FACULTY OF ECONOMICS & BUSINESS

SYLLABUS

FOR

INTERDISCIPLINARY COURSE

(CREDIT BASED EVALUATION AND GRADING SYSTEM)

(UNIVERSITY BUSINESS SCHOOL)

Examinations: 2019-20

GURU NANAK DEV UNIVERSITY

AMRITSAR

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Subject to change in the syllabi at any time. Please visit the
University website time to time.
<table>
<thead>
<tr>
<th>Semester for which course is Being offered</th>
<th>ID Course Code</th>
<th>Name of ID Course</th>
<th>Credits of ID Course</th>
<th>Mid Sem. Marks</th>
<th>End Sem. Marks</th>
<th>Total Marks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Odd</td>
<td>UBS-001</td>
<td>Principles and practices of Management</td>
<td>4</td>
<td>20</td>
<td>80</td>
<td>100</td>
</tr>
<tr>
<td></td>
<td>UBS-002</td>
<td>Business Environment</td>
<td>4</td>
<td>20</td>
<td>80</td>
<td>100</td>
</tr>
<tr>
<td></td>
<td>UBS-003</td>
<td>Business Communication</td>
<td>4</td>
<td>20</td>
<td>80</td>
<td>100</td>
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<tr>
<td></td>
<td>UBS-004</td>
<td>Business Laws</td>
<td>4</td>
<td>20</td>
<td>80</td>
<td>100</td>
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<tr>
<td>Even</td>
<td>UBS-051</td>
<td>Functional Management</td>
<td>4</td>
<td>20</td>
<td>80</td>
<td>100</td>
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<tr>
<td></td>
<td>UBS-052</td>
<td>Entrepreneurship and Business Strategy</td>
<td>4</td>
<td>20</td>
<td>80</td>
<td>100</td>
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<tr>
<td></td>
<td>UBS-053</td>
<td>Organisational Behaviour</td>
<td>4</td>
<td>20</td>
<td>80</td>
<td>100</td>
</tr>
<tr>
<td></td>
<td>UBS-054</td>
<td>Corporate Governance &amp; Business Ethics</td>
<td>4</td>
<td>20</td>
<td>80</td>
<td>100</td>
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</tbody>
</table>
INTERDISCIPLINARY COURSE IN UNIVERSITY BUSINESS SCHOOL  
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

PAPER UBS-001: PRINCIPLES AND PRACTICES OF MANAGEMENT

Credits: 4-0-0  
Total Marks:100  
Mid Semester Marks:20  
End Semester Marks:80  
Mid Semester Examination: 20% weightage  
End Semester Examination: 80% weightage

Instructions for the Paper Setters:

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

<table>
<thead>
<tr>
<th>SECTION A</th>
</tr>
</thead>
</table>
| **Management:** Management Functions, Mintzbergs Managerial Roles and a Contemporary Model of Managing, Management Skills; Importance of Customers to the Managers Job; Importance of Innovation to the Managers Job; Importance of Sustainability to the Managers Job.  
**History of Managerial Thought:** Early Management, Classical Approach, Behavioral Approach, Quantitative Approach, Contemporary Approaches |

<table>
<thead>
<tr>
<th>SECTION B</th>
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</thead>
</table>
| **Decision Making:** The Decision-Making Process;  
**Managers Making Decisions:** Rationality, Bounded rationality, The Role of intuition, The Role of Evidence Based Management; Types of Decisions and decision making conditions;  
**Decision making styles:** Linear-Nonlinear Thinking Style Profile, Decision-Making Biases and Errors.  
**Designing Organizational Structure:** Work Specialization, Departmentalization, Chain of Command, Span of Control,Centralization and Decentralization, Formalization.  
Mechanistic and Organic Structures; **Traditional Organizational Designs:** Simple Structure, Functional Structure, Divisional Structure. |

<table>
<thead>
<tr>
<th>SECTION C</th>
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</thead>
</table>
| **Controlling:** The Control Process; Tools for Measuring Organizational Performance: Feed forward/Concurrent/Feedback Controls, Financial Controls, Balanced Scorecard, Information Controls, Benchmarking of Best Practices  
**Motivation:** Meaning; **Early Theories of Motivation:** Maslows Hierarchy of Needs Theory, Mc Gregors Theory X and Theory Y, Herzbergs Two-Factor Theory, Three-Needs Theory; |
Contemporary Theories of Motivation: Goal-Setting Theory
Reinforcement Theory, Designing Motivating Jobs, Equity Theory, Expectancy Theory.

