

NORTH MAHARASHTRA UNIVERSITY,

JALGAON

IDEAL (External Mode) Department

SYLLABUS FOR T.Y.B.COM

PAPER 1: INDIAN ECONOMIC SCENARIO

1. State Of The Indian Economy

- a. Features Of Indian Economy as an Underdeveloped, an Emerging and Mixed Economy
- b. Globalization Of the Indian Economy
- c. Economic Growth After 1991
- d. Global Development & the Indian Economy
- e. Capital Formation And National Income Trends In India

2. Human Resources & Development

- a. India's Population: Size & Growth Trends
- b. Population & Economic Development :
- c. Demographic Issues :The Sex Composition Of Indian Population-Age Structure & Its Demographic Dividends-Urbanization-Migration Of Population
- d. Human Resource Development :Indicators-Importance Of Education, Health And Nutrition-Education Policy
- e. Occupational Distribution Of Labor Force In India
- f. Unemployment: Nature, Estimate, Causes And Policy Measures
- g. Poverty In India-Incidence Of Poverty-Poverty Alleviation Programme
- h. Income Inequalities In India: Nature Causes & Policy Measures

3. Scenario of Agricultural sector and Basic Issues In Agricultural

- a. Indian Agriculture: Role Agriculture Production & Productivity Trends- Measures To Increase Production & Productivity
- b. Agriculture Inputs & Green Revolution
- c. **Agricultural Finance**: Need, Institutional Sources, R.R.B.S And NABARD- Distress In Agriculture Debt Waiver And Debt Relief
- d. **Agricultural Marketing** :Organizational Set Up , Defects In It And Measures To Improve The Agricultural Marketing System
- e. **Problems Of Agricultural Subsidies** And Prices Of Agricultural Produces-The Problems Of Food Security And Public Distribution System
- f. **Agricultural Labor** & Problems Of Agricultural Labor-Measures For Improvement
- g. **Global warming** and global climate change impact on the Indian economy

4. Scenario of Industrial and Service Sector

- a. Pattern, Growth and Trends Of Industrial Development In India
- b. Role, Performance & Problems Small Scale Industries In India
- c. Role , Performance And Problems Of Public Sector Enterprises In India-The Problem of Disinvestment In Public Sector Enterprises
- d. Labor Relation In India- Industrial Disputes Causes and Disputes Settlement System
- e. Service Sector: Meaning Performance Development, Problems and Policy
- f. Energy ,Infrastructure And Communication-Overview Of Performance-Challenges

5. Scenario of External Sector Of The Indian Economy

- a. India's foreign trade: value, composition and direction
- b. India's balance of payments since 1991 and its management
- c. Trade policy of the government : reform period
- d. Special Economic Zones (S.E.Z.s):Concept and Arguments for and Against of S.E.Z.s, S.E.Z.s in India
- e. Foreign capital, investment and aid: component, need and government policy
- f. problem of foreign exchange reserves and management of India's foreign exchange rates
- g. W.T.O. and Indian Economy

6. Scenario of Prices, Money And Banking

- a. Price Trend ,Problems Of Inflation During The Planning Period And Anti Inflationary Policy Of The Government Structure And Development Of Indian Money Market And Recent Reforms In It
- b. Role And Structure Of Capital Market And Reform In It S.E.B.I. And Capital Market Development
- c. Development of banking sector and reforms in it
- d. Lartet Monetary Policy Of The R.B.I.

7. Fiscal development and public finance

- a. Salient features of Federal finance system in India
- b. Problems and issues in centre –state financial relation in India
- c. 12 th finance commission recommendations
- d. Indian tax structure reforms in the tax system since 1991
- e. Growth, composition, role and management of public expenditure
- f. Role ,magnitudes and issues related with public debt in India
- g. Current central budget related to Eco Policy
- h. Objectives Of India's Fiscal Policy , Fiscal Responsibility and Fiscal Imbalances In India

8. Economic planning and policy

- a. Economic planning in India: rationale, features and objectives
- b. The strategy of planning
- c. Resource allocation in plans: an overall view
- d. Financing of the plans: critical appraisal
- e. Assessment of the planning
- f. Salient features of 11 th five year plan

BOOKS RECOMMENDED

1. Indian Economy : R.Datta and K.P.M.Sunderam (61th Edition),S.Chand
 2. Economic Survey :Government Of India's publication
 3. Annual Report :Currency and finance : Reserve Bank Of India's publication
 4. Indian Economy :Mishra & Puri, Himalaya Publication
 5. Indian Economy :A.N.Agrawal ,Himalaya Publication
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PAPER 2: PRINCIPLES & PRACTICE OF AUDITING

