

DEPARTMENT OF BUSINESS MANAGEMENT
TELANGANA UNIVERSITY
DICHPALLY, NIZAMABAD 503 322
TELANGANA STATE
MASTER OF BUSINESS ADMINISTRATION
(5 YEARS INTEGRATED)
SYLLABUS
(w.e.f. Academic Year 2016 - 2017)



DEPARTMENT OF BUSINESS MANAGEMENT
TELANGANA UNIVERSITY
NIZAMABAD-503322
TELANGANA STATE
JULY, 2016

OBJECTIVES

The Objectives of the course are as follows:

1. To educate and groom the students to get entry level managerial positions in manufacturing / services organizations and/or to start and run ventures successfully with good business knowledge.
2. To facilitate the development of students to take up growing challenges and implement environmentally viable, ethically correct and socially acceptable solutions.
3. To enable the students to get job opportunities at different levels of management within organizations starting at supervisory level in SME segment and middle level management in large PSUs and MNCs.

COURSES OFFERED AND DURATION

1. Bachelor of Business Administration (BBA) – 3 YEARS
2. Masters of Business Administration (MBA) – 5 YEARS

RULES AND REGULATIONS OF MBA (5years) PROGRAMME

1. ELIGIBILITY CONDITIONS:

1. The aspiring students should have the following qualifications:
 - I. Should have passed Intermediate or equivalent examination with a minimum of 45% marks. (40% marks for BC/SC/ST/PH students).
 - II. Should qualify in the Entrance examination conducted by the Telangana University or any other University authorized by Telangana University.
2. Re-admission is possible only when the student discontinue the course after 3rd year.
3. Students who have discontinued on obtaining BBA degree can join 4th year of course. However, the course should be completed in 10 years.

2. INTAKE:

The intake is 30 students in every academic year.

3. INSTRUCTION SCHEDULE:

Instruction will be provided as per the workload indicated in the structure, Rules and regulations of MBA – 5 years Integrated Program for all Theory, Practical and Project Work course requirements. The almanac will be as follows for all semesters.

Duration of instruction: 14 – 16 Weeks

Preparation Holidays: 7-10 Days

4. RULES OF ATTENDANCE:

Students must attend 75% of the total classes conducted for all the subjects put together in a semester. Relaxation of 10% of attendance might be given to a student on medical grounds on the basis of a valid medical certificate and payment of condonation fee prescribed by the university.

4. PROMOTION RULES

A student will be promoted subject to the following rules:

Maximum number of backlog papers (Inclusive of Theory and Practicals) allowed for five year integrated courses is 50% of the total number of papers at the end of II Semester to get promotion for III Semester, 25% of the total number of papers at the end of IV Semester to get Promotion for V Semester, 20% of the total number of papers at the end of VI Semester to get promotion to VII Semester and 10% of the total number of papers at the end of VIII Semester to get promotion to IX semester.

5. CANCELLATION OF ADMISSION

The admission of a candidate admitted to the Course stands cancelled if:

He / She does not put in at least 40% of attendance in Semester-I.

Or

He / She puts in at least 40% of attendance in Semester -I, but failed to register for 1st Semester Examinations.

Or

He /She fails to fulfill all the requirements for the award of the degree as specified, within 10 academic years from the time of admission in to the program.

6. PROJECT WORK:

The students should undertake the Project internship during the summer vacation (For 6 weeks of Duration) intervening between IV and V Semesters (For third year) and in X Semester (For Final year). Project Report Work should be carried out in the Third and Final Year of the Programme. The students are required to do project work in any area of Management under the active guidance of Internal Faculty Member assigned to the student.

The Project work usually consists of selecting a Topic / Problem / Theme in any area of management, gather relevant data, analyze and interpret the same in a systematic and scientific manner. The Project Work should be undertaken under the supervision of the Faculty Member assigned for the purpose. The Project Report should be submitted to the University 30 days (one month) before the commencement of Third/Final Semester Examinations.

