4

Objectives:

The course aims to provide an understanding of basic concepts, theories and techniques in the field of human behaviour at the individual, group and organizational levels in the changing global scenario.

Unit I

lectures:-8

Introduction: Concept and nature of Organizational behaviour; Contributing disciplines to the field of O.B.; O.B. Models; Need to understand human behaviour; Challenges and Opportunities.

For Maharaja Agrasen Himalayan Garhwal University



Registrar

Page 18



Unit II

lectures:-14

Individual & Interpersonal Behaviour: Biographical Characteristics; Ability; Values; Attitudes-Formation, Theories, Organisation related attitude, Relationship between attitude and behaviour; Personality – determinants and traits; Emotions; Learning-Theories and reinforcement schedules, Perception –Process and errors. Interpersonal Behaviour: Johari Window; Transactional Analysis – ego states, types of transactions, life positions, applications of T.A.

Case Study

Unit III

lectures:-12

Group Behaviour & Team Development: Concept of Group and Group Dynamics; Types of Groups; Formal and Informal Groups; Stages of Group Development, Theories of Group Formation; Group Norms, Group Cohesiveness; Group Think and Group Shift. Group Decision Making; Inter Group Behaviour; Concept of Team Vs. Group; Types of teams; Building and managing effective teams.

Case Study

Unit IV

lectures:-10

Organization Culture and Conflict Management: Organizational Culture-Concept, Functions, Socialization; Creating and sustaining culture; Managing Conflict – Sources, types, process and resolution of conflict; Managing Change; Managing across Cultures; Empowerment and Participation.

Case Study

Text Books:

1. Prasad, L.M.; *Organizational Behaviour*, Sultan Chand & Sons, 2003.
2. Stephen P., Robbins; *Organizational Behaviour*; "Prentice Hall of India Pvt. Ltd.", New Delhi, 2003.

Reference Books:

1. Luthans, Fred; *Organizational Behaviour*, Tata McGraw Hill, New Delhi, 2003.

For Maharaja Agrasen Himalayan Garhwal University



Registrar



Page 19

2. Chhabra, T.N. & Singh, B.P., *Organization Behavior*, Sultan Chand & Sons.
3. Khanka, S.S.; *Organizational Behaviour*, Sultan Chand and Sons, New Delhi.
4. Joseph, Weiss; *Organization Behaviour and Change*, Vikas Publishing house, 2004.

BB302: Indian Economy

L-4 T-0 Credit-4

Objective:

Objective of this course is to acquaint students of the Indian Economy, present and future of Indian Economics, and how the Indian Economy is influencing the business environment in India context.

Course Content

Unit I

lectures:-8

Structure of Indian Economy

Concept of Economic Growth and Economic Development, Growth and Development. Basic Characteristics of Indian Economy Changes in structure of Indian Economy (Primary Sector, Secondary Sector & Tertiary Sector). Trends in National Income Occupational Distribution, Work Force Participation and Changes in Occupational Structure in India.

Unit II

lectures:-16

Planning and Economic Development and Problems in Indian Economy

Objective of Economic Planning in India, Tenth Five Year Plan. Industrial Policy-1991, Disinvestments of Public Enterprises. Economic Problems: Poverty, Inequality, Parallel Economy, Unemployment, Concentration of Economic Power, Balanced Regional Development, Low Capital Formation and Industrial Sickness.

Unit III

lectures:-8

Indian Economy & Foreign Trade

Concept, Significance, Foreign Exchange Reserve, Balance of Payment, Balance of Trade, Export Import Policy (2002-2007), Foreign Exchange Management Act (FEMA), Export Promotion and Qualitative Restrictions.

For Maharaja Agrasen Himalayan Garhwal University



Registrar



Page 20

Unit IV

lectures:-8

Indian Economy – Emerging Issues

WTO & Indian Economy (Emerging Areas), GATT, TRIMS, TRIPS, Foreign Direct Investment, Portfolio Investment & Foreign Institutional Investors.

Text Books:

1. Dhingra, I.C.; *Indian Economy*, Sultan Chand, 2003
2. Aggarwal, A.N., *Indian Economy*, Vishwa Prakashan, 2003.

Reference Books:

1. Mishra, S.K. & V.K. Puri; *Problems of Indian Economy*, Himalaya Publishing House, 2003.
2. Datt, Rudder; *Sundhram, Indian Economy*, Sultan Chand, 2003.

BB303: Marketing Management - I

Objectives

L-4 T-0 Credits -4

The objective of this paper is to identify the foundation terms and concepts that are commonly used in marketing. It also identifies the essential elements for effective marketing practice. This course will give complete relationship between marketing and other management functions.

Unit I

lectures:-8

Introduction to Marketing: Nature, scope and importance of marketing, basic concepts, marketing environment, Market segmentation, targeting and positioning.

Unit II

lectures:-10

Product: Product strategy, product innovation and diffusion, Product development, Product lifecycle and product mix.

Pricing Decisions : Designing pricing strategies and programmes, pricing techniques.

Unit III

lectures:-12

Place: Types of channels, meaning & importance, channels strategies, designing and managing value network and marketing channel, managing retailing, Physical distribution, marketing logistics and supply chain management.

For Material Agrasen Himalayan Garhwal University

lectures:-12



Registrar



Page 21

Promotion: Advertising- meaning and importance, types, media decisions, promotion-mix, Personal Selling- Nature, importance and process, Direct Marketing Sales Promotion (push versus pull study).

Note: Question 1 will be compulsory case study covering 4 P's of Marketing.

Text Books:

1. Kumar, Ramesh; Application Exercises in Management, Vikas Publishing House, 2004.
2. Varshney & Gupta; Marketing Management, Sultan Chand & Sons, 2005.
3. Kotler & Armstrong; Principles of Marketing Management, Prentice hall India, 2003.

Reference Books:

1. Gandhi, T.C. Marketing; A Managerial Introduction, 2003.
2. Gupta & Suri; Case Studies in Marketing Mgt., Himalaya Publishing House, 2005.

BB304: Computer Application – I
(Windows Programming Using Visual Basic)

L-4 T-0 Credit-4

Course Objectives:

To familiarize with Front-end concept for developing various IT Applications Project.

Unit I

lectures:-10

1. Introduction to GUI and Windows Programming

1.1 GUI: Concept & Tools

- 1.1.1 The Title Bar
- 1.1.2. Menu System, Menus and The Menu Bar5
- 1.1.3. The Size Box
- 1.1.4. System Menu Box
- 1.1.5. Icons
- 1.1.6. Cursors
- 1.1.7. Scroll Bars
- 1.1.8. Tool Bar
- 1.1.9. Client Area

2. Introduction to Visual Basic Environment

- 2.1 Features of Visual Basic
- 2.2 Starting Visual Basic
- 2.3 The Environment
- 2.4 The Special Features of the Menu Bar

For Maharaja Agrasen Himalayan Garhwal University Customizing the Visual Basic Environment


Registrar

Page 22



Unit II

lectures:-3.

3. **Concepts in Visual Basic**
 - 3.1 Events
 - 3.2 Modules
 - 3.3 Methods
 - 3.4 Procedure
 - 3.4.1 Function Procedures
 - 3.4.2 SUB Procedures
 - 3.5 Event Procedure
 - 3.5.1 Creating an Event Procedure
 - 3.5.2 Parts of an Event Procedure
 - 3.6 General Procedures
 - 3.6.1 Creating a General Procedure
4. **Working with Forms**
 - 4.1 Forms
 - 4.2 Controls
 - 4.3 Custom Controls
 - 4.4 Properties
 - 4.5 MDI Forms
 - 4.5.1 Create an MDI Application
 - 4.5.2 MDI Child Property
 - 4.6 Menus
 - 4.6.1 The Menu Editor
 - 4.6.2 Creating a Menu
 - 4.6.3. Creating Popup Menus
 - 4.6.4. Growing Menus
 - 4.6.5 Sub Menus

Unit III

lectures:- 5

5. **Programming in Visual Basic**
 - 5.1 Data Types
 - 5.2 Variables
 - 5.3 Constants
 - 5.4 Operators in Visual Basic
 - 5.4.1. Arithmetic Operations
 - 5.4.2. Comparison Operators
 - 5.4.3. Logical Operators
 - 5.5 Array and the various Types
 - 5.6 Control Arrays
 - 5.6.1 Setting up the control Array
 - 5.6.2 To remove a control Array
 - 5.6.3 To add and delete controls at run time
 - 5.7 User Defined Data Types
 - 5.8 Control Structures