Leadership: Meaning; Early Leadership Theories: Leadership Trait Theories, Leadership Behavior Theories; Contingency Theories of Leadership: The Fiedler Model, Hersey and Blanchards Situational Leadership Theory, Path-Goal Model

Contemporary Views of Leadership: Transformational-Transactional Leadership, Charismatic-Visionary Leadership, Team Leadership.

Suggested Readings:

INTERDISCIPLINARY COURSE IN UNIVERSITY BUSINESS SCHOOL
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PAPER UBS-002: BUSINESS ENVIRONMENT

Credits: 4-0-0
Total Marks: 100
Mid Semester Marks: 20
End Semester Marks: 80
Mid Semester Examination: 20% weightage
End Semester Examination: 80% weightage

Instructions for the Paper Setters:
Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

<table>
<thead>
<tr>
<th>SECTION A</th>
</tr>
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<tbody>
<tr>
<td><strong>Economic Reforms:</strong> Liberalisation, Privatisation, Globalisation and its Impact on Indian Economy</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SECTION B</th>
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</thead>
<tbody>
<tr>
<td><strong>Economic Systems:</strong> Concept, Types: Capitalist system/Market economy, Socialist system and Mixed Economy</td>
</tr>
<tr>
<td><strong>Nature of Indian Economy:</strong> As an Underdeveloped, Developing and Mixed Economy</td>
</tr>
<tr>
<td><strong>Social Responsibility of Business:</strong> Concept, Rationale of Social Responsibility and Barriers of Social Responsibility</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SECTION C</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Consumer Protection:</strong> Need, Consumer Protection Act, 1986 (with amendments), The Environment Protection Act, 1986.</td>
</tr>
<tr>
<td>Disinvestment of Public Enterprises: Rationale, Objectives and Implications.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SECTION D</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Introduction to Foreign Trade:</strong> Concept of Balance-of-Payments, Balance-of-Trade.</td>
</tr>
<tr>
<td>Monetary and Fiscal Policies.</td>
</tr>
<tr>
<td><strong>MNCs:</strong> Advantages and Disadvantages of MNCs, Role of MNCs in the development of Indian Economy.</td>
</tr>
</tbody>
</table>

Suggested Readings:
5. Ruddar Dutt and KPM Sundaram, Indian Economy, S. Chand and Company Ltd. New Delhi, 2012.
PAPER UBS-003: BUSINESS COMMUNICATION

Credits: 4-0-0
Total Marks: 100
Mid Semester Marks: 20
End Semester Marks: 80
Mid Semester Examination: 20% weightage
End Semester Examination: 80% weightage

Instructions for the Paper Setters:

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION A

Introduction to Communication
Nature of Communication.
Verbal and Non-verbal Communication. Myths about communication;
Communication Process and Stages in Communication.
Roots of misunderstanding – Barriers to Effective communication, Formal and Informal communication, Internal and External communication. Communication Channels – Choosing the means of Communication. Audience Analysis.
Ethical considerations for Business Communication.
Principles of Business Communication – Choosing words, Developing sentences, Forming paragraphs, Using unbiased language

Written and Verbal Communication Skills for Managers:
Positive, Negative, Neutral and Social Business Messages; Planning, Writing and Revising Business Documents.

SECTION B

Office Correspondence: Note Taking, Different Forms of Written Communication: Letters, Memos, E-mails, Faxes, Agenda, Minutes of a meeting, Web-writing etc.
Formal Letters - Invitations, Requests, Complaints, Orders and Thanks, Questionnaires/Comment Cards/ Feedback forms.
Types and Characteristics of Business Reports – Writing a formal report, Mechanics of a formal report.
Essentials of Oral Communication – Informal speech, Telephonic conversations and Voice mails, Professional use of telephone, interviews, group discussion, meetings, round-table discussions, seminars.

SECTION C

Preparing and delivering presentations. Basic personality traits- dress, address, gestures and manners; self-evaluation and development- identification of strength and weaknesses; overcoming hesitation and fear of facing public, anxiety and stress, corrective and developmental exercises- confidence building, mock interviews, role playing.
SECTION D

Interpersonal Communication and Teamwork:
Working in teams, Characteristics of effective teams, Leadership and Management Styles, Decision making, Active and engaged team members, Team process, Gender differences in team communications, Resistance and team thinking, Developing team strategy, assigning team roles, Building trust, Giving and receiving feedback, Team writing.

