

ANNEXURE : 54F
SCAA DT: 29.02.2008

BHARATHIAR UNIVERSITY
P.G DIPLOMA IN BUSINESS MANAGEMENT
REGULATIONS AND SYLLABUS
(EFFECTIVE FROM ACADEMIC YEAR 2007 ONWARDS)

1. ELIGIBILITY FOR ADMISSION TO THE COURSE

Candidate for admission to the first year of the PG Diploma course shall be required to have completed the UG Degree (any discipline) of this University or any other University recognized by Bharathiar University.

2. DURATION OF THE COURSE

The course shall extend over a period of one year comprising of two semesters. There shall not be less than prescribed instructional days for each semester. Examinations shall be conducted at the end of every semester for the respective subjects.

3. COURSE OF STUDY

The course of study for the PG Diploma in Business Management shall consist of the following:

I Semester

- 4 papers
- Examination shall be conducted at the end of the semester

II Semester:

- 4 papers
- Examination shall be conducted at the end of the semester

4. REQUIREMENT TO APPEAR FOR THE EXAMINATIONS:

A candidate will be permitted to appear for the University Examination for any semester if he / she secure not less than 75% of attendance in the number of instructional days during the semester.

A candidate may be permitted to appear for the University examinations even if he/she does not possess the minimum required attendance and allowed to continue to go for the subsequent semester and he/she should compensate the attendance requirement for both the present and earlier semester. If he/she could not earn the attendance even after continuing the subsequent semester then he/she should rejoin the course and redo the semester he/she last studied.

5. SCHEME OF EXAMINATIONS:

FIRST SEMESTER

Paper	Name of the Paper	Max. Marks		
		Int	Ext	Total
Paper 1	Principles of Management	25	75	100
Paper 2	Organizational Behaviour	25	75	100
Paper 3	Accounting and Finance for Managers	25	75	100

Paper 4	Marketing Management	25	75	100
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SECOND SEMESTER

Paper	Name of the Paper	Max. Marks		
		Int	Ext	Total
Paper 5	Human Resource Management	25	75	100
Paper 6	Operations Management	25	75	100
Paper 7	Business Environment and Ethics	25	75	100
Paper 8	Labour Welfare and Industrial Relations	25	75	100

6. MEDIUM OF INSTRUCTION AND EXAMINATIONS

The medium of instruction and examination for the all the papers shall be in English.

7. PASSING REQUIREMENTS

- (i) A candidate shall be declared to have passed the examination in a subject if he/she secured not less than 50% in the University examinations and 50% aggregate (Internal + external).
- (ii) A candidate who successfully completes the course and passes the examinations prescribed in all the subjects of study shall be declared to have been qualified for the PG Diploma courses.
- (iii) If a candidate does not complete the course successfully within a period of 2 years (4 semesters) from the date of his/her joining he/she will not be eligible to receive the PG Diploma.

8. CLASSIFICATION OF SUCCESSFUL CANDIDATES

- (i) All the candidates securing not less than 75% of the aggregate marks shall be declared to have passed in **FIRST CLASS WITH DISTINCTION** provided they have passed the examination in every subject with in one year of joining the course
- (ii) All the candidates securing not less than 60% of the aggregate marks shall be declared to have passed in **FIRST CLASS** provided they have passed the examination in every subject with in one year of joining the course.
- (iii) Other successful candidates shall be declared to have passed the examinations in **SECOND CLASS**.

9. CONFERMENT OF THE DIPLOMA

No candidate shall be eligible for conferment of the Diploma unless he / she has undergone the prescribed course of study for a period of not less than two semesters in an institution approved by / affiliated to the University or has been exempted there from in the manner prescribed and has passed the examinations as have been prescribed therefore.

10. SYLLABUS

The syllabus for various subjects shall be clearly demarcated into five viable units in each paper / subject.

11. QUESTION PAPERS

Subject Title : Principles of Management
Course Number :
Number of Credit Hours : 3 (Three)

Subject Description:

This course presents the principles of management, emphasizing managerial functions.

Goals:

To enable the students to learn the basic functions, principles and concepts of management.

Objectives:

On successful completion of the course the students will be able to understand

1. the principles and functions of management.
2. the scientific decision making process and problem solving techniques.
3. The modern management process.

Contents:

UNIT - I

Management: Meaning – definition - objectives and scope - types of management - Nature and Scope of Management process – Management: Science or Art? - Development on Management - Scientific Management- functions of management.