For Maharaja Agrasen Himalayan Garhwal University



Registrar

Page 23



- 5.9 Unconditional Branch Statement
- 5.10 The With Statement
- 5.11 The Built-in Procedures of Visual Basic
 - 5.11.1 Conversion procedure
 - 5.11.2 String Manipulation

Unit IV

lectures:-6

- 6. Creating an Application**
 - 6.1 Defining the Problem
 - 6.2 Designing the User Interface
 - 6.3 Designing the Main Form
 - 6.4 Writing the Code
- 7. Data Access**
 - 7.1 Data Access Overview
 - 7.2 The Jet Database Engine
 - 7.3 Bound Data Controls
 - 7.4 Connectivity through DAO, RDO and ADO
 - 7.5 Retrieving Data Using Structured Query Language (SQL)
 - 7.6 Querying a Database

Text Books:

1. *Teach yourself Visual Basic*, Techmedia Publication
2. *Black Book of Visual Basic*, Dream Tech Press

Reference Books:

1. *Beginning in Visual Basic 6.0*, Wrox Publication
2. *Mastering in Visual Basic*, BPB Publication

For Maharaja Agrasen Himalayan Garhwal University



Registrar



Page 24

Objectives

The objective of the course is to familiarize the students with the basic management accounting concepts and their applications in managerial decision making.

Course Contents**Unit I****lectures:-4**

Management Accounting: Nature and Scope, Financial Accounting, Cost Accounting and Management Accounting, Advantages and Limitations of Management Accounting, Role of Management Accountant.

Unit II**lectures:-20**

Financial Analysis: Financial Statements and their Limitations, Concepts of Financial Analysis, Tools of Financial Analysis: Comparative Financial Statements, Common Size Financial Statements, Trend Percentages, Ratio Analysis, Fund Flow and Cash Flow Analysis.

Ratio Analysis: Nature and Interpretation, Classification of Ratios, Profitability Ratios, Turnover Ratios, Financial Ratios, Utility and Limitations of Ratios, DUPONT Control Chart.

Funds & Cash Flow Analysis: Concept of Funds Flow Statement. Sources and Uses of Funds, Managerial Uses of Funds Flow Analysis, Construction of Funds Flow Statement, Distribution of Cash from Funds, Utility of Cash Flow Statement, Accounting Standard 3 (AS 3: Revised), Construction of Cash Flow Statement.

Unit III**lectures:-12**

Budgets and Budgetary Control: Concept of Budgets and Budgetary Control, Advantages and Limitations of Budgetary Control, Establishing a System of Budgetary Control, Preparation of Different Budgets. Fixed and Flexible Budgeting, Performance Budgeting and Zero Base Budgeting, Concept of Responsibility Accounting – Types of Responsibility Centres.

Standard Costing and Variance Analysis: Meaning of Standard Cost, Relevance of Standard Cost for Variance Analysis, significance of Variance Analysis, Computation of Material, Labour Variances.

For Maharaja Agrasen Himalayan Garhwal University



Registrar



Page 25

Marginal Costing and Profit Planning: Marginal Costing Differentiated from Absorption Costing, Direct Costing, Differential Costing, Key Factor, Break-even Analysis, Margin of Safety, Cost-Volume-Profit Relationship, Advantages, Limitations and Applications of Marginal Costing.

Decisions Involving Alternative Choices: Concept of Relevant Costs, Steps in Decision Making, Decisions regarding Determination of Sales Mix, Exploring new Markets, Discontinuance of a Product Line, Make or Buy, Equipment Replacement, Change Versus Status Quo, Expand or Contract and Shut-down or continue.

Text Books:

- 1.Maheshwari, S.N.; *Principles of Management Accounting*, Sultan Chand & Sons, 2003 Fourteenth Edition
- 2.Khan & Jain; *Management Accounting*, Tata McGraw Hill Publishing House, 2002 Third Edition.

Reference Books:

- 1.Maheshwari, S.N.; *Advanced Cost Accounting and Cost Systems*, Shree Mahavir Book Depot, 2003 Second Edition.
- 2.Horngren, Charles; *Introduction to Management Accounting*, Prentice Hall of India, 1999 Eleventh Edition.
- 3.Pandey, I.M.; *Management Accounting*, Vikas Publishing House, 2003 Third Edition.

**BB306: Personality Development
and Communication Skill – III
(Minor Project Report)**

L-0 T-0 Credit-4

Objectives:

The student will have the opportunity to explore the current management literature so as to develop an individual style and sharpen his skills in the area of leadership communication, decision making, motivation and conflict management.

Minor Project and Presentation

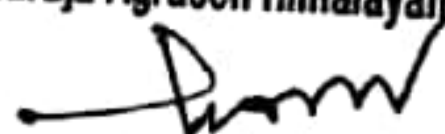
Minor projects are tasks that add to the knowledge of the students. A topic shall be given to each student in the beginning of the semester in various areas of management. The Presentation Project comprises of either of the following:

Project Presentation

OR

*Case Study Presentation

For Maharaja Agrasen Himalayan Garhwal University



Registrar



Suggested Topics for minor projects

- | | | |
|----|----|----------------------------|
| 1. | 1. | Goals of an organization. |
| 2. | 2. | Work Values |
| 3. | 3. | Character Ethics |
| 4. | 4. | Working Conditions |
| 5. | 5. | Decision making Strategies |
| 6. | 6. | Goal Setting |
| 7. | 7. | Customer Satisfaction |

** Case study can be chosen by the students in their respective areas of interest.*

Text Book:

Simplified approach to Report writing- Gupta and Gupta, Wisdom Publications, 2005.

Reference Book:

Case Studies in Management-
Dr.S.L.Gupta,Dr.Sunil Gupta and Anurag
Mittal,Wisdom Publications, 2004.

BB307: Computer Application Lab-I

L-0 P-4 Credit-2

The Computer Applicable Lab. will be based on Computer Applicable-I
Course (BBA 304)

SEMESTER - IV BB401: Macroeconomics

L-4, T-0, Credits: 04

Objective: This course deals with the principles of Macroeconomics. The coverage includes determination of and linkages between major economic variables; level of output and prices, inflation, interest rates and exchange rates. The course is designed to study the impact of monetary and fiscal policy on the aggregate behavior of individuals.

Course Content

Unit I

Measurement of macroeconomic variables: National Income Accounts, Gross

For Maharaja Agrasen Himalayan Garhwal University



Registrar



Page 27

Domestic Product, National Income, Personal and Personal disposable income; Classical theory of income and employment: Quantity Theory of Money – Cambridge version, Classical aggregate demand curve, Classical theory of interest rate, effect of fiscal and monetary policy.

Unit II

Keynesian theory of Income and employment : simple Keynesian model, components of aggregate demand, equilibrium income, changes in equilibrium, multiplier(investment, Government expenditure, lump sum tax, foreign trade), effect of fiscal and monetary policy, crowding out, composition of output and policy mix, policy mix inaction; ISLM model : properties of ISLM curves, factors affecting the position and slope of ISLM curves, determination of equilibrium income and interest rates, effect of monetary and fiscal policy, relative effectiveness of monetary and fiscal policy.

Unit III

Money: functions of money, quantity theory of money, determination of money supply and demand, H theory of money multiplier, indicators and instruments of monetary control; Inflation: meaning, demand and supply side factors, consequences of inflation, anti inflationary policies, natural rate theory, monetary policy-output and inflation, Phillips curve (short run and long run).

Unit IV

Open Economy: brief introduction to BoP account, market for foreign exchange and exchange rate, monetary and fiscal policy in open economy, Mundell Fleming model(perfect capital mobility and imperfect capital mobility under fixed and flexible exchange rate)

Readings:

1. Froyen, R.P. (2011): Macroeconomics-theories and policies (8th ed.). Pearson.
2. Dornbusch and Fischer (2010). Macroeconomics (9thed.). Tata McGraw Hill.
3. N Gregory Mankiw (2010). Macroeconomics (7thed.).Worth Publishers.
4. Olivier Blanchard, Macroeconomics (2009). (5thed.) Pearson.