Application of the subject through exercises such as - Preparing for Interviews, Preparing for Conferences and Seminars, Discussing Styles of Résumé, Résumé Writing and Online submission of Résumé

REFERENCES: (LATEST EDITIONS)

INTERDISCIPLINARY COURSE IN UNIVERSITY BUSINESS SCHOOL  
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PAPER UBS-004: BUSINESS LAWS

Credits: 4-0-0  
Total Marks:100  
Mid Semester Marks:20  
End Semester Marks:80  
Mid Semester Examination: 20% weightage  
End Semester Examination: 80% weightage

Instructions for the Paper Setters: 
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<thead>
<tr>
<th>SECTION A</th>
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<tbody>
<tr>
<td><strong>Law of Contract (1872):</strong> Nature of contract; Classification; Offer and acceptance; Capacity of parties to contract;; Consideration</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
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</tr>
</thead>
</table>
| **Free Consent Legality of object:** Agreement declared void  
Discharge of contract; Remedies for breach of contract. |

<table>
<thead>
<tr>
<th>SECTION C</th>
</tr>
</thead>
</table>
| **Sale of Goods Act 1930:** Formation of contracts of sale; Goods and their classification, price; Conditions, and warranties; Transfer of property in goods;  
**Indian Partnership Act,1932:** Definition & Nature of Partnership, Formation of Partnership |

<table>
<thead>
<tr>
<th>SECTION D</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Negotiable Instrument Act 1881:</strong> Definition of negotiable instruments; Features; Promissory note; Bill of exchange cheque; Holder and holder in due course; Crossing of a cheque, types of crossing; Negotiation; Dishonour and discharge of negotiable instrument;</td>
</tr>
</tbody>
</table>

Suggested Readings: (Latest editions)  
PAPER UBS-051: FUNCTIONAL MANAGEMENT

Credits: 4-0-0
Total Marks: 100
Mid Semester Marks: 20
End Semester Marks: 80
Mid Semester Examination: 20% weightage
End Semester Examination: 80% weightage

Instructions for the Paper Setters:
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<tbody>
<tr>
<td><strong>Management</strong> – Meaning, Nature; Tasks and responsibilities of a professional manager; Managerial skills. Management as a Profession; Challenges Faced by Modern Managers.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td><strong>Production Management</strong> – Importance of Production Management, Types of Production System.</td>
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</thead>
<tbody>
<tr>
<td><strong>Financial Management</strong></td>
</tr>
<tr>
<td><strong>Financial Goals</strong> - Profit vs. Wealth Maximization</td>
</tr>
<tr>
<td><strong>Basic Finance Decisions</strong> - Investment, Financing, Liquidity and Dividend.</td>
</tr>
<tr>
<td><strong>Instruments of Finance</strong> - Long Term and Short Term</td>
</tr>
</tbody>
</table>
Suggested Readings:

INTERDISCIPLINARY COURSE IN UNIVERSITY BUSINESS SCHOOL
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

PAPER UBS-052: ENTREPRENEURSHIP AND BUSINESS STRATEGY

Credits: 4-0-0
Total Marks:100
Mid Semester Marks:20
End Semester Marks:80

Mid Semester Examination: 20% weightage
End Semester Examination: 80% weightage

Instructions for the Paper Setters:
Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION A


Entrepreneurs: Functions, Types, Traits, difference between managers and entrepreneurs.
Creativity and Innovation: creativity process, barriers to creativity, developing individual creativity, enhancing organizational creativity, common sources of new venture ideas

SECTION B


Role of Entrepreneurship in Economic Development. Role of government towards entrepreneurial development

SECTION C

Entrepreneurial decision making.

Setting Up a Small Business Enterprise; Business Plan: Elements, Preparation.

Sources of finance: Debt/Equity Financing, Support from banks and other financial institutions, venture capital.