UNIT - II

Planning: The meaning and purpose of planning - steps in planning - Types of planning.
Objectives and Policies: Objectives, policies, procedures and methods - Nature and type of policies.
Decision making: Process of Decision making - type of Decisions - Problems involved in decision making - Quantitative techniques.

UNIT - III

Organizing: meaning - objectives and scope - Types of organization - Organisational structure - span of control - use of staff units and committees – organization chart

UNIT - IV

Delegation: Delegation and centralization - types of centralization and decentralization – types of delegation of authority - Line and Staff relationship - Staffing: recruitment - Selection process – training- job analysis- job description – job evaluation – job satisfaction.

UNIT - V

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Directing: Nature and purpose of Directing – types of directing - Controlling: Need for co-ordination - meaning and importance of controls - control process – types of controlling - Budgetary and non-Budgetary controls - case studies.

References

1. Robbins & Decanzo, Fundamentals of Management, Pearson Education, Asia 3rd Edition, 2001.
2. Weihrich & Koontz, Management: A Global Perspective, 1993, McGraw Hill, New Delhi
3. Dale, Ernest - Management theory & practice
4. L.M.Prasad – Principles & Practices of Management, Sultan Chand & Sons, New Delhi
5. VSP Rao, V Hari Krishna – Management: Text and Cases, Excel Books, I Edition, 2004

Equipments/Softwares and other teaching aids and tools: Computer, LCD Projector, OHP, PowerPoint slides

Preferable Method of Teaching: Lectures and Case Study

Suggested components for evaluation for internal: Internal Test, Assignment and Seminar

Suggested contact hours required for teaching: 45 Hours

Subject Title : Organisational Behaviour
Course Number :
Number of Credit Hours : 3 (Three)

Subject Description:

This course presents the principles of organizational behaviour, individual personality, group behavior, leadership and motivation.

Goals:

To enable the students to learn the importance of behavioural aspects and the motivation of and individuals for the performance.

Objectives:

On successful completion of the course the students will be able to understand

1. the basic of behavioural aspects.
2. the nature of man, different personalities and their motivation and attitude.
3. the importance of change and change management.

Contents:

UNIT - I

Understanding the Organisational Behavior: Organisational Behavior - Meaning - Importance - Historical Development of Organisational Behaviour - Organisation as a Social System - Socio-Technical System - Open System - Factors Influencing Organisational Behavior- Environmental Factors - Constraints over Organisation & Managerial Performance.

UNIT - II

Understanding the Individual: Nature of Man - Similarities and Differences among Individuals – Models of Man - Personality - Stages of Personality Development Determinants of Personality

Learning - Perception - Factors Influencing Perception - Perceptual Distortion - Values - Attitudes - Attitude Formation – Role of Behavior Status - Sources and Problems of Status.

UNIT - III

Understanding the Groups: Meaning of Group and Group Dynamics - Reasons for the formation of Groups - Characteristics of Groups - Theories of Group Dynamics – types of Groups in Organisations - Group Cohesiveness - Factors Influencing Group Cohesiveness - Group Decision Making Process - Small Group Behaviour.

UNIT - IV

Leadership & Motivation: Leadership Concept- definition – Characteristics - Leadership Theories - Leadership Styles - Managerial Grid - Leadership Continuum - Leadership Effectiveness. Motivation – meaning and definition - Concept & Importance - Motivators - Financial & Non-Financial - Theories of Motivation- types of motivation.

UNIT - V

Management of Change: Meaning - Importance - Resistance to Change - Causes - Dealing with Resistance to Change - Concepts of Social Change & Organisational Change – Organizational climate - Factors Contributing the Organisational Change - Introducing Change in Large Organisations - Change Agents - Organisational Development - Meaning & Process.

References

1. Robbins, P. Stephen, "Organisational Behaviour - Concepts, Controversies and Applications", Prentice Hall of India Ltd., New Delhi.
2. Luthans Fred, "Organisational Behaviour", McGraw Hill Publishers Co. Ltd., New Delhi, 1988.
3. McShane.S.L and Glinow.M.A.V., Organisational Behaviour, Tata McGraw Hill Publishing Company, New Delhi, 2000.
4. Umasekaran, 1996, Organisational Behaviour, New Delhi: Tata McGraw H
5. Moorhead.G and Griffin, 1996, Organisational Behaviour Bombay: Jaico Publishing House

Equipments/Softwares and other teaching aids and tools: Computer, LCD Projector, OHP, PowerPoint slides

Preferable Method of Teaching: Lectures and Case Study

Suggested components for evaluation for internal: Internal Test, Assignment and Seminar

Suggested contact hours required for teaching: 45 Hours

Subject Title : Accounting and Finance for Managers
Course Number :
Number of Credit Hours : 3 (Three)

Subject Description:

This course presents the principles of accounting, preparation of financial statements, analysis of financial statements, costing techniques, financial management and its functions.