BB402: Business Environment

L-4, T-0, Credits: 04

Objectives:

The basic objective of this course is to familiarize the students with the nature and dimensions of evolving business environment in India to influence managerial decisions.

Unit I

lectures:-12

An Overview of Business Environment: Type of Environment-internal, external, micro and macro environment. Competitive structure of industries, environmental analysis and strategic management. Managing diversity. Scope of business, characteristics of business. Objectives and the uses of study. Process and limitations of environmental analysis.

For Maharaja Agrasen Himalayan Garhwal University



Registrar



Page 28

Unit II

lectures:-02

Economic Environment: Nature of Economic Environment. Economic factors-growth strategy, basic economic system, economic planning, nature and structure of the economy. Economic policies-industrial policy (1991), FEMA, Monetary and fiscal policies.

Unit III

lectures:-12

Socio-Cultural Environment: Nature and impact of culture on business, culture and globalization, social responsibilities of business. Business and society, social audit, business ethics and corporate governance.

Political Environment: Functions of state, economic roles of government, government and legal environment. The constitutional environment, rationale and extent of state intervention.

Unit IV

lectures:-12

Natural and Technological Environment: Innovation, technological leadership and followership, sources of technological dynamics, impact of technology on globalization, transfer of technology, time lags in technology introduction, status of technology in India. Management of technology, features and impact of technology. Demographic environment population size, migration and ethnic aspects, birth rate, death rate and age structure.

Text Books :

1. Dhingra, C.; *The Indian Economy Environment and Policy*, Sultan Chand and Sons, 17th Edition 2003.
2. Cherunilam, Francis; *Business Environment - Text and Cases*, Himalaya Publishing House, 2002 12th revised edition.

Reference Books:

1. Aswathappa, K.; *Essentials of Business Environment*, Himalaya Publishing House, 2000 7th edition.
2. C.A.Rangarajan-"Perspective in Economics"-S.Chand & Sons.

For Maharaja Agrasen Himalayan Garhwal University



Registrar

BB403Marketing Research



Page 29

Objectives:

The objective of this paper is to understand the various aspects of marketing research, identify the various tools available to a marketing researcher. Marketing research can help the marketing manager in decision making.

Unit I

lectures:-10

Introduction of Marketing Research: Define marketing, research, aims and objectives of marketing research. Applications of marketing research, marketing information system, evaluation and control of marketing research, value of information in decision making, steps in marketing research.

Research Design: Formulating the research problem, choice of research design, types of research design, sources of experimental errors.

Unit II

lectures:-10

Sample and Sampling Design: Some basic terms, advantages and limitation of sampling, sampling process, types of sampling, types of sample designs, testing of hypothesis, determining the sample size, sampling distribution of the mean.

Scaling Techniques: The concept of attitude, difficulty of attitude measurement, types of scales, criteria for good test, use of scaling in marketing research.

Unit III

lectures:-14

Data Collection: Methods of data collection: secondary data, sources of secondary data, primary data, collection of primary data observation, questionnaire, designing of questionnaire, interviewing.

Data Processing and Tabulation: Editing coding, problems in editing, tabulation.

Unit IV

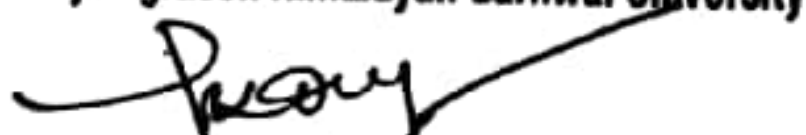
lectures:-12

Data Analysis: Measurement of central tendency, dispersion, univariate analysis, bivariate analysis, multidimensional analysis I, Multivariate analysis II, (Factor analysis, cluster analysis, multidimensional analysis, conjoint analysis).

Interpretation and Report Writing: Interpretation, types of research reports, guidelines for writing a report, writing a report format, evaluation of research report.

Note: Question 1 will be compulsory case study covering basic concepts of all units of Marketing Research.

Text Books:
For Maharaja Agrasen Himalayan Garhwal University



Registrar



Page 30

1. Beri, G.C.; Marketing Research, Tata McGraw Hill, 2003.
2. Gupta, S.L., Marketing Research, Excel Books, 2004.

Reference Books:

1. Aaker; Marketing Research, John Willey & Sons, 2001.
2. Tull & Hawkins; Marketing Research, Prentice Hall of India, 2000.

BB404: Computer Application – II
(Web Technology, HTTP and HTML concepts)
L-4, T-0, Credits: 04

Course Objectives:

To familiarize the students with various Web based packages to develop customize web site.

UNIT-I

lectures:- 10

- 1. An Introduction to the World Wide Web**
 - 1.1 Concepts of Web Technology
 - 1.2 Web Browsers
 - 1.2.1 Internet Explorer
 - 1.2.2 Netscape Navigator
 - 1.3 Internet and Intranet
 - 1.4 Windows NT Server (IIS) Versus Linux (Apache) as a Web Server
- 2. Planning your Web Site**
 - 2.1 Doing Business on the Web
 - 2.2 An Overview of Internet Service Providers (ISP)
 - 2.3 A Search Engine
 - 2.3.1 Types of search engine
 - 2.3.2 Working of a basic search engine
 - 2.3.3 Searching Techniques
 - 2.4 Making a Web Site Plan
 - 2.4.1 Forming a Project Team
 - 2.4.2 Setting Goals and Objectives
 - 2.4.3 Developing the Right Business Strategy

UNIT-II

lectures:-12

- 3. Designing and constructing your Web site**
 - 3.1 Developing Content
 - 3.2 Designing Individual Pages
 - 3.3 Designing & Constructing your Web site
 - 3.4 Implementing your Web Site

For Maharaja Agrasen Himalayan Garhwal University



Registrar



Page 31

3.5 Netscape Extensions and HTML

3.6 HTML Tools

3.7 CGI Concepts

4. Creating your Web Site with FrontPage

4.1 Introducing FrontPage

4.2 Editing Documents in the FrontPage Editor

4.3 Formatting Pages

4.4 Linking Pages to the World

4.5 Displaying Images in Pages

UNIT-III

lectures:- 12

5. HTML

5.1 What is HTML?

5.2 HTML Basics

5.3 Document Tags

5.4 Container and Empty Tags

5.5 Entering Paragraph Text on your Web page

5.6 The
 Tag

5.7 The Comment Tag

6. Working with HTML Text

6.1 Working with HTML Text

6.2 Emphasizing Text Implicitly And Explicitly

6.3 The <BLOCKQUOTE> Element

6.4 Pre-formatting Text

6.5 The <DIV> Tag

6.6 The Tag

6.7 The <BASEFONT> Tag

6.8 Using Lists in Web Document

6.9 Nested Ordered

6.10 Unordered Lists

6.11 Menu List

6.12 Directory Lists

6.13 Definition Lists

UNIT-IV

lectures:- 12

7. Graphics for web pages

7.1 Choosing the correct Graphics File Format Color in images Loss of image quality due to compression Adding inline image to web page Scaling down an image

7.2 Alternative Text for the tag

7.3 Understanding Image maps

8. Working with Links
For Maharaja Agrasen Himalayan Garhwal University



Registrar



Page 32

- 8.1 Working with links
 - 8.2 Relative and absolute links
 - 8.3 Providing links for internet services
 - 8.4 Link tag
- 9. Tables, Frames and Forms**
- 9.1 Creating Borderless Tables
 - 9.2 Frames
 - 9.3 Forms
- 10. Cascading Style sheets**
- 10.1 What is style sheet
 - 10.2 Types of style sheets
 - 10.3 Using style sheet with HTML**

Text Books:

1. C. Xavier " World Wide Web Design with HTML"- Tata Mcgraw Hil
2. HTML-4.0 Complete Reference-BPB Publication

Reference Books:

1. Internet Complete Reference- Tata McGraw Hill
2. HTML-4.0 unleashed – Tec media Publication
3. HTML,DHTML –Ivan Bayross

BB405: Business Law

L-4, T-0, Credits: 04

Note: Students are expected to have only elementary knowledge of the topics specified in the syllabus.

Objectives

To acquaint the student with a basic and elementary knowledge of the subject.