SECTION D


Environment analysis: External and Internal - SWOT analysis, Porter’s five forces model, PEST, Value chain analysis, Resource based view, McKinsey’s 7s Framework, Generic strategies.
Suggested readings:

INTERDISCIPLINARY COURSE IN UNIVERSITY BUSINESS SCHOOL
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

UBS – 053: ORGANIZATIONAL BEHAVIOUR

Credits: 4-0-0
Total Marks:100
Mid Semester Marks:20
End Semester Marks:80
Mid Semester Examination: 20% weightage
End Semester Examination: 80% weightage

Instructions for the Paper Setters:
Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION A

**Organisational Behaviour (OB):** Conceptual foundations, Significance, Challenges and Opportunities for OB.
**Personality:** Concept and determinants, The Myers-Briggs Type Indicator, The Big Five Model, Key Personality attributes influencing OB: Locus of Control, Machiavellianism, Positive and Negative Affectivity, Self-Efficacy, Self-Monitoring, Type A and Type B personality.

SECTION B

**Values:** Significance, Sources of value system, Classification of values.
**Attitudes:** Sources and Types; Theories of Attitude; Cognitive dissonance theory, Overview of Major Job Attitudes: Job Satisfaction, Organizational Commitment and Prejudice
**Emotions and Moods:** Nature and Types, Sources of Emotions and Moods, Managing Emotions at work, Emotional Intelligence: Concept and Dimensions

SECTION C

**Perception:** Nature and significance of perception, Factors influencing perception, perceptual process, Perceptual Distortions and Improving Perception. Group and Team
**Dynamics:** Defining and Classifying groups, Stages of group development, Group dynamics, Group decision making, Types of Teams, Contemporary issues in managing teams
**Stress Management:** Concept, Causes, Consequences and Coping with stress.
SECTION D

Interpersonal Behaviour: Dynamics of Interpersonal Relationship; Psychological Contract: Concept and Types; Trust: Concept, Types and Building Trust among employees;

Organizational Citizenship Behaviour: Concept, Forms and suggestions for promoting Organizational Citizenship Behaviour; Whistle-Blowing; Cooperation: Concept and Determinants; Conflict: Concept, Consequences, Sources, Approaches of Conflict management; Transactional Analysis; Deviant Organizational Behaviour: Concept, Dimensions and Categories of Deviant Organizational Behaviour.

Organizational Culture: Nature and Characteristics, Functions and Deciphering Organizational Culture, Creating sand Sustaining Culture.

Suggested Readings: (Latest editions)

3. Aswathappa, K., Organisational Behaviour: Text, Cases and Games, Delhi, Himalaya Publishing.
4. Udai, Pareek, Understanding Organizational Behaviour, New Delhi, Oxford University Press.
5. Greenberg, Jerald and Baron, Robert A., Behaviour in Organizations, New Delhi, Pearson Education.
7. Saiyadain, Mirza S., Organizational Behaviour, New Delhi, Tata McGraw-Hill.
PAPER UBS–054: CORPORATE GOVERNANCE & BUSINESS ETHICS

Credits: 4-0-0
Total Marks: 100
Mid Semester Marks: 20
End Semester Marks: 80
Mid Semester Examination: 20% weightage
End Semester Examination: 80% weightage

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<tbody>
<tr>
<td>Corporate governance: Meaning, Issues, Is governance more than just board process and procedures.</td>
</tr>
<tr>
<td>Corporate Governance Systems, Indian model of Governance, What is good corporate Governance.</td>
</tr>
<tr>
<td>Rights and Privileges of Shareholders: Introduction, rights of shareholders, Poor track record of Shareholders, protection and Grievance redressal process</td>
</tr>
<tr>
<td>Relationship between investor’s protection and corporate governance.</td>
</tr>
</tbody>
</table>

<table>
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</tr>
</thead>
<tbody>
<tr>
<td>Board of Directors as a powerful instrument in governance: Role of board, Governance issues related to board, Role of directors.</td>
</tr>
<tr>
<td>Corporate social responsibility: Definition, Justification and scope</td>
</tr>
</tbody>
</table>

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<tbody>
<tr>
<td>Role of public policies in governing business: Introduction, framing, Involvement of business in public policy decision making.</td>
</tr>
<tr>
<td>SEBI: Role in promoting Corporate governance</td>
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<tbody>
<tr>
<td>Business ethics and corporate governance: importance and need for business ethics Ethical principles in business— codes and innovations</td>
</tr>
<tr>
<td>Need for values in global change: Indian perspective values for managers</td>
</tr>
<tr>
<td>Corporate governance in developing and transition economies: introduction, problems and challenges.</td>
</tr>
</tbody>
</table>
Suggested Readings: (Latest editions)