

2/5 B.B.A., LL.B.,
Third Semester
Paper-IX : HUMAN RESOURCE MANAGEMENT

- Unit I- Introduction
Nature of personnel management : concept ,scope , role & function :
Levels of management: Challenges of modern personnel
management: Organisation of personnel department and its
function.
- Unit – II Human Resource Development
Manpower planning; job analysis; Recruitment & ; Selection test&
procedure; Induction & training; Employee training; Executive
Development; Performance appraisal system; Promotion &
increment policy; Career Planning& counselling ; Matching job &
individual
- Unit – III compensation

Factors affecting compensation : Wage policy & Wage boards; Job
evaluation & work measurement : Grade fixation & ranking; Relating
wages with price index; Perquisites, incentive plans, Bonus & profit
sharing
- Unit – IV Personnel Problems.

Absenteeism & employee turnover; Motivation & morale;
Enforcement of discipline; domestic enquiries & disciplinary action;
Role of enquiry officer; Health & Safety; Voluntary retirement
scheme: Suggestion schemes.
- Unit – V – Establishment & Records

Maintenance of service files; Drafting charge sheets, suspension orders for punishment; Enquiry report; Model standing orders & code of conduct; Drafting Advertisement for appointment & appointment letters; Bond of service; wage & salary records; ESI, PF Gratuity, Pension & Bonus records.

Reference Books:

1. Memoria & Memoria - Personal Management
2. Reference Books
3. Bhagawathi - Personnel Management
4. Tripathi - Personnel Management
5. E-Flippo - Personal Management

PAPER – X : BUSINESS COMMUNICATIONS

- Unit – I Communication
Nature, Scope, functions, limitation, communication channels and barriers
- Unit – II Development of communication skills – conversation skill –oral communication – meeting-negotiations – public speaking- speeches in business, structure and style of speeches
- Unit – III Written communication, preparation, analysis and interpretation of reports
Preparation of summary fo office notes, matters appearing in Economics and commercial journals for use by officials- Meeting – agenda – minutes
- Unit – IV - Essentials of good business letter, Layout of a letters, types of letters.

Unit – V Sales letters, applications for jobs, letters by the company secretary,

Reference Books:

1. Rajendra Pal & J.S Koiahali : Essentials of Business communications
2. Ramesh M.S & Pattan shetty C.C - Effective Business English & correspondance

PAPER – XI: FINANCIAL MANAGEMENT

Unit I : Finance functions, meaning – Definition and scope of finance functions – Profit Maximization V wealth maximization Goal, Financial Statement Analysis – Preparation of comparative & common size statements – analysis & Interpretation – problems

Unit II - Sources of Finance – short term – Bank sources – Long term-shares-debentures, preferred stock-debt working Capital Management – Concepts – Determinants – Cash management – Receivables managements

Unit III Financing Decisions : Cost of Capital –cost of specific source of Capital –Equity – Preferred Stock-debt-reserves-weighted Average costs of capital
Capital structure – Factors influencing Capital Structure – Optimal capital structure.

Unit – VI Ratio Analysis – As a mean to measure business performance – Classification of ration – Liquidity – Profitability – Solvency – Interfirm comparison – Problems.

Unit – V Preparation of Fund Flow& Cash Flow statement – Problems.

Reference Books :

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| 1. Financial management –A conceptual Approach | - | P.V.Kulmarni |
| 2. Financial Management | - | I.M.Pandey |
| 3. Financial Management | - | Kahn & Jain |
| 4. Management Accounting | - | Maheshwari |
| 5. Financial Management | - | Presannachandra |

PAPER – XII : ORGANIZATIONAL BEHAVIOR

- Unit – I :** Introduction to Organizational Behaviour – defining a successful manager – Absolutes in OB – Challenges and Opportunities in OB – Implication for manager – Developing an OB model
- Unit – II :** Foundations of individual Behaviour – attitudes and job satisfaction – personality and values – industrial decisions making – motivation – early theories of motivation – caveat Emptes – emotions and mood – Employee involvement - rewarding employees.
- Unit – III** The group – foundations of group behavior - understanding work terms – Communication – basic approaches to leadership = contemporary issues in leadership – power and politics – Conflicts and negotiation
- Unit – IV -** The organizational system – Foundation of organizational structure – Organizational culture, human resource policies
- Unit – V** Organizational Dynamics – What is change – Forces of change – resistance to change – approaches to managing organizational change – Contemporary change issues for today’s management – work issues and its management.

Reference Books:

1. Essentials of Organizational Behaviour , Stephen P Robbins
2. Organizational behaviour – a review and reformulation of the field's outcome variable – Annual Review of Psychology, 35,627 – 666.
3. Resources, Dennise era – Annual Review fo Psychologis – vol. 48, pp – 515-546