Unit I

lectures:-10

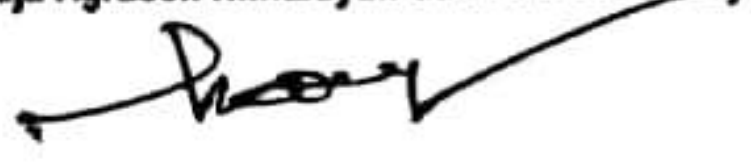
Indian Contract Act, 1872 (Fundamental Knowledge) Essentials of valid contract, discharge of contract, remedies for breach of contract. Contracts of Indemnity, Guarantee, Bailment, Pledge and Agency.

Unit II

lectures:-6

Sale of Goods Act 1930 Meaning of Sale and Goods, Conditions and Warranties, Transfer of Property, Rights of an unpaid seller.

For Maharaja Agrasen Himalayan Garhwal University


Registrar

 Page 33

Unit III

lectures:-6

The Negotiable Instruments Act 1881 – Essentials of a Negotiable instruments, Kinds of Negotiable Instrument Holder and Holder in Due Course, Negotiation by endorsements, crossing of a cheque and Dishonour of a cheque.

Unit IV

lectures:-19

The Companies Act 1956 (Basic elementary knowledge) Essential characteristics of a company, types of companies, memorandum and articles of association, prospectus, shares – kinds, allotment and transfer, debentures, essential conditions for a valid meeting, kinds of meetings and resolutions. Directors, Managing Directors-their appointment, qualifications, powers and limits on their remuneration. prevention of oppression and mismanagement.

Text Books:

1. Maheshwari, S.N. and S.K. Maheshwari; *A Manual of Business Law*, 2nd Edition, Himalaya Publishing House, 2004.
2. Kuchhal M.C., "Modern Indian Company Law", 2004, Shree Mahavir Book Depot.
3. Kuchhal, M. C.; *Business Law*, Vikas Publishing House, New Delhi, 2004.
4. Kapoor, N. D.; *Elements of Mercantile Law*, Sultan Chand & Sons, New Delhi, 2003

Reference Books:

1. Gulshan S.S. and Kapoor G.K., "Business Law including Company Law", 2003, New Age International Private Limited Publishers.
2. Aggarwal S.K., "Business Law ,2003", Galgotia Publishing Company.
3. Bagriyal, Ashok; *Company Law*, Vikas Publishing House, 2004.
4. Kapoor, N. D.; *Elements of Company Law*, Sultan Chand & Sons, New Delhi, 2003.
5. Dr. Singh, Avtar; *Company Law*, Eastern Book Co. Lucknow, Bharat Law House, Delhi, 2004.

BB406: Taxation Laws

L-4, T/P-0, Credits: 04

Note: Students are expected to have only elementary knowledge of the topics specified in the syllabus.

Objectives:

The course aims to help students to comprehend the basic principles of the laws governing Direct and Indirect taxes.

For Maharaja Agrasen Himalayan Garhwal University



Registrar



Page 34

Unit I

Lectures:-6

Introduction to Income Tax Act 1961

Salient Features and Basic Concepts – Previous year, assessment year, person, gross total income and agricultural income. Residential status and incidence of tax, fully exempted incomes.

Unit II

Lectures:-31

Heads of Income – Salary, House Property, Business or Profession, capital gains, other sources, clubbing of income, Deductions under Chapter VI (related to individuals and firms) Assessment of individuals and firms (simple problems).

Rebates and Relief's, Set off and carry forward of losses, deduction of tax at sources. Payment of advance tax, law relating to maintenance of books, accounts and vouchers.

Unit III

Lectures:-6

Central Sales Tax Act 1956 – Salient features, definition of sale and its different categories, dealer, sale price, inter state sale, registration of dealers, levy and collection of tax and penalties.

Unit IV

Lectures:-6

Service Tax (Finance Act 1994) – Salient features taxable service, registration and records required, service tax return, determination of the value of taxable service.

Text Books

1. Singhania Dr., V. K. and Singhania Monica; Students Guide to Income Tax, Taxman Publications.
2. Ahuja, Girish and Gupta Dr. Ravi; Systematic Approach to Income Tax, Bharat Law House.

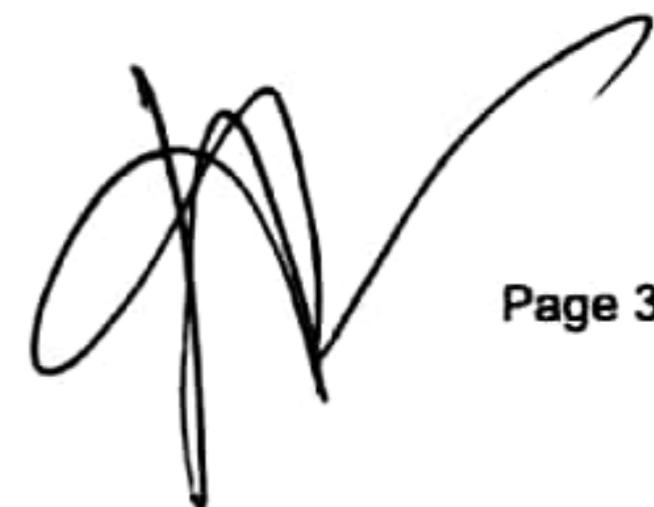
Reference Books

1. Datey V.S., "Indirect Taxes-Law and Practice", Taxmann Publications.
2. Government of India, Bare Acts (Income Tax, Service Tax, Excise and Customs)
3. ICAI; *Service Tax*, Guidelines.

For Maharaja Agrasen Himalayan Garhwal University



Registrar



Page 35

BB407: Computer Application Lab - II

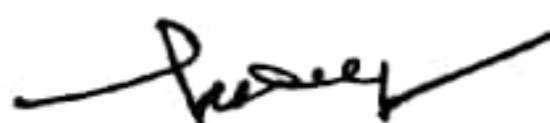
L-0, T/P-4, Credits: 02

FRONT PAGE

Orientation to the Front Page environment and building web sites

1. Create a new site. Start with a web page using Your Name to name the page. Make it the home page and view the web in navigation and folder. View record your observation.
2. On the home page, give a brief description about yourself & type the following sub heading "qualification", "Hobbies", & "Interest", "Future Plans", & "Address for communication"
3. Apply the most appropriate theme at the web page and the web site.
4. Apply font and color styles on to your web page and preview.
5. Create a new web paged using the Front Page explorer and write your academic and professional qualification. Places a bookmark at an appropriate place and save the page as "qualification".
6. Link the page, qualification.htm, with the sub-heading "qualification" in the home page.
7. Create a new page using the front page editor and write your hobbies and interest on it. Save the page as "Hobbies.htm".
8. Link the page, Hobbies.htm, with the sub-heading "hobbies" & "interest" in the home page.
9. Create a new page and write a few lines on your future plans and save the page as "future plan".
10. Link the page. Future-plan.htm, with the sub heading "future plan" in the home page.
11. Create a new page, write your address for communication & save the page as "address"
12. Link the page, "address.htm" to the sub-heading "address" for communication page in the page.
13. Interest a navigation bar in the page.
14. Test all hyperlink in the front page editor and record your observation.

