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Block-1 Concepts and Determination of Working Capital 5-80 UNIT-1 Conceptual Framework 9-20 UNIT-2 Operating Environment of Working Capital 21-38 UNIT-3 Determination of Working capital 39-62 UNIT-4 Theories and Approaches 63-82 Block-2 Management of Current Assets 83-160 UNIT-5 Receivable Management 87-100 UNIT-6 Management of Cash 101-118 UNIT-7 Management of Marketable Securities 119-132 UNIT-8 Management of Inventory 133-161 Block-3 Financing of Working Capital Needs 161-212 UNIT-9 Bank Credit-Basic Principles and Practices 165-180 UNIT-10 Bank Credit-Methods of Assessment and 181-196 Appraisal UNIT-11 Other Sources of Short Term Finance 197-212 Block-4 Working Capital Management: An Integrated View 213-294 UNIT-12 Liquidity Vs. Profitability 217-236 UNIT-13 Payables Management 237-258 UNIT-14 Short-Term International Financial 259-272 Transactions UNIT-15 Cash Management and Cash 273-294 Master of Business Administration M.B.A.-3.23 Working Capital Management Uttar Pradesh Rajarshi Tandon Open University M.B.A.-3.23/1

Block-5 Integrating Working Capital Management 295-358 UNIT-16 Integrating Working Capital and Capital 299-314 Investment Process UNIT-17 Sources of Working Capital Finance 315-334 UNIT-18 Dividend Policy and Decisions 335-358 M.B.A.-3.23/2
BLOCK STRUCTURE In working capital Management (MBA-3.23) there are 5 Block's containing 18 Units. Block 1 concepts and determination of working capital contains 8 units. Unit 1 is about the conceptual framework of working capital Unit 2 highlights the operating environment of working capital. Unit 3 deals with determination of working capital Unit 4 discusses the theories and approaches of working capital. Block 2 explores management of current assets. This block comprises of Unit 5 to 8. Unit 5 deals with receivable management, Unit 6 deals with management of cash, Unit 7 describes management of marketable securities and Unit 8 deals with management of Inventory. Block 3 contains Units 9 to 11 explaining the basic principle and practices of bank credit in Unit 9. Unit 10 deals with methods of assessment and appraisal of bank credit and Unit 11 whose we learn about other sources of short term finances. Block 4 working capital management has Unit 12 to 15. Unit 12 deals with liquidity and profitability. Unit 13 explains payable management. Unit 14 deals with short term international financial transactions and Unit 15 highlights cash management contains units 16-18 Unit 16 explores Integrating working capital and capital investment process. Unit 17 deals with sources of working capital finance and last Unit 18 deals with dividend policy and decisions. After going through all the units the learner have indepth knowledge of working capital management. Prof. Omji Gupta Dr. Gaurav Sankalp Director, SoMs Coordinator MBA SLM writing M.B.A.-3.23/3

M.B.A.-3.23/4
BLOCK 1 CONCEPTS AND DETERMINATION OF WORKING CAPITAL UNIT-1 Conceptual Framework UNIT-2 Operating Environment of Working Capital UNIT-3 Determination of Working Capital UNIT-4 Theories and Approaches Master of Business Administration M.B.A.-3.23 Working Capital Management Uttar Pradesh Rajarshi Tandon Open University M.B.A.-3.23/5 9-20 21-38 39-62 63-82

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COURSE INTRODUCTION In Block-1 you learnt

about the introductory part of working capital management; methods of demand forecasting; inventory management and receivables management etc. Unit-1 discusses about definition of working capital management, traditional and modern concept of working capital, kinds or classification of working capital, advantages of adequate working capital and sources of working capital. Unit-2 explains operating environment of working capital. Unit-3 deals with determination of working capital, Methods or techniques of working capital forecasting, factors and significance. Unit-4 deals with theories and approaches, hedging (maturity matching) strategy, conservative strategy, aggressive strategy, conservative approach to working capital financing. M.B.A.-3.23/7

M.B.A.-3.23/8
UNIT-01 CONCEPTUAL FRAMEWORK Unit Framework 1.1 Objectives 1.2 Introduction 1.3 Concept of

Working Capital 1.4 Meaning of Working capital management 1.5 Traditional and Modern Concept of

Working Capital 1.5.1 Gross Working Capital 1.5.2 Net Working Capital 1.6 Gross vs. Net Working Capital 1.7