Goals:

To enable the students to learn the basic principles of accounting and preparation and analysis of financial statements and also the various functions of financial management.

Objectives:

On successful completion of the course the students should have:

1. understood the principles and objectives of accounting.
2. learnt the preparation of financial statements and the various techniques of analyzing
3. the financial statements.
4. learnt the costing methods and its application in decision making.
5. learnt the basic objectives of financial management , functions and its application in financial decision making .

Contents:

UNIT I

Financial Accounting - Definition - Accounting Principles - Concepts and conventions - Trial Balance – Final Accounts (Problems) - Depreciation Methods-Straight line method, Written down value method.

UNIT II

Financial Statement Analysis - Objectives - Techniques of Financial Statement Analysis: Accounting Ratios: construction of balance sheet using ratios (problems)-Dupont analysis. Fund Flow Statement - Statement of Changes in Working Capital - Preparation of Fund Flow Statement - Cash Flow Statement Analysis- Distinction between Fund Flow and Cash Flow Statement. Problems

UNIT III

Cost Accounting - Meaning - Distinction between Financial Accounting and Cost Accounting - Cost Terminology: Cost, Cost Centre, Cost Unit - Elements of Cost - Cost Sheet - Problems. Budget, Budgeting, and Budgeting Control - Types of Budgets - Preparation of Flexible and fixed Budgets, master budget and Cash Budget - Problems -Zero Base Budgeting.

Marginal Costing - Definition - distinction between marginal costing and absorption costing - Break even point Analysis - Contribution, p/v Ratio, margin of safety - Decision making under marginal costing system-key factor analysis, make or buy decisions, export decision, sales mix decision-Problems

UNIT IV

Objectives and functions of Financial Management - Role of Financial Management in the organisation - Risk-Return relationship- Time value of money concepts - Indian Financial system - Legal, Regulatory and tax framework. Sources of Long term finance - Features of Capital market development in India - Role of SEBI in Capital Issues.

Capital Budgeting - methods of appraisal - Conflict in criteria for evaluation - Capital Rationing - Problems - Risk analysis in Capital Budgeting.

UNIT V

Cost of Capital - Computation for each source of finance and weighted average cost of capital - EBIT - EPS Analysis - Operating Leverage - Financial Leverage - problems.

Capital Structure Theories - Dividend Policies - Types of Dividend Policy.

Working Capital Management - Definition and Objectives - Working Capital Policies - Factors affecting Working Capital requirements - Forecasting Working Capital requirements (problems) - Cash Management - Receivables Management and - Inventory Management - Working Capital Financing - Sources of Working Capital and Implications of various Committee Reports.

References

1. Advanced Accountancy - R.L.Gupta and Radhaswamy
2. Management Accounting - Khan and Jain
3. Management Accounting - S.N.Maheswari
4. Prasanna Chandra, "Financial Management – Theory and Practice", Tata McGraw Hill, New Delhi (1994).
5. I.M.Pandey, "Financial Management", Vikas Publishing, New Delhi.

**Note: 80% of the questions shall be theory based
20% of the questions shall be problems.**

Equipments/Softwares and other teaching aids and tools: Computer, LCD Projector, OHP, Tally, PowerPoint slides

Preferable Method of Teaching: Lectures and Case Study

Suggested components for evaluation for internal: Internal Test, Assignment and Seminar

Suggested contact hours required for teaching: 45 Hours

Subject Title : Marketing Management
Course Number :
Number of Credit Hours : 3 (Three)

Subject Description:

This course presents the various concepts of marketing, buyer behaviour, marketing mix and the analysis of the market.

Goals:

To enable the students to learn the basic of marketing, process, product mix, marketing channels, product promotion and the market.

Objectives:

On successful completion of the course the students should have:

1. understood the various concepts of marketing.
2. learnt the buyer behaviour and market segmentations.
3. learnt the product mix, channels of distribution and promotion of a product.
4. learnt about the market and analyzing the market conditions.