For Maharaja Agrasen Himalayan Garhwal University



Registrar



Page 36

Adding Images and special feature to web

15. Import an image, if it is not available on the local drive. Use clipart on each page and use image to link to the home page.
16. Make the image brighter and lower the contrast.
17. Make the color transparent and assign alternate text with a suitable caption to the image.
18. Open the web page "future.htm" and insert a background sound file into the page.
19. Open the web page "hobbies.htm" and apply animation (as animated GIF) to the image or clipart (if inserted)

Working with tables and frame

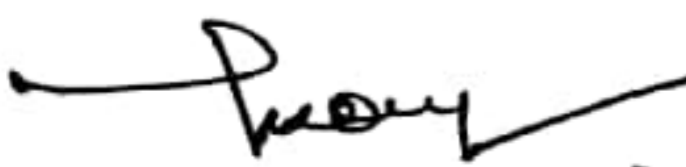
20. Open the page, "hobbies.htm" and insert a table of at least column and fire rows, with column and fire rows, with column heading as Name, Address, Phone no and date of Birth. Align the table to the center of the webpage and text flow at center.
21. Enter data into the table and adjust the font as book antique and font size as "12".
22. Insert "Address Book" as caption for the table.
23. Split the column named cell phone no into two and name them as "off" and "Resi"

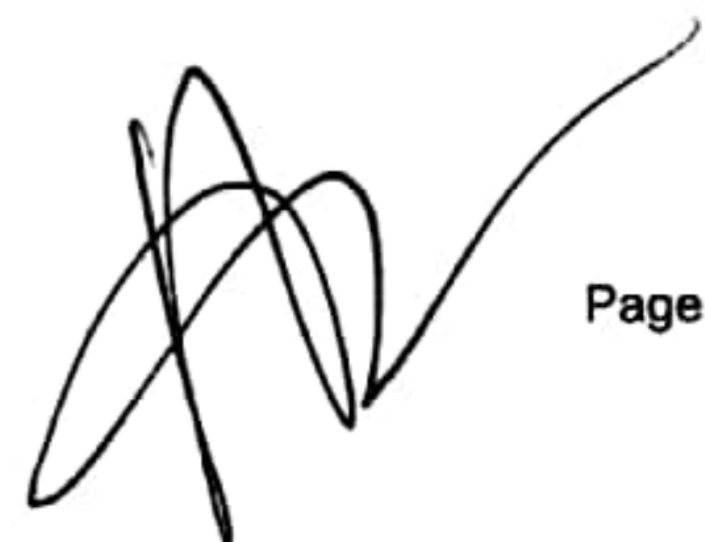
Creating Forms and connecting to the database

24. Open the page, bearing your name and insert a form. Assign the base name as "personal details" and save the file as "personal.txt" format.
25. The form should contain the following fields as mentioned below

Personal Profile
Name:
Address:
Phone_Off:
Phone_Resi:
Mobile:
E_Mail:
Fax:
Passport no.:
Driving License No.:
Insurance Policy No:

For Maharaja Agrasen Himalayan Garhwal University


Registrar



Page 37

Blood Group:

Credit Cards:

26. Assign a drop down menu for the credit cards fields.

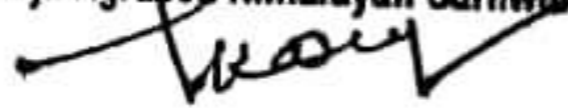
27. Assign a one line text driving license No.

Advanced Topics

28. Open the page, bearing your name and insert marque to display the message "Welcome to my site".

29. Open each and every page "apply suitable page transitions and animations.

For Maharaja Agrasen Himalayan Garhwal University



Registrar



Page 38

YEAR - III
SEMESTER - V
BB501: Values & Ethics in Business

L-4 P-0 Credit-4

Objectives:

The basic objective of this paper is to make the students realize the importance of values and ethics in business. This course endeavours to provide a background to ethics as a prelude to learn the skills of ethical decision-making and, then, to apply those skills to the real and current challenges of the information professions.

Unit-I

lectures:-10

Introduction: Values-Concept, types and formation of values, ethics, values and behaviour, Values of Indian Managers, Ethics, development of ethics, ethical decision making and decision making process, relevance of ethics and values in business.

Management of Ethics: Management process and ethics, managerial performance, ethical issues, ethos of Vadanta in management, Hierarchism as an organizational value.

Unit-II

lectures:-10

Corporate Social Responsibility & Consumer Protection: Corporate responsibility of business: employees, consumers and community, Corporate Governance, Code of Corporate Governance, Consumerism, unethical issues, in sales, marketing and technology.

Unit-III

lectures:-12

Understanding Progress, Results & Managing Transforming: Progress and Results definition, functions of progress, transformation, need for transformation, process & challenges of transformation.

Understanding Success: Definitions of success, Principles for competitive success, pre-requisites to create blue print for success. Successful stories of business gurus.

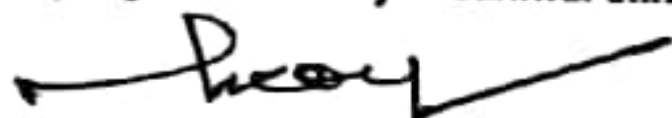
Unit-IV

lectures:-13

Knowledge and Wisdom: Meaning of knowledge and wisdom, difference between knowledge and wisdom, knowledge worker versus wisdom worker, concept of knowledge management and wisdom management, wisdom based management.

Stress Management: Meaning, sources and consequences of stress, stress management and detached involvement.

For Maharaja Agrasen Himalayan Garhwal University



Registrar



Page 39

Concept of Dharma & Karma Yoga: Concept of Karama and kinds of Karam Yoga, Nishkam Karma, and Sakam Karma. Total quality management, Quality of life and quality of work life.

Text Books:

1. Kaur, Tripat; *Values & Ethics in Management*, Galgotia Publishers.
2. Chakraborty, S.K.; *Human values for Managers*

Reference Books:

1. Chakraborty, S.K.; *Ethics in Management: A Vedantic Perspective*, Oxford University Press.

BB502 Marketing Management- II

Objectives:-

L-4 T-0 Credits -4

The objective of this paper is to identify the foundation terms and concepts that are common used in marketing. It also identifies the essential elements for effective marketing practice. This course will give complete relationship between marketing and other management functions.

Unit- I

lectures:-8

Marketing Planning, Marketing Oriented Strategic Planning.

Unit- II

lectures:-12

Consumer behaviour: Factors influencing buying behaviour, buying decision process, Industrial buying behaviour.

Unit- III

lectures:-12

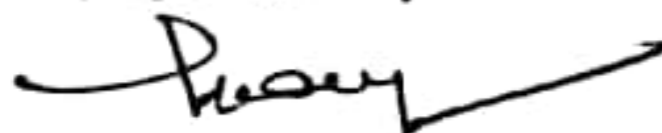
Sales Management, Types of sales organization, Sales process. Salesmanship, Sales Policy, Recruitment and Managing Sales force.

Unit-IV

lectures:-12

Sales quotas, Sales territories, Sales incentives and negotiation.

For Maharaja Agrasen Himalayan Garhwal University



Registrar



Page 40

Note: Question 1 will be compulsory case study covering all units.

Text Books:

1. Kotler & Armstrong; Principles of Marketing Management, Prentice Hall India, 2003.
2. Gupta, S.L., Sales & Distributions Management, Excel Books, 2003.
3. Anderson; R. Professional Sales Management, Englewood Cliffs, New Jersey Prentice Hall Inc. 1992.

Reference Book:

1. Richard R. Still; Edward W. Cundiff, Norman A.P. Govoni, Prentice Hall of India, 1999.
2. Monga, G.S. & Shaliv; Monthly Management, Deep & Deep Publications, 2003.

BB503: Production & Operation Management

L-4 T-2 Credit-4

Objectives:

To develop basic understanding of concepts, theories and techniques of production process and operation management.

Unit I

lectures:-10

Introduction to Operation Management and Forecasting of Demand : Why study OM, Five P's of Production, Types of Transformation : Forecasting, Quantitative & Qualitative Techniques in Forecasting

Unit II

lectures:-10

Waiting Line & Inventory Management: Economics of Waiting Line, Queuing

System, Four Waiting Line Models alongwith application: Inventory management and analysis, Inventory Models.

Unit III

lectures:-12

Quality Management & Statistical Quality Control: TQM, Quality Specification, Design Quality, Quality at Source, Zero Defects, Cost of Quality, Continuous Improvement, Benchmarking, Poka -Yokes, Quality Awards; Statistical Quality Control: Acceptance Sampling, AQL & LTPD, P—Chart, X & R Chart.

For Maharaja Agrasen Himalayan Garhwal University



Registrar



Unit IV

lectures:-12

Facility Location and Layout: Issue in Facility Location, Plant Location Methods, Factor Rating, Centre of Gravity Methods, Analytic Delphi Method, Four Basic Lay Out Formats, Assembly Line Balancing, splitting Tasks, Problems in Facility Layout.

Text books:

1. N.J. Aquilano, R.B. Chase & F.R. Jacob: Operation Management for Competitive Advantage, Tata Mac Graw –Hill, 9th Edition.
2. R.C. Manocha: Production & Operation Management (Latest Edition).
3. S.P. Gupta; Statistical Method, Sultan Chand, Latest Ed.

Reference Books:

1. E.S. Buffa; Modern Production Management, John Wiley Ed. 2002.
2. S.N. Chary; Production and Operation Management, Tata Mc Graw-Hill, 2000.
3. Paneerselvam: Production and Operation Management, Prentice Hall, 2003.
4. D.D. Sharma; Total Quality Management, Sultan Chand & Sons, Ed. 2002.