1. Introduction of Audit :-

- a. Meaning, Definition, nature, scope & objectives of audit. – Advantages & limitations of audit – Relationship of auditing with other subjects – Basic principles governing an audit – Planning of an audit.
- b. Standards on Auditing (SAs) – meaning, scope, SAs and Auditor
- c. Elementary study of SA 200 (Revised) “Overall objectives of the Independent Auditor and the conduct of an Audit in accordance with Standards on Auditing”.

2. Types of Audit

Features, principles, advantages & limitations of Internal audit, Statutory audit, Continuous audit, Annual audit, Interim audit, Balance sheet audit, Tax audit, Cost audit, Efficiency audit, Government audit & Information system audit.

3. Auditing Engagement & Documentation :-

- a. Auditing engagement – Audit planning – Audit programme, Control of quality of Audit work – Delegation & supervision of audit work.
- b. Documentation – Audit working papers - audit files- permanent and current audit files ownership and custody of working paper. Elementary study of SA 230 (Revised) “Audit Documentation”.

4. Audit Evidence :-

- a. Need for audit evidence – audit procedures for obtaining evidence – physical verification – documentation –direct confirmation – re-computation – analytical review techniques – representation by management –obtaining certificate
- b. Elementary study of SA 500 (Revised) “Audit Evidence”.

5. Vouching, Verification and Valuation :-

- a. Vouching – Meaning advantages & objectives of vouching – Points to be taken at the time of vouching –voucher – material defects that disqualify a voucher – difference between vouching & Verification.
- b. Verification and valuation of assets & liabilities –Meaning & objects of verification and valuation – difference between verification and valuation – procedure of verification and valuation of assets & liabilities.

6. Investigation :-

- a. Meaning, nature and objects of Investigation-Difference between Audi & Investigation.
- b. Investigation at the time of
 - i. purchase of business
 - ii. admission of a new partner
 - iii. granting loan for detecting grants
 - iv. determination of tax liability
 - v. Statutory Investigation.

7. Evaluation of Internal Control :-

- a. Internal Control –Meaning & objectives of internal control – factors affecting internal control limitations of internal control – Evaluation of internal control system.
- b. Internal check system, Test checking, Routine checking –Meaning, advantages & limitations of internal check system, Test checking & Routine checking. Elementary study of SA 265 “Communicating deficiencies in Internal Control to those charged with governance and management”.
- c. Introductory study of audit of bank, co-operative societies and nonbanking financial companies.

8. Company Auditor :-

Provisions regarding qualifications, disqualifications, appointment & removal of auditor as per the companies Act, 1956 – Rights/Powers, duties and liabilities and remuneration of company auditor – professional conduct and ethics.

9. Auditing in Computerized Information System (CIS) Environment :-

Meaning of CIS – Approaches to computer auditing – distinction between manual accounting audit and computerized accounting audit – Characteristics of CIS Environment – Computer frauds and computer virus – Concept of audit software.

10. Audit Report :-

Meaning, importance and contents of audit report – types of audit report – Qualifications, disclaimers, adverse opinion - Distinction between reports and certificates – notes on accounts - distinction between notes and qualification – detailed observations by the statutory auditor to the management vis-à-vis – Obligations of reporting to the members.

Recommended Books

- 1) Todon – Practical Auditing.
- 2) Kamal Gupta – Fundamentals of Auditing – TMH – New Delhi.
- 3) Saxena & Saravaravel – Practical Auditing – Himalaya Publishing House, Mumbai.
- 4) Saxena & Reddy – Essentials of Auditing - Himalaya Publishing House, Mumbai.
- 5) Stettler Howord – Auditing Principles, PHI – New Delhi.
- 6) L. K. Shukla – Auditing – Principles & Practice – Taxmann law's New Delhi.
- 7) Taxmann – Students' guide to Standards on Auditing by D. S. Rawat.
- 8) Auditing by Vinod Kumar Agrawal & Abhishek Porwal – A. S. Foundation, Pune.