7. AWARD OF GRADES FOR PROJECT REPORT AND VIVA VOCE:

Project Report and Viva Voce will be evaluated and awarded grades as per the following percentages of Marks obtained.

Grade A - 70% and above Marks

Grade B - 60% and above but below 70% Marks.

Grade C - 50% and above but below 60% Marks.

Grade D - 40% and above but below 50% Marks.

Grade E (Fail) - Below 40% Marks (Fail)

8. INSTRUCTIONAL WORK LOAD FOR THEORY, PRACTICAL COURSES AND MENTORING & PROJECT WORK:

Each of the Theory Courses of the Programme shall have instructional workload as mentioned in the course structure in addition to mentoring and project work. The Instructional workload for each of the Practical and Lab Courses shall be 2 Periods of 60 Minutes duration per week.

9. EVALUATION SYSTEM:

1. All courses of the Programme will carry a Maximum of 100 Marks each.
2. Duration of the university examination for all the courses is three hours each.

3. All the courses will have 70% marks for university examination and 30% marks for internal examination.
4. In case of courses where practical/lab component is involved, of the total 100 marks, 50% marks are for university examination, 30% marks are for internal evaluation and 20% marks are for practical/lab examination.
5. A Student has to secure at least 40% marks in the University Exams to pass the papers.
6. The Guidelines, Rules and Regulations framed by the University in this regard will be applicable to the MBA – 5 years Integrated Programme.

10. CONDUCT OF EXAMINATIONS:

At the end of Odd numbered semesters (viz., I, III, V, VII and IX), examinations for only these Semesters will be conducted. The students appearing for regular, backlog and improvement can get registered for the above examinations as per the norms of the University.

At the end of even numbered semester's (viz., II, IV, VI, VII and X) examinations will be conducted for all Semesters i.e., (I to X Semesters). The students appearing for regular, backlog and improvement can get registered for the above examinations as per the norms of the University.

11. ELECTIVES:

This Programme offers Electives (Specialization) in III year and V year. There are two Papers per semester in each Specialization area, i.e., 5th semester two, 6th semester two, 9th semester two and in 10th semester two. Elective selected once cannot be changed for any reason.

RULE FOR OFFERING ELECTIVES:

The Minimum number of Students required for offering an Elective / Specialization shall be 20% of students on rolls of the college during the 5th Year.

12. AWARD OF DEGREE AND DIVISION:

Candidates will be awarded BBA Degree after 3 Years and MBA Degree after 5 years on successful completion of all Theory Courses, Practical Courses, Viva Voce and Project Report. The Division / Class will be awarded based on the following percentage of marks obtained by the candidate.

Distinction - 70% and above of aggregate marks.

1st Division - 60% and above but below 70% of aggregate marks.

2nd Division - 50% and above but below 60% of aggregate marks.

3rd (Pass) Division - 40% and above but below 50% of aggregate marks.

Candidates who have passed all the examinations in the first attempt along with the batch in which they were admitted are eligible for getting Distinction/ Rank Certificates / Gold Medals / Prizes.

13. Exit Option: Students can Exit after 3rd Year from the course on successful completion of all Theory Courses, Practical Courses, Viva Voce and Project Report, they will be awarded BBA Degree.

14. Total number of credits to be completed to be eligible for the award of:

I. BBA Degree:

Total number of credits at the end of sixth semester = 48+48+48=144

II. MBA Degree

Total number of credits at the end of tenth semester (MBA) = 54+ 54 = 108

Total Number of credits for 10 semesters 144+108= 252

14. GENERAL CLAUSE:

It may be noted that, besides the above specified rules and regulations, all other rules and regulations in force for semester system of Under-Graduate and Post-Graduate courses in Telangana University will be applicable. The students shall abide by all the Rules and Regulations as amended from time to time by the University.

COURSE STRUCTURE:

The Course shall be a full time course and the duration of the course shall be of five years divided into ten Semesters.

