

Objective of the Course structure: The course is structured in such a way that after understanding the importance of human resources management in an organisation, it is also important to understand human behavior in any system. When an individual enters an organization, his/her behavior as an individual in response to the new environment needs to be understood. Also his behavioural responses in a group are important, since an organisation is nothing but a group of individuals working together to achieve objectives. Finally his responses to the culture and systems of the organisation are again significant aspects.

Unit 1: INTRODUCTION

Introduction to Organisational Behaviour, the OB Model, Roles of Manager in OB, Challenges and Opportunities for OB

Unit 2: THE INDIVIDUAL,

Foundation of Individual Behaviour: Concepts of Motivation, Personality, Values,

Unit 3

Attitudes, Perception, Learning, Individual Decision-Making and Problem-Solving.

Unit 4: THE GROUP

Foundation of Group Behaviour: Concepts related to Communication, Leadership, Power and Politics, Work Teams and Group Dynamics, Transaction Analysis, Johari Window Model

Unit 5 . **THE ORGANISATION**

Foundation of the Organisation: Concepts related to Organisation Structure, Organization Culture, Organization Change & Development, Organizational Conflict and Discipline

Suggested Reading:

Organizational Behavior - Stephen P. Robbins, Timothy A. Judge, Seema Sanghi

Organisational Behaviour - L M Prasad

Organizational Behavior, Human Behavior At Work - John W Newstorm

Management & Organisational Behaviour - Laurie J Mullins

HUMAN RESOURCE MANAGEMENT
(under CBCS w.e.f. 2021-22)

Objectives:

The objective of the course is to familiarize students with the different aspects of managing Human Resources in the organization through the phases of acquisition, development and retention.

UNIT I

introduction: History & Evolution of I.R.J.tl, Concept, Scope, Characteristics, Objectives & Importance of HRM, Personnel Management vs. HRM.

Case study: Conceptualize and get sacked

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Acquisition or Human Resources: Concept or Human resource Planning, Objectives, Need and importance, Process of Human Resource planning, Problems in Human Resource Planning, Requisites for successful Human Resource Planning.

Job Analysis: Introduction, Uses of Job Analysis, Process of Job Analysis, Job Description and Job Specification.

Recruitment: Introduction to recruitment, Factors governing Recruitment, Process & Sources of recruitment

Selection: Meaning of Selection, Steps in selection process, Selection Tests & Interviews

Placement, Induction & Job Changes: Concept of Placement, Concept or Induction, Concept or Transfer, types of transfer, Concept of Promotion, Promotion Policy

Case Study: A tale of Twists and Turns

UNIT-II I

Training: Concept and importance of training; types of training; methods of training; designing of a training programme; evaluation of training effectiveness

Executive Development Concept, process and techniques.

Career planning and development: Concept, objectives and process.

Case Study: Vishal Fast Foods Private Ltd.

Unit IV

Job evaluation: Concept & Essentials of Job Pvaluation, Methods or Job evaluation.

Performance Appraisal: Concept, importance, process of performance Appraisal, methods of Performance Appraisal, Job evaluation Vs. Performance Appraisal.

Compensation: Introduction to Compensation Management, Objectives & Components or Compensation.

Case Study: Should Job Evaluation plan be specific or General

Unit V

International Dimensions of Human Resource Management: Introduction to International Human Resource Management, understanding role of cultural in International Management Practice; HRM Practices as a cultural variable. International HRM on Productivity, Quality or Work Life Balance

Text Books:

Chhabra, T. N; Human Resource Management; Dhanpati Rai and Co. Pvt. T.td New Delhi 2003.

Dr. Gupta, C. B.; Human Resource Management, Sultan Ch.and and Sons, New Delhi, 2003.

Reference Rooks:

Flippo, Edwin l3., Personnel Management, Tata tvkGraw Hill.

Rao, V S P, Human Resource Management, Text and Cases, Excel Books, 2004.

Aswathappa, K.; Human Resource and Personnel Management (Text and Cases), Tata

McGraw Hill Publishing Company, New Delhi, 2003

Dessler, Gary; Human Resource Management; Prentice Hall.

D'Genzo, David A & Stephen P.Robbin, Personnel Human Resource Management, Prentice Hall of India.

Beardwell, Tan & Len Holden, Human Resource Management, Macmillan, Delhi.

B.B.A SEMESTER - III
FINANCIAL MANAGEMENT

COURSE OBJECTIVE

To introduce the participants with the basic fundamentals and tools and techniques of Corporate Financial Management in a changing, challenging and competitive global economic environment.

Unit-I: Financial management meaning, nature and scope of finance; financial goals: profit maximization, wealth maximization; finance functions,- investment, financing and dividend decisions.

Unit-II: Capital budgeting: nature of investment decisions; investment evaluation criteria- net present value, internal rate of return, profitability index, payback period, accounting rate of return, NPV and TRR comparison: capital rationing: risk analysis in capital budgeting.

Unit-III: Working capital: meaning, significance and types of working capital; determinants of working capital; sources of working capital; management of inventory; management of cash; management of account receivables.

Unit-IV: Capital structure theories: traditional and MM hypotheses; determining capital structure in practice; Capital structure planning. Cost of capital: meaning and significance of cost of capital; calculation of cost of debt, preference capital, equity capital and retained earnings; Operating and financial leverages.

Unit-V: Dividend decisions-Types of dividend- dividend models - Determinants of dividend policy - Practical aspects of dividend.

SUGGESTED READINGS

Horne, James Van financial Management & Policy

Solomanfizre"The Theory of Financial Management

Hunt William and Donaldson Basic Business Finance ,

Kuchal, S.C. Financial Management

Bradley Fundamentals of Corporation finance

Pandey, T.M. Financial Management

Fred, Weston J. The Scope & Methodology of Finance

Weston & Brigham Essentials of Management Finance

SRI VENKATESWARA UNIVERSITY

B.B.A. DEGREE COURSE

III SEMESTER - W.E.F. 2021-22

MODEL QUESTION PAPER

Time: 3 hours

Marks: 75 marks

Note: This question paper contains two parts A and B.

Part A is compulsory which carries 25 marks. Answer any five of the following questions in Part A.

Part B consists of 5 Units. Answer any one full question from each unit. Each question carries 10 marks

PART - A

Answer any Five of the following question.

(5X5=25M)

1.	
2.	
3.	
4.	
5.	
6.	
7.	
8.	

PART – B

Answer All The Questions. Each question carries 10 marks (5X10= 50M)

9.	(A) <p style="text-align: center;">OR</p> (B)
10.	(A) <p style="text-align: center;">OR</p> (B)
11.	(A) <p style="text-align: center;">OR</p> (B)
12.	(A) <p style="text-align: center;">OR</p> (B)
13.	(A) <p style="text-align: center;">OR</p> (B)