PAPER: 3: INCOME TAX AND COMPETITIVE SKILLS

1. Introduction of Income Tax Act 1961

- a. Basic concepts : – Introduction of Income tax Act 1961, Finance Act, Concepts of - Agricultural income, Assesses, Assessment year, Average rate of tax, Income, Person, Gross total income, Previous year, Charge of income Tax; Capital and Revenue Receipts, capital or revenue expenditure, Head of Income, Exempted Incomes (concerned with salary only)
- b. Residential Status: Rules for determining residential status of Individual, HUF, Firm and Company, need to determine residential status, Incidence of tax.

2. Income from Salary

- a. Income from Salary: Salary, Allowances, perquisites and retirement benefits, deductions, computation of salary income.
- b. Allowances to be studied – HRA, Transport Allowance, Children Education Allowance, Medical allowance Perquisite to be studied – Rent-free Accommodation, Deduction on account of Professional Tax –Practical problems on computation of salary income.

3. Income from House Property and other Sources

- a. Meaning -:Annual Value, let out property, self-occupied properties, deductions, computation of house property income. – Practical problems on computation of income from house property.
- b. Income from other sources: Specific income, deductions, computation of income from other sources,practical problems.

4. Income from Business & Profession:

Meaning & Nature of Income from Business & Profession, Difference between Business & Profession –Allowable & Disallowable Expenses. Practical problems on computation of Income from Business, and Practical problems on computation of Income from profession of Doctors and Chartered Accountants.

5 Computation of Taxable Income of an Individual Assessee

Computation of Gross Total Income, Deductions under sections 80-C, 80-D, and 80-G, Computation of Total Income, and Total income to be rounded off.

BOOKS RECOMMENDED

1. Vinod K. Singhania: Students' Guide To Income Tax, Taxmann Publications, Kapil Singhania New Delhi.
2. Mehrotra : Income Tax Law & Accounts, Sahitya Bhavan, Agra.
3. Bhagavati Prasad: Law And Practice Of Income In India, New Age International Publishers, New Delhi.
4. Dr. Girish Ahuja & Ravi Gupta : Direct Taxes Bharat Publications
5. Shri. T.N. Manoharan : Direct Taxes, Snow White Publications.

PAPER: 4: HUMAN RESOURCE MANAGEMENT

1. Introduction Human Resource Management

- a. Meaning and Nature of Human Resource.
- b. Distinguish between human resource and other factors of production.
- c. Meaning, Definition, Characteristics, Scope of H.R.M.
- d. Objectives, Functions, Importance of H.R.M.
- e. Difference between H.R.M. and Personal Management.
- f. Qualities and Role of Human Resource Manager.
- g. Challenges to H.R.M.

2. Evolution and Development in H.R.M.

- a. Introduction.
- b. Ancient Views.
- c. Ancient Indian Literature.
- d. Human Resource Approach in Present Scenario.

3. Human Resource Planning and Job Analysis

- a. Meaning, Definition, Objectives.
- b. Growing Importance of H.R. Planning.
- c. Types of H.R. Planning.
- d. Process of H.R. Planning.
- e. Limitations.
- f. Job Design.
- g. Job Analysis – Importance, Tools, Process of Job Analysis.

4. Recruitment, Selection, Placement and Induction

a. Recruitment

- i. Meaning, Definition, Objectives Importance.
- ii. Recruitment Policy, factors affecting recruitment, Centralized and Decentralized recruitment.
- iii. Sources of Recruitment E-recruitment, walk-In Body-shopping, outsourcing.

b. Selection

- i. Meaning, Definition, Importance.
- ii. Selection Policy and Selection Procedure.
- iii. Factors affecting on selection.
- iv. Evaluation of Selection Procedure.

c. Placement and Induction

- i. Meaning, Definition of Placement.
- ii. Problems in Placement, Tools of effective placement.
- iii. Meaning, Definition of Induction.
- iv. Objectives, Nature, Importance of Induction.

5. Employee Training and Management Development

a. Training

- i. Meaning, Definition, Difference between Training Education and Development.
- ii. Characteristics, objectives, need and Importance, Training Policy.
- iii. On the job, off the job, Training methods.
- iv. Types of Training.

b. Management Development

- i. Meaning, Definition of Management Development.
- ii. Objectives, Need of Importance.
- iii. Methods of Management Development.
- iv. Problems in Management Development Programmes.
- v. Managerial Training and Development in Indian Context.

6. Employee Grievances and Discipline

a. Grievance

- i. Meaning, Definition, Causes of Grievances.
- ii. Importance of Grievance Handling.
- iii. Principles of Grievance Handling.
- iv. Grievance Redressal Machinery.

b. Discipline

- i. Meaning, Definition, Features.
- ii. Aims, Objectives and Importance.
- iii. Principles for Maintaining Discipline.
- iv. Disciplinary Procedure.
- v. Role of Human Resource Manager in Maintaining Discipline.