Types of Working Capital 1.7.1

On the basis of Balance Sheet 1.7.2 On the basis of Time 1.8 Components of Working Capital 1.8.1 Current Assets 1.8.2 Current Liabilities 1.9 Advantages of Adequate Working Capital 1.10 Disadvantages from Excess Working Capital 1.11 Sources of Working Capital 1.11.1

Spontaneous Sources of Working Capital. 1.11.2 Short Term Sources of Working Capital. 1.11.3 Long Term Sources of Working Capital 1.12

Summary 1.15 Self-Assessment Questions 1.14 Text and References 1.1

OBJECTIVES After completing this unit you will be able to: • to explain concept of Working Capital • to know

the types of Working Capital • to list the components of Working Capital M.B.A.-3.23/9

• to point out advantages and disadvantages due to adequate and excessive Working Capital 1.2 INTRODUCTION Working Capital is the

part of the firm's capital which is required for financing short term or current assets such as

stock, receivables, marketable securities and cash. Money invested in these current assets keep revolving with relative rapidity and is being constantly converted into

cash. These cash flows rotate again in exchange of other such assets. Working Capital is also called as "short term capital", "Liquid Capital", "Circulating or revolving capital". The Working Capital management refers to management of the working capital or to be more precise the management

of current assets and current liabilities. The goal of working capital management is to manage

the firms' current assets and current liabilities in such a way that a satisfactory level of working capital is maintained.

This is so because, if the firm cannot maintain a satisfactory level of working capital, it is likely to become insolvent and may even be forced into bankruptcy.

Each of the short term sources of financing must be continuously managed to ensure that they are obtained and used in the best possible way.

The current assets should be large enough to cover its current liabilities in order to ensure a reasonable margin of safety. 1.3

CONCEPT OF WORKING CAPITAL There is no unanimous decision with the definition of working capital. The word working with

reference to capital refers to circulation of capital from one form to another during day-to-day operations of business. The word capital refers to the monetary values of all assets of the business. There is lot of difference of opinions among

accountants, entrepreneurs and economists: 1.4 MEANING OF WORKING CAPITAL MANAGEMENT Working capital management is a very important to ensure that the company has enough funds to carry on with its day-to-day operations smoothly. A business should not have a very long Cash Conversion Cycle. A cash Conversion Cycle measures the time period for which a firm will be deprived of funds if it increases its investments as a part of its business growth strategies. For this the company has to take certain measures such as reduce the credit period of the customers,

negotiate with the suppliers and increase its own credit period with them, maintaining the right level of inventory which reduces the raw material costs and proper cash management which ensures that cash holding costs are reduced. If these measures are followed, the working capital requirement automatically comes down.

M.B.A.-3.23/10 1.5

TRADITIONAL AND MODERN CONCEPT OF

WORKING CAPITAL There are two concepts of

working capital: 1.5.1 Gross working capital = Traditional concepts of working capital 1.5.2

Net working capital = Modern concepts of working capital 1.5.1 GROSS WORKING CAPITAL

In the broad sense, the term working capital refers to the

gross working capital and represents the amount of funds invested in current assets.

Thus, the gross working capital is the capital invested in total current assets of the

the

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1 Block
Basics of Marketing
Unit-1
Introduction to Marketing
Unit-2
Marketing in a Developing Economy
Unit-3
Marketing for Services
Unit-4
New Concepts of Marketing
UNIT 1 INTRODUCTION TO