Contents:

UNIT I

Marketing Concepts and Tasks, Defining and delivering customer value and satisfaction - Value chain - Delivery network, Marketing environment, Adapting marketing to new liberalised economy - Digitalisation, Customisation, Changing marketing practices, e-business - setting up websites; Marketing Information System, Strategic marketing planning and organization.

UNIT II

Buyer Behaviour, Market Segmentation and Targeting, Positioning and differentiation strategies, Product life cycle strategies, New product development, Product Mix and Product line decisions, Branding and Packaging, Price setting - objectives, factors and methods, Price adapting policies, Initiating and responding to price changes.

UNIT III

Marketing channel system - Functions and flows; Channel design, Channel management - Selection, Training, Motivation and evaluation of channel members; Channel dynamics - VMS, HMS, MMS; Market logistics decisions.

UNIT IV

Integrated marketing communication process and Mix; Advertising, Sales promotion and Public relation decisions. Direct marketing - Growth, Benefits and Channels; Telemarketing; Salesforce objectives, structure, size and compensation.

UNIT V

Identifying and analysing competitors, Designing competitive strategies for leaders, challengers, followers and nichers : Customer Relationship marketing - Customer database, Data warehousing and mining. Attracting and retaining customers, Customerism in India, Controlling of marketing efforts.

Global Target market selection, standardization Vs adaptation, Product, Pricing, Distribution and Promotional Policy.

References

1. Marketing Management - Philip Kotler - Pearson Education/PHI, 2003.
2. Marketing Management - Rajan Saxena - Tata McGraw Hill, 2002.
3. Marketing Management - Ramasamy & Namakumari - Macmilan India, 2002.
4. Basic Marketing - Perreault and McGarthy - Tata McGraw Hill, 2002.
5. Case and Simulations in Marketing - Ramphal and Gupta - Golgatia, Delhi.
6. Case Studies in Marketing - R.Srinivasan - PHI.
7. Marketing Management - S.Jayachandran - TMH, 2003.
8. Marketing Management - Indian Context - Tapank Pande.

Equipments/Softwares and other teaching aids and tools: Computer, LCD Projector, OHP, PowerPoint slides

Preferable Method of Teaching: Lectures and Case Study

Suggested components for evaluation for internal: Internal Test, Assignment and Seminar

Suggested contact hours required for teaching: 45 Hours

Subject Title : Human Resource Management
Course Number :
Number of Credit Hours : 3 (Three)

Subject Description:

This course presents the human resource functions, recruitment, placement, training, development, compensation, managing quality, labour relations and employee security.

Goals:

To enable the students to learn the importance of the human resources, recruitment and training and also the importance of the labour relations in the organization.

Objectives:

On successful completion of the course the students should have:

1. understood the changing environment of the HRM and the role of the HR managers.
2. learnt the recruitment process and the application of the IT.
3. learnt the importance of the training and development.
4. learnt about the pay plans, performance appraisal and compensation.
5. learnt the importance of the labour relation, the employee security and collective bargaining.

Contents:

UNIT - I Human Resource Function

Human Resource Philosophy - Changing environments of HRM - Strategic human resource management - Using HRM to attain competitive advantage - Trends in HRM - Organisation of HR departments - Line and staff functions - Role of HR Managers.

UNIT - II Recruitment & Placement

Job analysis : Methods - IT and computerised skill inventory - Writing job specification - HR and the responsive organisation.

Recruitment and selection process : Employment planning and forecasting - Building employee commitment : Promotion from within - Sources, Developing and Using application forms - IT and recruiting on the internet.

Employee Testing & selection : Selection process, basic testing concepts, types of test, work samples & simulation, selection techniques, interview, common interviewing mistakes, Designing & conducting the effective interview, small business applications, computer aided interview.

UNIT - III Training & Development

Orientation & Training : Orienting the employees, the training process, need analysis, Training techniques, special purpose training, Training via the internet.

Developing Managers : Management Development - The responsive managers - On-the-job and off-the-job Development techniques using HR to build a responsive organisation. Management Developments and CD-Roms - Key factor for success.

Performance appraisal : Methods - Problem and solutions - MBO approach - The appraisal interviews - Performance appraisal in practice.

Managing careers : Career planning and development - Managing promotions and transfers.

UNIT - IV Compensation & Managing Quality

Establishing Pay plans : Basics of compensation - factors determining pay rate - Current trends in compensation - Job evaluation - pricing managerial and professional jobs - Computerised job evaluation.