The Course Structure of study is as follows:

**Department of Business Management
TELANGANA UNIVERSITY, NIZAMABAD
IMBA Semester-wise structure of the syllabus**

1st Semester:

Subject Code	Subject Title	Nature of the Course	No. of teaching Hours per week	Max. Marks (IA + UE)	No. of Credits
1.1	English Part-I		4	30+70	4
1.2	Second Language Part-I		4	30+70	4
1.3	Introduction to Information Technology	Ability Enhancement – Compulsory	4	30+50	3
	1.3.1 Introduction to Information Technology Lab		2	20	1
1.4	Financial Accounting-I	Core Discipline	4	30+70	4
1.5	Principles of Management	Core Discipline	4	30+70	4
1.6	Business Ethics and Corporate Governance	Elective Course – Generic /Interdisciplinary	4	30+70	4
1.7*	Environmental Studies	Skill Enhancement Course	2	10+40	2
	Total		28	650	26

NOTE: 1. Maximum Total Number of Marks = 650

2. The Total Number of Credits at the end of the I Semester = 26

2nd Semester:

Subject Code	Subject Title	Nature of the Course	No. of teaching Hours per week	Max. Marks (IA + UE)	No. of Credits
2.1	English Part- II		4	30+70	4
2.2	Second Language Part-II		4	30+70	4
2.3	Business Communication and Soft skills	Ability Enhancement – Compulsory	4	30+50	3
	2.3.1 Soft skills (Lab)		2	20	1
2.4	Financial Accounting-II	Core Discipline	4	30+70	4
2.5	Business Environment	Core Discipline	4	30+70	4
2.6	Organisational Behaviour	Elective Course – Generic/Interdisciplinary	4	30+70	4
2.7*	Gender Sensitization	Skill Enhancement Course	2	10+40	2
	Total		28	650	26

NOTE: 1. Maximum Total Number of Marks = 650

2. The Total Number of Credits at the end of the II Semester = 26

3. Total No. of Credits for 1st year-52

3rd Semester:

Subject Code	Subject Title	Nature of the Course	No. of teaching Hours per week	Max. Marks (IA + UE)	No. of Credits
3.1	English Part–III		4	30+70	4
3.2	Second Language Part-III		4	30+70	4
3.3	E-Commerce Application	Ability Enhancement – Compulsory	4	30+50	3
	3.3.1 E-Commerce Application Lab		2	20	1
3.4	Basics of Marketing	Core Discipline	4	30+70	4
3.5	Business Statistics	Core Discipline	4	30+70	4
3.6	Basics of Entrepreneurship Development	Elective Course – Generic /Interdisciplinary	4	30+70	4
3.7*	Personality Development and Communication Skills	Skill Enhancement Course	2	10+40	2

	Total		28	650	26
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- NOTE:** 1. Maximum Total Number of Marks = 650
2. The Total Number of Credits at the end of the III Semester = 26

4th Semester:

Subject Code	Subject Title	Nature of the Course	No. of teaching Hours per week	Max. Marks (IA + UE)	No. of Credits
4.1	English Part-IV		4	30+70	4
4.2	Second Language part-IV		4	30+70	4
4.3	Management Information System	Ability Enhancement – Compulsory	4	30+50	3
	4.3.1 MIS LAB		2	20	1
4.4	Fundamentals of Financial Management	Core Discipline	4	30+70	4
4.5	Banking and Insurance	Core Discipline	4	30+70	4
4.6	Basics of Production and Operation Management	Elective Course – Generic /Interdisciplinary	4	30+70	4
4.7*	Event Management	Skill Enhancement Course	2	10+40	2
	Total		28	650	26

- NOTE:** 1. Maximum Total Number of Marks = 600
2. The Total Number of Credits at the end of the IV Semester = 26
3. Total No. of Credits for 2nd year = 52

***As per the Instructions of Higher Education, these Foundation Courses are compulsory and are included in the syllabus. Marks of these Foundation Courses will not be considered for the purpose of percentage of marks secured by the candidates.**

5th Semester:

Subject Code	Subject Title	Nature of the Course	No. of teaching Hours per week	Max. Marks (IA + UE)	No. of Credits
5.1	Fundamentals of Technology Management	Ability Enhancement – Compulsory	4	30+70	4
5.2	Human Resource Management	Core Discipline	4	30+70	4
5.3	Elements of project Management	Core Discipline	4	30+70	4
5.4	Research Methods for Managers	Core Discipline	4	30+70	4
5.5	Elective -I Financial Institutions & Markets(F) Marketing of Services (M) .Change Management(HR)	Discipline Specific Elective	4	30+70	4
5.6	Elective -II Investment Management(F) CRM & Retail Management(M) Industrial Relations(HR)	Discipline Specific Elective	4	30+70	4
5.7	Healthcare Management	Skill Enhancement Course	2	10+40	2
5.8	Introduction to GST	Generic Elective	2	10+40	2
	Total		28	700	28

NOTE: 1. Maximum Total Number of Marks = 700

2. The Total Number of Credits at the end of the V Semester = 28

6thSemester:

Subject Code	Subject Title	Nature of the Course	No. of teaching Hours per week	Max. Marks (IA + UE)	No. of Credits
6.1	Project Work	Ability Enhancement – Compulsory	4	50+50	4
6.2	Total Quality Management	Core Discipline	4	30+70	4
6.3	Basics of Strategic Management	Core Discipline	4	30+70	4
6.4	Element of Direct Taxes	Core Discipline	4	30+70	4
6.5	Elective- III Fundamentals of financial Analytics(F) Consumer Behaviour(M) Performance Management (HR)	Discipline Specific Elective	4	30+70	4
6.6	Elective- IV Business Taxation (F) Advertising & Sales Promotion(M) Talent Management(HR)	Discipline Specific Elective	4	30+70	4
6.7	Tourism and Hospitality Management	Skill Enhancement Course	2	10+40	2
6.8	Basics of Start-Ups	Generic Elective	2	10+40	2
	Total		28	700	28

NOTE: 1. Maximum Total Number of Marks = 700

2. The Total Number of Credits at the end of the VI Semester = 28

3. Total No. of Credits for 3rd year 56

Project Work

Every student will be assigned a project topic at the end of the fourth semester and it will be pursued by him/her under the supervision of an internal supervisor. The Project work along with soft copy will be submitted by the students in their respective institutions. The student shall be required to submit Project reports as per the schedule to be announced by the University for Assessment by the project guide. The Project work shall be evaluated by External and Internal Examiners separately. The internal assessment (50 marks) shall be done by the internal faculty/guide on the basis of a presentation by the student as per the assessment schedule to be decided and announced by the University. The external assessment (50 marks) shall be done by the External Examiner on the basis of Viva Voce and the report. The students must attend the classes of Project work to get proper guidance in preparing and presenting the project report.

7st Semester:

Subject Code	Subject Title	Nature of the Course	No. of Teaching Hours per week	Max. Marks (IA + UE)	No. of Credits
7.1	Management Theory & Practice(MTP)	Core Discipline	04	30+70=100	04
7.2	Managerial Economics (ME)	Core Discipline	04	30+70=100	04
7.3	Accounting for Managers (AM)	Core Discipline	05	30+70=100	05
7.4	Business Communication (BC) (3+2)	Skill Enhancement course	03	30+50=80	05
	7.4.1.Soft skills (Lab)		02	20	-
7.5	Statistics for Management(ST.M)	Ability Enhancement-Compulsory	05	30+70=100	05
7.6	Open Elective: 1. T.Q.M	Open Elective	04	30+70=100	04
	2. W.T.O & I P R		04	30+70=100	04
	3. Cross Culture Management (CCM)		04	30+70=100	04
	4. Fundamentals of Business Analytics (FBA)		04	30+70=100	04
	Total		27	600	27

Note-*Students have to opt only one subject out of four subjects in the case of open elective.