84%	MATCHING BLOCK 1/186	SA	002_ADVERTISING and SALES PROMOTION.pdf (D142522846)
MARKETING Objectives After reading this unit, you should be able to - Understand what			
marketing is • Understand the difference between need, want and desire • Explain the need of marketing strategy at different levels • What are the tasks necessary for successful marketing management? Structure 1.1 Introduction 1.2 Meaning of Marketing 1.3 Definition of Marketing 1.4 Marketing Management 1.5 Marketing Mix 1.6 Marketing Strategy 1.7 Summary 1.8 Key Words 1.9 Self-assessment Test 1.10 Further Readings 1.1 INTRODUCTION			
95%	MATCHING BLOCK 2/186	W	
Though marketing is talked and discussed in business terms today, its origin goes back to the ancient civilization when man used symbols, signs and material artifacts to transact and communicate with others.			
92%	MATCHING BLOCK 3/186	SA	Marketing_unit_1_to_16.doc (D128540769)
The term 'market' originates from the Latin noun 'Marcus' which means 'a place where business is conducted'. A layman			
has somewhat similar connotations of the word 'market' which brings to his mind the vista of place where the buyers and sellers personally interact to finalize a deal. However, for the students of marketing, it has wider and deeper implications. It is not merely a place of exchange but an arrangement that provides an opportunity of exchanging goods and services for money. Marketing, in modern times, means learning from customers, listening to customers and transforming the organization around customers. In this context, Philip Kotler has defined the term market as "an arena for potential exchanges". Similarly, as C.K. Prahalad puts it, the future lies in co-creation – a process where companies and their customers will collaborate to come up with products and services. The marketing professionals agree that this is one of the greatest challenges; and that there are no ready-made solutions available. Customer education involves putting the knowledge of one's product at the disposal of customers. Educating the customer is tricky because it involves establishing a rapport and an emotional connection with the customer. Some marketing experts think that what we need today is 'customer connect' and educating the customer is the only means to achieve this. It involves everything, skills, attitudes, behavior and knowledge – and service also as a part of customer education.			
79%	MATCHING BLOCK 4/186	W	
William J. Stanton has defined marketing as "a total system of interacting business activities designed to plan, price, promote and place want-satisfying products and services to present and potential customers".			
Marketing not only deals with goods and services but it also focuses on ideas, issues, concepts and principles. 1.2 MEANING OF MARKETING			
100%	MATCHING BLOCK 5/186	SA	Compiled EMKT503 - U01 - D - Finalized.docx (D142426628)
In the present highly competitive economy, which can be called a buyer's market, it is the customer who wields full power.			
76%	MATCHING BLOCK 6/186	SA	PRINCIPLES OF MARKETING- AFTER PROOF READING 1... (D154312738)
Marketing is managing profitable customer relationships. The basic objective of marketing is to attract new customers by promising and offering superior value and to retain and grow current customers by delivering satisfaction.			
Marketing deals with customers more than any other business function, and deals mainly with customers. "Marketing is a total system of business.			
89%	MATCHING BLOCK 7/186	SA	IV SEM 22DCBFC45MARKETING MANAGEMENT.docx (D143579894)
an ongoing process of discovering and translating consumer needs and desires into products and services, creating demand for these products and services, serving the consumers and his demand through a network of marketing			
100%	MATCHING BLOCK 9/186	SA	IV SEM 22DCBFC45MARKETING MANAGEMENT.docx (D143579894)
channels and expanding the market base in the face of competition.			
Most successful firms today practice the marketing concepts. That is, marketers first identify consumer needs and then provide products that satisfy those needs, assuring the organization's long-term profitability. Needs			

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MBA 4.4: BUSINESS ETHICS AND CORPORATE GOVERNANCE

BLOCK 1: AN OVERVIEW OF BUSINESS ETHICS

In Block 1 you would learn an overview of business ethics: nature & development of business ethics; economic & competitive issues; framework for ethical decision making and corporate governance: a dimension of ethical making. Unit 1 discusses definition and nature of business ethics, need and benefits of business ethics, history of the development of business ethics, and arguments for and against business ethics.

Unit 2 explains economic issues, competitive issues, legal, regulatory and philanthropic issues.

Unit 3 deals with the individual factors: individual character, psychological influences, moral development, organisational factors; organisational culture, internal set-up of influences, and external influences.

Unit 4 covers dimensions of ethical making; characteristics of good ethical making, hurdles in the ethical making process, relevance, principles and managerial skills.

UNIT 1: NATURE & DEVELOPMENT OF BUSINESS ETHICS

UNIT FRAMEWORK

1.1 Purpose

1.2 Definition and Nature of Business Ethics

1.3 Need and Benefits of Business Ethics

1.4 History of the Development of Business Ethics

1.5 Arguments For and Against Business Ethics

1.6 Summary

1.7 Key Words

1.8 Self-Assessment Questions

1.9 Text & References

1.1 PURPOSE

The objectives of this unit are:

- To discuss the nature of business ethics
- To discuss the relevance of business ethics
- To explain the history of the development of business ethics
- To discuss the arguments for and against business ethics

1.2 DEFINITION AND NATURE OF BUSINESS ETHICS

The term business ethics is a combination of two words, business and ethics. Before going to explain the business ethics it is necessary to understand business and ethics separately. Business means all the creative human activities which are related to goods and services for satisfying human wants amounting to business and ethics is concerned with what is right or good for individuals and society. It is also described as moral philosophy. Now it can be said that

66% MATCHING BLOCK 1/80 **W**

business ethics means conducting a business with a human touch in order to ensure welfare of the society

vis a vis investors' interest.