BB504: Management Information System

L-4 T-0 Credit-4

Objectives

The objective of the course is to acquaint the students about the concept of information system in business organizations, and also the management control systems.

Course Contents

Unit I

lectures:-10

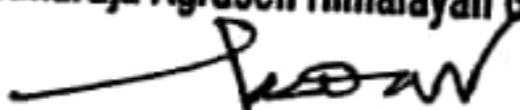
Introduction: Definition, Purpose, Objectives and Role of MIS in Business Organization with particular reference to Management Levels. MIS Growth and Development, Location of MIS in the Organization – concept and design. Transaction Processing System, Decision Support System, Executive Information system, Expert System, and the recent developments in the field of MIS.

Unit II

lectures:-12

System Development: Concept of System, Types of Systems – Open, Closed, Deterministic, Probabilistic, etc. Relevance of choice of System in MIS, Integration of

For Maharaja Agrasen Himalayan Garhwal University



Registrar



Page 42

Organization Systems and Information Systems, System Development Life Cycle, System Analysis, Design and Implementation, MIS Applications in Business.

Unit III

lectures:-12

Information Concepts: Data and Information – meaning and importance, Relevance of Information in Decision Making, Sources and Types of Information, Cost Benefit Analysis – Quantitative and Qualitative Aspects, Assessing Information needs of the Organization.

Unit IV

lectures:-10

Information Technology: Recent Developments in the Field of Information Technology:

Multimedia Approach to Information Processing. Decision of Appropriate Information Technology for proper MIS.

Choice of appropriate IT Systems – Database, Data warehousing & Datamining Concepts, Centralised and Distributed Processing.

Text Book:

1. Javadekar, W.S.; *Management Information System*, Tata MacGraw Hill Publication, 2003.

Reference Books:

- | | |
|-------------------------------------|---|
| 1. Information Systems for Managers | Arora, Ashok and Akshaya Bhatia,
Excel Books, New Delhi. |
| 2. Management Information Systems | Basandra, Suresh K.
Wheeler Publishing, New Delhi. |
| 3. System Analysis and design | Awad. |

For Maharaja Agrasen Himalayan Garhwal University



Registrar



BB505: Financial Management

Objectives

L-4 T-0 Credits -4

Efficient Management of a business enterprise is closely linked with the efficient management of its finances. Accordingly, the objective of the course is to acquaint the students with the overall framework of financial decision-making in a business unit.

Course Contents:

Unit I

lectures:-12

Financial Management: Meaning, Scope, objectives of Financial Management --- Profit Vs. Wealth Maximization. Financial Management and other Areas of Management --- Liquidity Vs Profitability, Methods of Financial Management, Organization of Finance Function.

Sources of Financing: Classification of Sources of Finance, Security Financing, Loan Financing, Project Financing, Loan Syndication- Book Building, New Financial Institutions and Instruments(in brief)viz. Depositories, Factoring, Venture Capital, Credit Rating, Commercial Paper, Certificate of Deposit, Stock Invest, Global Depository Receipts.

Concept in Valuation: Time Value of Money, Valuation Concepts, Valuation of Securities viz., Debentures, Preference shares and Equity Shares.

Unit II

lectures:-12

Concept in Valuation: Time Value of Money, Valuation Concepts, Valuation of Securities viz., Debentures, Preference shares and Equity Shares.

Capital Structure : Meaning, Capital Structure and Financial Structure, Patterns of Capital Structure, Optimum Capital Structure, Capital Structure Theories, Factors Determining Capital Structure. Capital Structure Practices in India.

Cost of Capital: Concept, Importance, Classification and Determination of Cost of Capital.

Leverages: Concept, Types of leverages and their significance.

Unit III

lectures:-12

Capital Budgeting: Concept, Importance And Appraisal Methods: Pay back period, DCF techniques, Accounting rate of return, Capital Rationing, Concept of Risk, Incorporation of Risk Factor, General Techniques: Risk adjusted discount return, certainty equivalent coefficient and Quantitative Techniques: Sensitivity analysis, Probability assignment, Coefficient of variation, Decision tree.

For Maharaja Ganga Singh University, Jaipur



Registrar



Page 44

Working Capital Management: Concept, Management of Cash, Management of Inventories, Management of Accounts Receivable and Accounts Payable, over and under Trading.

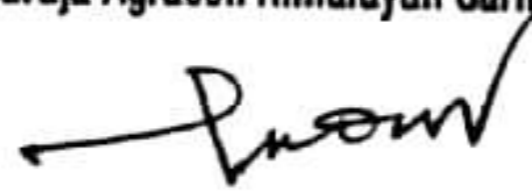
Dividend, Bonus and Rights: Dividend Policy, Relevance and Irrelevance Concepts of Dividend, Corporate Dividend Practices in India.

Text Books: -

1. Maheshwari S.N., "Financial Management", Principles and Practice, Sultan Chand & Sons, 9th Edition 2004.
2. Khan M.Y, Jain P.K., "Financial Management", Tata McGraw Hill, 2001, 3rd Edition.
3. Pandey I. M., "Financial Management", Vikas Publishing House, Revised Ed., 2003

Reference Books: -

1. Hampton, Joh. J, Financial Decision Making, Prentice Hall of India, 4th Edition, 1998.
2. Horne Van C. & Wachowich M., "Fundamentals of Financial Management", Prentice Hall of India, 11th Edition 2002.
For Maharaja Agrasen Himalayan Garhwal University



Registrar



BB506: Summer Training Report & Viva Voce

L-0 T-0 Credit-6

Each student shall undergo practical training of eight weeks during the vacations after fourth semester in an approved business / industrial / service organization and submit at least two copies of the Summer Training Report to the Director / Principal of the Institution within two weeks of the commencement of the Fifth Semester. The Summer Training Report shall Carry 100 marks. It shall be evaluated for 50 marks by an External Examiner to be appointed by the University and for the rest of the 50 marks by an Internal Board of Examiners to be appointed by the Director / Principal of the Institution. This internal Board of Examiners shall comprise of a minimum of two Internal Faculty Members.

For Maharaja Agrasen Himalayan Barhwal University



Registrar



Page 46

BB507: Computer Applications Lab

L-0 P-4 Credit-2

- A group of 4 students would be allotted with any IT Application Database Project.
- The Project would be based on any Front-end and Backend Concept.

For Maharaja Agrasen Himalayan Garhwal University



Registrar



Page 47

SEMESTER - VI
BB601: Business Policy & Strategy

L-4 T-0 Credits-4

Objectives:

The course aims to acquaint the students with the nature, scope and dimensions of Business Policy and Strategy Management Process.

Course Contents

Unit I

lectures:-14

Introduction: Nature, scope and importance of the course on Business Policy; Evolution of this course – Forecasting, Long-range planning, strategic planning and strategic management.

Strategic Management Process: Formulation Phase – vision, mission, environmental scanning, objectives and strategy; implementation phase – Strategic Activities, Evaluation and Control.

Unit II

lectures:-10

Environmental Analysis: Need, Characteristics and categorization of environmental factors; approaches to the environmental scanning process – structural analysis of competitive environment; ETOP a diagnosis tool.

Unit III

lectures:-10

Analysis of Internal Resources: Strengths and Weakness; Resource Audit; Strategic Advantage Analysis; Value-Chain Approach to Internal Analysis; Methods of analysis and diagnosing Corporate Capabilities – Functional Area Profile and Resource Deployment Matrix, Strategic Advantage Profile; SWOT analysis.

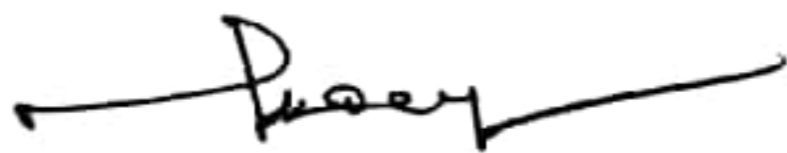
Unit IV

lectures:-14

Formulation of Strategy: Approaches to Strategy formation; major strategy options – Stability, Growth and Expansion, Diversification, Retrenchment, Mixed Strategy; Choice of Strategy – BCG Model; Stop-Light Strategy Model; Directional Policy Matrix (DPM) Model, Product/Market Evolution – Matrix and Profit Impact of Market Strategy (PIMS) Model;

Major Issues involved in the Implementation of strategy: Organization structure; leadership and resource allocation.