Pay for performance and Financial incentives : Money and motivation - incentives for operations employees and executives - Organisation wide incentive plans - Practices in Indian organisations.

Benefits and services : Statutory benefits - non-statutory (voluntary) benefits - Insurance benefits - retirement benefits and other welfare measures to build employee commitment.

UNIT - V Labour relations and employee security

Industrial relation and collective bargaining : Trade unions - Collective bargaining - future of trade unionism. Discipline administration - grievances handling - managing dismissals and separation.

Labour Welfare : Importance & Implications of labour legislations - Employee health - Auditing HR functions, Future of HRM function.

References

1. Gary Dessler, "Human Resource Management", Seventh edition, Prentice-Hall of India P.Ltd., Pearson.
2. David A. DeCenzo & Stephen P.Robbins, Personnel/Human Resource Management, Third edition, PHI/Pearson.
3. VSP Rao, Human Resource Management : Text and cases, First edition, Excel Books, New Delhi - 2000.
4. Dr. R.Venkatapathy & Assissi Menacheri, Industrial Relations & Labour Welfare, Adithya Publications, CBE, 2001.
5. Robert L.Gibson and Marianne H.Mitchell, Introduction to Counseling and Guidance, VI edition, PHI, 2005.

Equipments/Softwares and other teaching aids and tools: Computer, LCD Projector, OHP, PowerPoint slides

Preferable Method of Teaching: Lectures and Case Study

Suggested components for evaluation for internal: Internal Test, Assignment and Seminar

Suggested contact hours required for teaching: 45 Hours

Subject Title : Operations Management
Course Number :
Number of Credit Hours : 3 (Three)

Aim

To focuses on key analytical methods and provide practical insight for operations management.

Contents:

UNIT I

Operations Management – Meaning – Importance – historical contributions – System view of OM - Operation strategy and competitiveness - Functions of OM – types of production systems

UNIT II

Product design and process selection – Evaluation and Selection of appropriate Production and Operations technology. Product Design and process selection. Types of layout – analysis and selection of layout – Product and / or Process layout, Cellular, Lean and Agile manufacturing systems – Computer Integrated Manufacturing Systems - Assembly line balancing.

UNIT III

Production planning and control – meaning – functions – aggregate planning – master production schedule (MPS) – Material requirement planning (MRP) – BOM – Capacity requirement planning (CRP) – Techniques – problems in MRP and CRP – an introduction to MRP II and ERP – Business Process Re-engineering - Total Productive Maintenance (TPM)

UNIT IV

Materials management – functions – material planning and budgeting – Value Analysis - purchase functions and procedure - inventory control – types of inventory – safety stock – order point – service level – inventory control systems – perpetual – periodic – JIT –KANBAN

UNIT V

Total Quality Management Concept - Statistical Quality Control for Acceptance Sampling and Process Control – Concepts of O.C.C. Curve – Use of the O.C. Curve – Concept of Type I and Type II error – Quality movement – Quality circles — ISO Quality Certifications and types – Quality assurance – Six Sigma concept.

References

1. Production and Operations Management – Everest E Adam & Ebert – PHI – publication forth edition.
2. Operations Management (Theory and Problems) – Joseph G Monks – McGraw Hill Intl.
3. Production and Operations Management – S N Chary – TMH Publications
4. Production and Operations Management – Pannerselvam, PHI
5. Hunawalla and Patil – production and Operations Management, Himalaya.
6. Modern Production and operations management – E.S Buffa.
7. Lee J. Krajewski and Larry P. Ritzman, “ Operations Management: Strategy and Analysis”, Addison Wesley.\

Equipments/Softwares and other teaching aids and tools: Computer, LCD Projector, OHP, PowerPoint slides

Preferable Method of Teaching: Lectures and Case Study

Suggested components for evaluation for internal: Internal Test, Assignment and Seminar

Suggested contact hours required for teaching: 45 Hours

Subject Title : Business Environment and Ethics
Course Number :
Number of Credit Hours : 3(Three)

Subject Description:

Business Environment Ethics emphasizing on emerging trends in social, political, ethical and legal aspects affecting business decisions explaining the business environment concepts in significance along with the fiscal policy.

Goals:

To enable the students to learn the knowledge of emerging trends in social, political, ethical and legal aspects affecting business decisions.

Objectives:

On successful completion of the course the students should have:

Understand the concepts in significance of business environment along with the social responsibility.

To learn organizational ethic theories and sources.