100% MATCHING BLOCK 6/80 **W**

The word "ethics" is derived from the Greek word 'ethos' which means 'character',

and from the Latin word 'mores' which means 'customs' and together it defines how individuals choose to interact with one another.

1.2.1 DEFINITION OF BUSINESS ETHICS

There are many definitions of business ethics given by different authors like Andrew Crane, Raymond C. Baumhart and Thomas M. Garrett some of the most appropriate are as follows:

100% MATCHING BLOCK 2/80 **W**

According to Wikipedia, "Business ethics (also corporate ethics) is a form of applied ethics or professional ethics that examines ethical principles and moral or ethical problems that arise in a business environment. It applies to all aspects of business conduct and is relevant to the conduct of individuals and entire

organisations."

94% MATCHING BLOCK 3/80 **W**

According to Andrew Crane, "Business ethics is the study of business situations, activities, and decisions where issues of right and wrong are addressed." According to Raymond C. Baumhart, "The ethics of business is the ethics of responsibility. The business man must promise that he will not harm knowingly." According to Garrett, "Business Ethics

86% MATCHING BLOCK 4/80 **W**

is primarily concerned with the relationship of business goals and techniques to specific human needs".

So business ethics can be defined as applied ethics that studies ethical principles, business situations, activities, decisions, moral and ethical problems that take place in the business environment.

1.2.2 NATURE OF BUSINESS ETHICS

The nature of business ethics refers to the standard characteristics of human behaviour in its definition as its core concept. Business ethics is known as the nature of business ethics. It deals with the corporate sector in various points related to the ethics of business. There are various

61% MATCHING BLOCK 5/80 **W**

features of business ethics which are as follows: 1.2.2.1 Code of Conduct: Business ethics is a code of conduct. What is to be done for the welfare of society and what to do? All traders must follow this code of behaviour. Based on moral and social values; business ethics is based on moral and social evaluation. It has moral and social norms for doing business. This includes self-control, consumer protection, and welfare, community service, fair treatment

of social groups, exploitation of others, etc.

1.2.2.2 Ethical Values: Business ethics is totally focused on the morality factor because, in today's world, community firms play a vital role in society and its actions are directly affected by the welfare and

90% MATCHING BLOCK 19/80 **W**

well-being of the society. Business affects society in terms of

which type of products it supplies and produces. So, that is the reason, that the business community conducts its activities with self-check, self-inspection, self-control, self-sacrifices and also always keeping in mind the ethical values of community and the society.

1.2.2.3 Relative Term: Ethics is a term of relation with the concept of morality and immorality. It differs from an individual to an individual, society to society, culture to culture, and country to country. It helps to define the moral and immoral terms of business ethics.

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Bachelor of Business Administration BBA-106 Business Statistics Block-1 BASIC STATISTICAL CONCEPTS 3-56 UNIT-1 Meaning and Scope of Statistics 5 UNIT-2 Organising a Statistical Survey 19 UNIT-3 Sampling 33 UNIT-4 Accuracy of Data 49 Block-2 COLLECTION AND CLASSIFICATION OF DATA 57-136 UNIT-5 Approximation and Errors 61 UNIT-6 Collection of Data-Primary Source 73 UNIT-7 Collection of Data-Secondary Source 91 UNIT-8 Classification of Data 113 Block-3 PRESENTATION OF DATA 137-206 UNIT-9 Tabular presentation 141 UNIT-10 Diagrammatic Presentation 149 UNIT-11 Graphical Presentation 167 UNIT-12 Ratio, Percentage and Rates 179 Block-4 MEASURES OF TENDENCY 207-306 UNIT-13 Measure of Central Tendency and Mean 211 UNIT-14 Median 233 UNIT-15 Mode 263 UNIT-16 ----- 283 Uttar Pradesh Rajarshi Tandon Open University BBA-106/1 Block-5 307-352 UNIT-17 Measures of Dispersion-I 309 UNIT-18 Measures of Dispersion-II 323 UNIT-19 Measures of Skewness-I 337 UNIT-20 Measures of Skewness-II 341 BBA-106/2