7. Employee Performance Appraisal

- a. Meaning, Definition, Features.
- b. Objectives and Importance.
- c. Methods and Process of Performance Appraisal.
- d. Problems of Appraisal.
- e. Measures for Making Effective Appraisal.

8. Recent Trends in H.R.M.

- a. Human Resource Accounting.
- b. H.R.D. Audit.
- c. Quality of Work life.
- d. Knowledge Management.
- e. Entrepreneurial Development.
- f. Developing Quality Consciousness.
- g. Human Capital.

BOOKS

1. A Textbook of 'Human Resource Management', R.S. Dwivedi, Vikas Publishing House Pvt. Ltd.
 2. 'Human Resource Management', Dr.Anjali Ghanekar, Everest Publishing House.
 3. 'Human Resource Management' (Text and Cases) by – Appannaiah Reddy, Aparna Rao, Himalaya Publishing House.
 4. 'Personal and Human Resource Management' (Text and Cases), by – P.Subba Rao, Himalaya Publishing House.
 5. 'Human Resource Management and Organizational Behaviour', Dr.P.K.S. Menon.
 6. 'Human Resource Management in the New Millennium', by – P.Subba Rao.
 7. 'Personnel Management', by C.B.Memoria.
 8. 'Management Challenges in Twenty First Century', by Vivek Deolankar.
 9. 'Manavi Sansadhananche Vyavasthapan', Prof.Dr.Prabhakar Deshmukh.
 10. 'Manavi Sansadhananche Vyavasthapan', Prof.B.L.Jibhkate, Dr.C.D.Pandhye, Vishwa Publishers and Distributors, Nagpur.
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PAPER: 5- MODERN MANAGEMENT TECHNIQUES

1. Management and Business

- a. Management, society & Business
 - i. Meaning, Concept, Scope and Aspects of Management
 - ii. Management vis-à-vis Leadership
 - iii. Social Responsibility of doing business in India
 - iv. e-commerce vis-à-vis Management – Functions & Channels of Management, Key success factors, e-governance
 - v. Building strong e-brands
- b. Management & Environment
 - i. Challenges to Management
 - ii. Impact of Government's policy
 - iii. Impact of Political system
 - iv. Status of Pollution w.r.t. Management – Introduction of Environmental Quality, Economics of Environment & Socio-economic problems.

2. Corporates and Corporate culture

- a. Meaning & Scope of Corporates as – Corporates & Community development
- b. Dreaming Big & Achieving Big
- c. Culture of recognition
- d. Environmental concern
- e. Technological Innovations & Office automation.

3. Global Management Perspective Patterns of Management analysis

- a. TOWS matrix : A modern tool for analysis
- b. Management and Society : Operating in Pluralistic society, The Technological, Ecological environment and Social perspectives
- c. Diversity Management
 - i. Diversity and Multiculturalism : Nature, Dimensions and its Effects
 - ii. How to manage Diversity and Multiculturalism in the Organisation

4. Japanese Management

- a. 5-S system: Overview, Meaning, Philosophy, Micro level techniques, Advantages, Limitations and Pre-requisites
- b. Kai-Zen : Overview, Meaning, Philosophy, Micro level techniques, Advantages, Limitations and Prerequisites
- c. Poka-Yoke: Overview, Meaning, Philosophy, Micro level techniques, Advantages, Limitations and Pre-requisites
- d. Zero Defect Program (ZDP) : Overview, Meaning, Philosophy, Micro level techniques, Advantages, Limitations and Pre-requisites
- e. Waste Reduction : Overview, Meaning, Philosophy, Micro level techniques, Advantages, Limitations and Pre-requisites

5. Business Management and Risk Sensitivity Management

- a. Controls, Control and Management
- b. Managing Growth -
 - i. The necessity and Need of Growth
 - ii. Objectives of Growth
- c. Introduction of Risk -
 - i. Definition, Characteristic, Nature and Types of Risk
 - ii. Different Methods for the measurement vis-à-vis Evaluation of Risk

6. Service Management

- a. Service Quality dimension and 5-star of service quality
- b. Quality assurance in services and Return on service quality – Cost of quality
- c. and Profit linkage
- d. Measurement of service quality : SERVQUAL
- e. Introduction to : Time Management, Event Management and Hospitality Management