To understand the fiscal policy and legal environment of business.

To understand global management issues.

Contents:

UNIT I

Business environment - The concept and significance - constituents of business environment - Business and society, Business & ethics - Social responsibility - Environmental Pollution and control. Business and culture - Business and Government - Political system and its influence on business - Indian constitution - Directive Principles of State Policy.

UNIT II

Managing Ethics - Frame work of organizational ethic theories and sources, ethics across cultures, factors influencing business ethics, ethical decision making, ethical values and stakeholders, ethics and profit, Corporate governance Structure of boards, reforms in boards, compensation issues, ethical leadership for improved Corporate governance and better business education.

UNIT III

Global management Issues MNCs Politics and Environment

Multi national corporations and Government relationship, Business in Politics, Managing environmental quality, Ethics & Profit in Business.

UNIT IV

Fiscal Policy - Central finances and New fiscal policy - Direct and indirect Tax structure, VAT, MODVAT - Service Tax problems and reforms - Expenditure Tax - Public debts & deficit financing.

UNIT V

Legal environment of business - Monopolies Restrictive Trade Practices Act. Foreign Exchange Management Act-1 Securities and Exchange Board of India Act - Customs & Central Excise Act - Central & State Sales Tax - Consumer Protection Act Patents Act - Competition Law.

References

1. Adhikari M - Economic Environment of management
2. Francis Cherunilam - Business Environment
3. Pruti S. - Economic & Managerial Environment in India
4. Shaikh Saleem – Business Environment, Pearson Education, 2006
5. Davis & Keith William C. Frederik - Business and society
6. Amarchand D - Government and Business
7. Mankard - Business Economics, Mac Millan.
8. A.N.Agarwal - Indian Economy - Wishwa Prakashan
9. Steiner & Steiner - Business Government and Society, McGraw Hill, 2003.
10. Kitson.A and Campbell.R - The Ethical Organisation, Palgrave, 2001.

Subject Title : Labour Welfare and Industrial Relations
Course Number :
Number of Credit Hours : 3(Three)

AIM : To familiarise the students with the knowledge of industrial relations and their impact on managing human resource.

UNIT I : Industrial Relations - Concepts and systems - IR at National and International levels - Infrastructure that guide and direct Industrial relations - Trends in India. Trade unionism - Theory, Policy - their influence on HRM - objectives and functions - structure - Types - Indian Trade Union movement - Their strength and weaknesses.

UNIT II : Labour Relations :- Industrial relations - industrial disputes - causes - handling and settling disputes - employee grievances - steps in grievance handling - causes for poor industrial relations - remedies.

UNIT III : Collective Bargaining :- Concept - function and importance - Principles and forms of collective bargaining - Procedure - conditions for effective collective bargaining - worker's Participation in management:- Role and methods of worker's participation.

UNIT IV : Working Conditions: Factories Act 1948 - The Workman's Compensation Act, 1923 - The Employee's State Insurance Act, 1948 - The Employee's Provident Funds and Miscellaneous Provisions Act, 1952.

UNIT V : The Payment of Wages Act,1936 - The Minimum wages Act, 1948 - The Industrial Disputes Act 1947 - The Industrial Employment (Standing Orders) Act,1946 - The Trade Union Act, 1926 and latest legislations.

References :

1. Personnel Management & Industrial Relation -P.C.Tripathi
2. Dynamics of Personnel Management - C.B.Mamoria
3. Human Resource Management - N.G.Nair & Latha Nair Sultan Chand & Sons.
4. Essentials of Human Resource Management and Industrial Relations – P.Subbarao, Himalaya.
5. N.D. Kapoor - Mercandile Law - Sultanchand & Sons
6. R.Venkatapathy & Assissi Menachery - Industrial Relations & Labour Legislation - Aditya Publishers.

QUESTION PAPER PATTERN

Time : 3 Hours

Max Marks : 75

SECTION – A (10 X 1= 10 Marks)

Answer all questions. (Objective type of questions with no choice.
(10 questions – 2 each from every unit)

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.

SECTION – B (5 x 5 = 25 Marks)

Answer all questions. (Short answer questions of either / or type)
(5 questions – 1 each from every unit)

1. a or b
2. a or b
3. a or b
4. a or b
5. a or b

SECTION – C (5 x 8 = 40 Marks)

Answer all questions (Essay-type questions of either / or type)
(5 question – 1 each from every unit)

1. a or b
2. a or b
3. a or b
4. a or b
5. a or b