For Maharaja Agrasen Himalayan Garhwal University



Registrar



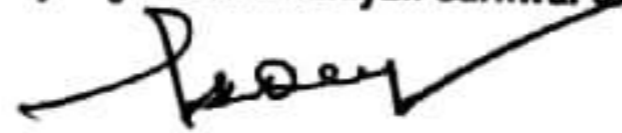
Text Books

1. Ghosh, P. K.; *Strategic Planning and Management*, Sultan Chand & Sons, New Delhi, 8th ed., 2000.
2. Kazmi, Azhar; *Business Policy*, Tata McGraw-Hill, New Delhi, 2000.
3. Suri R.K.; *Business Policy & Strategic Management*, Brijwasi Publisher & Distributor, 2005

Reference Books

1. Thompson, Arthur A. and A. J. Strickland; *Strategic Management*, McGraw Hill, New York, 1999.
2. Ansoff, H. Igor, "Corporate Strategy", Penguin.
3. McCarthy, Minichiello & Curran; *Business Policy and Strategy: Concepts and Readings*, Richard D. Irwin and AITBS, Delhi, 4th ed., 1996.
4. Jauch and Glueck; *Business Policy and Strategic Management*, McGraw-Hill.

For Maharaja Agrasen Himalayan Garhwal University



Registrar



Objectives:

The basic objective of this course is to familiarize the students with the various aspects of Projects and key guidelines relevant to project planning, analysis, financing, selection, implementation and review.

Course Contents**UNIT I****lectures:-15**

Overview: Capital Investments: Importance and Difficulties, Types of Capital Investments, Phases of Capital Budgeting, Levels of Decision Making, Facets of Project Analysis, feasibility Study, Objectives of Capital Budgeting, Common Weaknesses in Capital Budgeting.

Capital Allocation Framework: Key Criteria, Elementary Investment Options, Portfolio Planning Models, Strategic Position and Action Evaluation, Diversification Debate, Investment in Capabilities, Strategic Planning and Capital Budgeting.

Financing of Projects: Capital Structure, Menu of Financing, Equity Capital, Preference Capital, Internal Accruals, Term Loans, Debentures, Working Capital Advance, Miscellaneous Sources, Raising Venture Capital, Raising Capital In International Markets.

Financial Estimates and Projections: Cost of Project, Mean of Finance, Estimates of Sales and Production, Cost of Production, Working Capital Requirement and its Financing (Simple Practical Problems), Profitability Projections, Projected Cash Flow Statement (Simple Practical Problems), Projected Balance Sheet (Simple Practical Problems), Multi Year Projections.

UNIT-II**lectures:-10**

Market and Demand Analysis: Situational Analysis and Specification of Objectives, Collection of Secondary Information, Conduct of Market Survey, Characterization of Market, Demand Forecasting, Uncertainties in Demand Forecasting, Market Planning

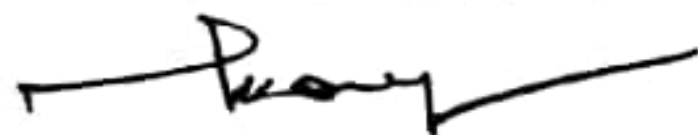
Technical Analysis: Manufacturing Process/ Technology, Technical Arrangements, Material Inputs and Utilities, Product Mix, Plant Capacity, Location and Site, Machineries and Equipment, Structures and Civil Works, Environmental Aspects, Project Charts and Layouts, Schedule of Project Implementation, Need for Considering Alternatives.

UNIT-III**lectures:-15**

Project Management: Forms of Project Organization, Project Planning, Project Control, Human Aspects of Project Management, Pre- Requisites for Successful Implementation.

Network Techniques: Development of Project Network, Time Estimation (Simple Practical Problem with EST, EFT, LST, LFT, Total Float), Determination of the Critical Path, Scheduling when Resources are limited, PERT Model, CPM Model (Simple Practical Problem of Crashing), Network Cost System.

For Maharaja Agrasen Himalayan Garhwal University



Registrar



Page 50

Project Review and Administrative Aspects: Control of In- Progress Projects, Post Completion Audits, Abandonment Analysis, Administrative Aspects of Capital Budgeting, Agency Problem, Evaluating the Capital Budgeting System of an Organization.

Generation and Screening of Project Ideas: Generation of Ideas, Monitoring the Environment, Corporate Appraisal, Profit Potential of Industries, Scouting for Project Ideas, Preliminary Screening, Project Rating Index, Sources of Positive NPV, On being an Entrepreneur.

Unit IV

lectures:-5

Risk Analysis- Firm Risk and Market Risk: Portfolio Related Risk Measures, Mean Variance Portfolio Construction, Portfolio Theory and Capital Budgeting, Capital Asset Pricing Model, Developing the Inputs Required for Applying CAPM, Empirical Evidence on Capital Asset Pricing Model, Capital Asset Pricing Model and Capital Budgeting.

Text Books: -

1. Desai, Vasant; *Project Management*, Himalaya Publishing House, 2003.
2. Chandra, Prasanna; *Projects: Planning, Analysis, Financing, Implementation and Review*, Tata McGraw Hill Publishing Company Limited, 2002 Fifth Edition.
3. Nagarajan, K.; *Project Management*, New Age International (P) limited, Publishers, 2001.

Reference Books: -

1. Maheshwari, S.N.; *Management Accounting & Financial Control*, Sultan Chand & Sons, 2003 Fourteenth Edition.

For Maharaja Agrasen Himalayan Garhwal University



Registrar



BB603 Entrepreneurship Development

L-4 T-0 Credits -4

Objectives:

It provides exposure to the students to the entrepreneurial cultural and industrial growth so as to prepare them to set up and manage their own small units.

Course Contents

Unit I

lectures:-12

Introduction: The entrepreneur: definition, emergence of entrepreneurial class; theories of entrepreneurship; role of social economic environment; characteristics of entrepreneur; leadership; risk taking; decision making and business planning.

Unit II

lectures:-12

Promotion of a Venture : Opportunities analysis; external environmental analysis-economic, social and technological; competitive factors; legal requirements of establishment of a new unit and raising of funds; Venture capital sources and documentation required.

Unit III

lectures:-12

Entrepreneurial Behaviour: Innovation and entrepreneur; entrepreneurial behaviour and psycho-theories, social responsibility.

Entrepreneurial Development Programmes (EDP): EDP, their role, relevance and achievements; role of government in organizing EDP's critical evaluation.

Unit IV

lectures :-12

Role of entrepreneur: Role of an entrepreneur in economic growth as an innovator, generation of employment opportunities, complimenting and supplementing economic growth, bringing about social stability and balanced regional development of industries: role in export promotion and import substitution, forex earnings, and augmenting and meeting local demand.

Text Books:

1. Vasant, DCSAI; *Entrepreneurship*, Himalaya Publishing House, 2003.
2. Taneja & S.L. Gupta.; *Entrepreneurship Development*, 2003.
3. Pandey, I.M.; *Venture Capital –The Indian Experience*. Prentice Hall of India, 2003.
4. Pandon B.C., "Environment and Entrepreneur", Chug Publications, Allahabad.

For Maharaja Agrasen Himalayan Garhwal University



Registrar



Page 52

Reference Books:

1. Srivastava S.B.; *A practical guide to industrial entrepreneurs*, Sultan Chand & Sons, New Delhi.
2. Chandra, Prasana; *Project Preparation, Appraisal, Implementation*, TMH, New Delhi.
3. New Venture Creation; *Holt: Entrepreneurship*, Prentice Hall of India.

BB604 INTERNATIONAL BUSINESS MANAGEMENT

L-4 T-0 Credits-4

Objectives:

The basis objective of this course is to provide understanding to the students with the global dimensions of management.

UNIT I

lectures:-12

Overview: International Business- Introduction, Concept, Definition, Scope, Trends, Challenges and opportunities; Nature, Meaning and Importance of International competitive advantage, Multidimensional view of Competitiveness- Financial **Perspectives-** International monetary systems and financial markets, IMF, World Bank, IBRD, IFC, IDA, existing international arrangements; Globalization and foreign investment- Introduction FDI, national FDI policy framework, FPI, Impact of globalization.