7. Knowledge Management

- a. Knowledge Management
 - i. Introduction and Definition
 - ii. Market value proposition and Prosperity of Knowledge management
- b. The CRM Life cycle
- c. Understanding Customer Value Knowledge Chain
- d. Phases of Customer Knowledge Cycle

8. Indian Ethos & Management Practices

- a. Indian Ethos: Meaning & Introduction
- b. Kautilyas Economics :- Monarchy to Democracy
- c. Management Practices in India

BOOKS

1. Global Management Solutions: Demystified by Seth- Thompson Learning
2. Management: Task, Responsibilities, Practices by Peter F. Druker – Allied Publishers Pvt. Ltd
3. Management: Value-Oriented Holistic Approach by S.A. Sherlekar – Himalaya Publishing House
4. Business Organizations & Management by Vasishth, Rajput – Kitab Mahal
5. Essentials of Business Environment by K. Ashwathappa – Himalaya Publishing House
6. Total Quality Management by K. Shridhar Bhat – Himalaya Publishing House
7. The Essential Guide to Knowledge Management by Amrit Tiwana – Pearson Education Asia
8. Business Process Outsourcing – Sarika Kulkarni – Jaico Publishing House
9. Management: Principles & Applications by Ricky Griffin – Cengage Learning
10. Management (2008 Edition)– Kreitner, Mohapatra- Biztantra (Willy India Pvt. Ltd.)
11. Management by Stoner, Freeman, Gilbert – Pearson/ Prentice Hall
12. Management – Text & Cases by V.S.P.Rao & V Hari Krishna– Excel Books
13. Management: A global and Entrepreneurial Perspective by Weihrich, Cannice, Koontz – TMH
14. Total Quality Management – by B. Senthil Arasu & J. Pravin Paul – Scitech Publications Pvt. Ltd.
15. Management by DBN Murthy, Deep & Deep Publications, New Delhi.
16. Principles of Management by S.K.Sarangi, Asian Books Pvt. Ltd.
17. Professional Management in India by Pylee, Sankaranarayan, S.Chand & Co. Ltd.

PAPER: 6 : ADVANCED ACCOUNTING

1. Accounting for Independent Branches - (Theory & Practical Problems)

Accounting at Head office - Incorporation of branch Trial balance in the books of the Head office – Incorporation entries for preparing branch Trading and Profit & Loss account, branch Assets and Liabilities. Accounting at the Branch, Inter-branch transactions

2. Valuation of Goodwill - (Theory & Practical Problems)

Meaning & Nature of Goodwill – Need for valuation of Goodwill – Methods of valuing Goodwill –Calculation of Goodwill - Number of Years purchase of average profits method, Capitalization method – Annuity method –Super profits method.

3. Valuation of Shares - (Theory & Practical Problems)

Meaning & Nature of Shares – Need for valuation of shares – Methods of valuation of shares – Net Assets method, Yield method and Fair value method – Calculation the Valuation of Shares.

4. Insolvency - (Theory & Practical Problems)

Meaning & Procedure of Insolvency – Insolvency of Sole Trader - Prepare Statement of Affairs & Deficiency Account.

5. Recent Trends in Accounting- (Only Theory)

Elementary study of - Human Resources Accounting, Inflation Accounting, Value Added Statement, Corporate social reporting, Interim reporting – Refer Accounting Standard (AS) 25 on Interim Financial Reporting.

6. Liquidation of Companies – (Theory & Practical Problems)

Introduction & Modes of Winding-up of Company - Preparation of liquidator's final statement of account.

7. Holding company Accounts - (Theory & Practical Problems)

Meaning of Holding Company and Subsidiary Company – Preparation of the consolidated balance sheet of the Holding company along with its subsidiary company – analysis of profit of subsidiary company on consolidation, cost of control or goodwill on consolidation. Inter-company debts, unrealized profit, - (one subsidiary only) [Refer to the relevant provisions of the Companies Act, 1956, and AS-13 on Accounting for Investment.]

8. Farm Accounting – (Theory & Practical Problems)

Introduction, Meaning, Objectives & Significance of Farm Accounting – prepare Final Accounts of Farm Accounting.

9. Underwriters Accounts – (Theory & Practical Problems)

Introduction & Meaning of Underwriters Account – Meaning of Underwriters & Sub Underwriters – Underwriters Liability – Joint Underwriting – Firm Underwriting – Prepare Underwriters & Sub-Underwriters Account.