Bachelor of Business Administration BBA-106 Business Statistics BLOCK 1 BASIC STATISTICAL CONCEPTS UNIT-1 5 Meaning and Scope of Statistics UNIT-2 19 Organising a Statistical Survey UNIT-3 33 Sampling UNIT-4 49 Accuracy of Data Uttar Pradesh Rajarshi Tandon Open University BBA-106/3 Curriculum Design Committee Prof. Omji Gupta Director School of Management Studies, UPRTOU, Prayagraj Dr Gyan Prakash Yadav Assistant Professor School of Management Studies, UPRTOU, Prayagraj Dr Devesh Ranjan Tripathi Assistant Professor School of Management Studies, UPRTOU, Prayagraj Course Preparation Committee Dr T.M. Raini Author Associate professor, Firoj Gandhi PGCollege, Raibareilly Dr Shiv Bushan Gupta Associate professor, MMM PG college, Kalakankar, Pratapgarh Dr Gaurav Sankalp Academic consultant, School of Management Studies, UPRTOU, Prayagraj Dr Ajay Tiwari Assistant Professor MONIRBA, Department of Commerce, University of Allahabad Prof J.N. Mishra Editor Professor, MONIRBA, Department of Commerce, University of Allahabad Dr Gyan Prakash Yadav Coordinator Assistant Professor School of Management Studies, UPRTOU, Prayagraj ©UPRTOU, Prayagraj-2020 ISBN : ©All Rights are reserved. No part of this work may be reproduced in any form, by mimeograph or any other means, without permission in writing from the Uttar Pradesh Rajarshi Tandon Open University, Prayagraj. Printed and Published by Dr. Arun Kumar Gupta Registrar, Uttar Pradesh Rajarshi Tandon Open University, 2020. Printed By : Chandrakala Universal Pvt. 42/7 Jawahar Lal Neharu Road, Prayagraj. BBA-106/4 [PIXAL-005]

UNIT-1 MEANING AND SCOPE OF STATISTICS Objectives After reading this unit, you should be able to : • Present a broad overview of statistics as a subject. • Bring out applications of statistics as its usefulness in management decision making. • Understand the limitation and distrust of statistics. Structure 1.1 Introduction 1.2 Meaning of Statistics 1.3 Definition of Statistics in Plural & Singular Sense. 1.4 Type of Statistical Method-Descriptive and Inferential Statistics. 1.5 Function of Statistics 1.6 Importance and Scope of Statistics 1.7 Limitation of Statistics 1.8 Distrust of Statistics 1.9 Self Assessment Questions 1.1 INTRODUCTION Statistics is a fast growing subject. These days there is hardly any subject or branch of study that deals with large numbers or data, but does not use the methodology of statistics in one or the other form. Therefore, We can say that statistics constitutes an integral part of every scientific and economic inquiry. Social an economic studies without statistics are in conceivable. Statistics is indispensable in almost all the spheres of human activity and knowledge. Statistics, thus plays a multifarious role and as Tippett has rightly remarked, "it affects everybody and touches life at many points."

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UGZY-102

Diversity of Animal Life

Block 1 Comparative Forms and Functions-I

Unit 1 General characters & Classification of Protozoa Unit 2 Body Organization & Characteristic of Metazoa

Course Introduction Block-1 Comparative Forms and Functions-I

This block will explore how different invertebrate organisms without a backbone are classified into different categories. Protozoa is an informal term for single celled, microscopic, either free living or parasitic forms which feed on organic matter such as micro-organisms or organic tissues and debris.

Block-I:- Comparative Forms and Functions-I, consist of two units. Unit-I:- Begins with the distinction between prokaryotes and eukaryotes; Acellular and cellular organisms followed by general characters, classification, locomotory organelle and locomotion in Protozoa. It also covers the biology of amoeboid, flagellate, ciliate parasitic and spore forming Protozoa. Unit-2:- Describes the characteristic features and body organization of Metazoa. It covers the concept of symmetry and body cavity present in the metazoans. The different developmental patterns of Metazoa have also been incorporated. More so over the theories regarding the origin and evolution of Metazoa have been discussed.

Objective:- After studying this block you should be able to: • discuss the classification and locomotion of Protozoa. • discuss the Prokaryotes and Eukaryotes. • discuss the biology off flagellated, Amoeboid and ciliated Protozoans. • discuss the symmetry, origin and evolution of Metazoa.

UNIT-1 General characters & Classification of Protozoa