UNIT II

lectures:-12

Globalization- Technology and its impact, Enhancing technological capabilities, Technology generation, Technology transfer, Diffusion, Dissemination and spill over, Rationale for globalization, Liberalization and Unification of World economics, International Business theories, Trade Barriers- Tariff and Non Tariff Barriers.

UNIT III

lectures:-12

Strategy making and international business- Structure of global organizations, Types of strategies used in strategic planning for achieving global competitive advantage, Meaning, Concept and scope of distinctive competitive advantage, Financial Integration, Cross border merger and acquisitions.

UNIT IV

lectures:-12

For Maharaja Agrasen Himalayan Garhwal University



Registrar



Page 53

Socio cultural Environment- Managing Diversity within and across cultures, Country risk analysis, Macro environmental risk assessment, Need for risk evaluation; Corporate governance, globalization with social responsibility- Introduction, Social responsibility of TNC, Recent development in corporate social responsibility and policy implications.
Global Human Resource Management- Selection, Development, Performance Appraisal and compensation, Motivating employees in the global context and managing groups across cultures, Multicultural management.

Text Books:

1. Bhalla, V.K. and S. Shivaramu; *International Business: Environment and Management*, Anmol Publication Pvt. Ltd., 2003 Seventh Revised Edition.
2. Rao, P. Subba; *International Business*, Himalaya Publishing House, 2002 Second Revised Edition.

Reference Books:

1. Goldsmith, Arthur A; *Business Government Society*. Erwin Book Team.
2. Berry, Brian J L, Edgar C Conkling & D Michael Ray; *The Global Economy in Transition*, Prentice Hall International Ltd.

For Maharaja Agrasen Himalayan Garhwal University



Registrar

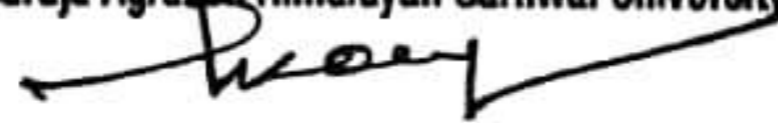


BB605 PROJECT REPORT AND VIVA VOCE

L-0 T-0 Credits-6

During the sixth semester each student shall undertake a project to be pursued by him / her under the supervision of an Internal Supervisor to be appointed by the Director / Principal. Both the subject and the name of the Supervisor will be approved by the Director / Principal of the Institution. The Project Report in duplicate along with one soft copy in a floppy will be submitted at least four weeks prior to the commencement of the End Term Examination of the Sixth Semester. Project Report shall carry 100 marks. These shall be evaluated by an External Examiner appointed by the University for 50 marks and for the rest of the 50 marks by an Internal Board of Examiners to be appointed by the Director / Principal of the Institution. This internal Board of Examiners shall comprise of a minimum of two Internal Faculty Members.

For Maharaja Agrasen Himalayan Garhwal University



Registrar



Objectives:

- To gain an understanding of the concepts fundamental to environmental science
- To understand the complexity of ecosystems and possibly how to sustain them
- To understand the relationships between humans and the environment.
- To understand major environmental problems including their causes and consequences.
- To understand current and controversial environmental issues and possible solutions to environmental problems and their pros and cons.
- To understand how social issues and politics impact the environment.

COURSE CONTENTS

Introduction and public opinion: PIL, Role of NGOs and Environmental Activism.

Ecosystems and how they work: Types of Eco-Systems, Geosphere – Biosphere and Hydrosphere introduction. Major issues of Biodiversity, Biosphere reserves, National Parks and sanctuaries, Natural Resources.

Concept of sustainability and international efforts for environmental protection: Concept of Sustainable Development, Emergence of Environmental Issues, Stockholm Conference on Environment, 1972 and Agenda 21. International Protocols, WTO, Kyoto Protocol, International Agreement on Environmental Management.

Human Population Growth and its effects on the environment: Problem of Population growth, poverty and environment, Population Explosion, Family Welfare Programme, Women & Child Welfare.

Renewable and non-renewable resources: Defining resources, classification of resources, soil and land degradation, economic development and resources use, natural resources accounting.

Energy needs, renewable and non-renewable energy resources, introduction to solar energy and its availability, wind power and its potential, hydropower as a clean source of energy, coal, oil, natural gas etc. introduction to bio fuel.

Pollution and Public Policy

Water Pollution: Water resources of India. Hydrological Cycle, methods of water conservation and management, river action plan, ground and surface water pollution.

Recycling and management of water and wastewater (domestic and industrial).

Water borne diseases and health related issues.

For Maharaja Agrasen Himalayan Garhwal University



Registrar



Steps taken by Govt. to control water pollution.

Air Pollution: Air pollution and air pollutants, sources of air pollution and its effected on human health and vegetations.

Green house effect, global warming and climate change.

Ambient air quality standards, steps taken by Government to control air pollution.

Noise pollution and its impacts on human health.

Solid Waste: Municipal Solid Waste Management, segregation, disposal methods, composting, land fill sites etc.

Hazardous waste management, biomedical waste management.

Environmental Impact Assessment (EIA) and Environmental Management System (EMS): Introduction to EIA, its impact and case study, notification of MOEF, introduction to ISO 9000 and 14000 standards, environmental information system (EIS), role of information technology in environment.

Natural Disasters : Floods, earthquakes, cyclones, land slides, disaster management.

Forest / Dams: Forest degradation and management, hazard based environmental issues, Fast depletion of forest resources and their regeneration, environmental issues related to Mega Hydroelectric Projects / Dams, resettlement and rehabilitation of people; its problems and concerns.

Indian Environmental laws : Legal framework: Constitutional provisions, the Indian Penal Code, Role of Judiciary in Environmental Protection, Wild Life (Protection) Act, 1972, Water (Prevention and Control of Pollution) Act, 1974, Environment (Protection) Act, 1986, Air (Prevention & Control of Pollution) Act, 1981, Delhi Environment Law.

Field work / Case studies:

- Visit to a local polluted site – river / urban / rural or industrial site.
- Study of the common flora and fauna of Delhi / Biodiversity parks sanctuaries.
- Waste water treatment plants.
- Water conservation techniques (Rain water harvesting and other techniques of water conservation).
- Visit to a local area to document the study of empirical eco-systems i.e. lake, river, hill, grassland, agricultural land and mining areas.
- Visit to Pollution Control Board (PCB).
- Audio / Visual documentary on Environment.
- Visit to environmental monitoring station

Suggested Readings:

1. Gupta N.C.; *Social Auditing of Environmental Law in India*, edited book, New Century Publications, Delhi-2003.

For Maharaja Agrasen Himalayan Garhwal University



Registrar



2. 2. Divan, Shyam and RosenCeranz; Armin. *Environmental Law and Policy in India, Cases, materials and statutes*, second edition, Oxford University Press, 2001.
3. 3. Uberoi, N.K.; *Environmental Management*, Excel Books, New Delhi, 2000.
4. 4. Agarwal, A, Narain; *S. State of India's Environment*, Published by Centre for Science and Environment, New Delhi, 1999.
5. 5. Ambasht, R.S. and P.K. Ambasht; *Environment and Pollution-An Ecological Approach*, third edition, CBS Publishers, New Delhi, 1999.
6. 6. Joseph, Casio. Woodside. Gayle and Mitchell, Philip.; *ISO 14000 guide-The new Environmental Management Standards*, McGraw Hill, New York, 1996.
7. 7. Titenberg, Tom.; *Environmental and Natural Resource Economics*, Harper Collins College Publishers, 1996.
8. 8. Canter, Larry W.; *Environmental Impact Assessment*, second edition, McGraw Hill, New Delhi, 1996.
9. 9. Chapman, J.L. and, M.J. Reiss; *Ecology. Principles and Applications*, Cambridge University Press, 1995.
10. 10. Shaur, Krau, Jack J, Ristinen & Robert A.; *Energy and Problems of a Technical Society*, John Wiley & Sons, New York, 1993.
11. 11. Sayre, Don.; *Inside ISO 14000. The Competitive Advantage of Environmental Management*, St Lucie Press Delray Beach, Florida.

For Maharaja Agrasen Himalayan Garhwal University



Registrar