10. Introduction to Government Accounts – (Only Theory)

Meaning, Definition, Objectives & General Principles of Government Accounting – Difference between Commercial & Government Accounting – Classification of Government Accounts – Role of C & A.G. of India

Books Recommended

1. Advanced Accountancy – Vol. I , R. L. Gupta & M. Radhaswamy, Sultan Chand & Sons
2. Fundamentals of Accounting, Dr. T.P. Ghosh, Sultan Chand & Sons
3. Accountancy for C.A. Foundation Course , P.C. Tulsian, Tata McGraw Hill
4. Advanced Accounts, M.C. Shukla, T.S. Grewal & S.C. Gupta, S. Chand & Co Ltd.
5. Fund. of Accounting, Dr. S.N. Maheshwari & Dr. S.K. Maheshwari, Vikas Publishing House, New Delhi
6. Advanced Accounts - Jain and Narang - Kalyani Publishers, Ludhiana
7. Accountancy, Volume-I and II, Sr. K. Paul , New Central Book Agency, Kolkata
8. Accounting Theory, R. K. Lele and Jawaharlal, Himalaya Publishers
9. Accounting Text & Cases, Robert Anthony, D. F. Hawkins & K. A. Merchant- Tata McGraw Hill
10. Corporate Accounting, Dr. S. N. Maheshwari, Viakas Publishing House Pvt. Ltd. New Delhi
11. Advanced Accounting, Dr. Ashok Sehgal & Dr. Deepak Sehgal: Taxmann, New Delhi.

PAPER:7 - BUSINESS ADMINISTRATION

1. Concepts and Nature

- a. Business- Definition, Characteristics, Scope
- b. Commerce- Meaning, Concept, Trade & Aids to Trade- Meaning &
 - i. Definition, Administration, Management and Organization.
- c. Functions of Administration

2. Business Unit- Promotion

- a. Concept of Promotion, Stages of business Promotion, Factors affecting, Business Promotion
- b. Location, Present trends in location, Size of business unit, factors affecting the size
- c. Role of Government.

3. Forms of Business Organization

- a. Sole Proprietorship, Partnership Firm, Joint Ventures, Joint Stock Company.
- b. Cooperative Society- Characteristics, Features, Merits, Limitations.
- c. Suitability of a form of Organization- factors determination the suitability.

4. Business and Environment

- a. Meaning, Constituents of business environment
- b. Economic, International, Social, Legal, Cultural, Educational, Political, Technological & Natural.
- c. Interaction of Business & Environmental Factors
- d. Objectives of Business- Economic, Human & Social objectives-Social Responsibilities.

5. Employee Morale

- a. Employee Morale- Definition, Importance of Morale,
- b. Appraisal of Morale
- c. Improvement of Morale

6. Working Conditions and Employee Relationship

- a. Working Conditions
- b. Employee Relationship

7. Business and Government

- a. Business & Government- Meaning, Scope
- b. Government Policy & Business
 - i. Industrial Policy 1948,
 - ii. Industrial Policy 1977,
 - iii. Industrial Policy 1991.
- c. Industrial Licensing Policy- Taxation Policy, Banking & Credit Policy
- d. Governmental Business Policy & Facilities
- e. Governmental Interference in Business
- f. Government's Control Over Indian economy & Business
- g. Monopolies & Restrictive Trade Practices in India

8. Job Analysis

- a. Merit Rating-Difference between Merit Rating & Performance Appraisal, Importance of Merit Rating.
- b. Promotion- Nature & Significance of Promotion, Promotion Systems.
- c. Transfers – Types
- d. Job Enlargement
- e. Job Description
- f. Job Analysis
- g. Job Rotation
- h. Job Enrichment

Recommended Books

- 1-Moderns Business Organization - N. Mishra Allied Publishers-Bombay
- 2-Essenials of Business Administration - K. Aswathappa-Himalaya Publications
- 3- Business Administration - S.C.Saxena- Sahitya Bhavan Agra
- 4-The Administrative Process - Stephen Robbins
- 5- Business Organization & Management- Sinha A Mugali
- 6- Industrial Administration & Management - J. Batty McDonald
- 7-Business Administration - M.D. Lawrence - Sheth Publisher
- 8-Business Administration & Management - Chandurkar & Pundlik - Himalaya Publications
- 9- Business Administration - Dr.Kadweker – Gaj Publication