1: Maximum total number of marks = 600

2: The total number of credits at the end of the 7th semester = 27

8thSemester:

Subject Code	Subject Title	Nature of the Course	No. of Teaching Hours per week	Max. Marks (IA + UE)	No. of Credits
8.1	Contemporary Marketing Management (CMM)	Core Discipline	04	30+70=100	04
8.2	Contemporary Human Resource Management (CHRM)	Core Discipline	04	30+70=100	04
8.3	Managerial Finance(MF)	Core Discipline	05	30+70=100	05
8.4	Business Research Methods (BRM)	Ability Enhancement-Compulsory	04	30+70=100	04
8.5	Information Technology For Managers (3+2)	Skill Enhancement course	03	30+50=80	05
	8.5.1. IT For Managers LAB		02	20=20	-
8.6	Open Elective: 1. Project Management (PM)	Open Elective	05	30+70=100	05
	2. M.S. M. E		05	30+70=100	04
	3. Advanced Excel (AE) a) Advanced Excel Lab		03 02	30+50=80 20=20	05
	4. Corporate Social & Environmental Responsibility (CSER)		05	30+70=100	05
Total			27	600	27

Note--*Students have to opt only one subject out of four subjects in the case of open elective.

1:Maximum total number of marks = 600

2: The total number of credits for the 7th and 8th semester = 27+27 = 54

9thSemester:

Subject Code	Subject Title	Nature of the Course	No. of Teaching Hours per week	Max. Marks (IA + UE)	No. of Credits
9.1	Production & Operations Management (POM)	Core Discipline	05	30+70=100	05
9.2	Organizational Behavior Theory & Practice (OBTP)	Core Discipline	04	30+70=100	04
9.3	Operations Research for Managers (ORM)	Ability Enhancement - Compulsory	05	30+70=100	05
9.4	Strategic Management (SM)	Core Discipline	04	30+70=100	04
9.5.1	<u>Electives</u> <u>Finance</u> a) Security Analyses And Portfolio Management (SAPM)	Electives	05	30+70=100	05
	b) Management Of Financial Services (MFS)		04	30+70=100	04
9.5.2	<u>Marketing</u> a) Product & Brand Management (PBM)		05	30+70=100	05
	b) Consumers Behavior (CB)		04	30+70=100	04
9.5.3	<u>Human Resource Management</u> a) Organizational Development & Change Management (ODCM)		05	30+70=100	05
	b) Recruitment & Selection (RS)		04	30+70=100	04
9.5.4	<u>Information Technology</u> a) Concept of ERP (Enterprise Resource Planning)		04	30+70=100	04
	b) Management Information system (3+2)		03	30+50=80	05

	9.5.4 (b1) MIS Lab		02	20	-
Total			27	600	27

Note-1: Maximum total number of marks = 600

2: The total number of credits for the 9th semester = 27

10th Semester:

Subject Code	Subject Title	Nature of the Course	No. of Teaching Hours per week	Max. Marks (IA + UE)	No. of Credits
10.1	International Business (IB)	Core Discipline	04	30+70=100	04
10.2	Practical Entrepreneurship (ED)	Core Discipline	04	30+70=100	04
10.3	Cost and Management Accounting (CMA)	Core Discipline	05	30+70=100	05
10.4	Project Work (PW)	Core Discipline	05	50+50=100	05
10.5.1	Electives Finance a) Financial Derivatives (FD) b) Risk Management (RI. M)	Electives	05	30+70=100	05
			04	30+70=100	04
10.5.2	Marketing a) Services Marketing (SRV. M) b) Retailing Management (RT.M)		05	30+70=100	05
			04	30+70=100	04
10.5.3	Human Resource Management a) Performance Management (PM) b) Training & Development (TD)		05	30+70=100	05
			04	30+70=100	04
10.5.4	Information Technology a) E-Commerce b) E – Accounting(3+2)		04	30+70=100	04
			03	30+50=80	05
	10.5.4 (b1) E – Accounting Lab		02	20=20	-
Total				27	600

Note-

1. Maximum total number of marks = 600
2. The total number of credits for the 9th and 10th semester = 27+27 = 54

Project Work

Every student will be assigned a project topic at the end of the eight semesters and it will be pursued by him/her under the supervision of an internal supervisor. The Project work along with soft copy will be submitted by the students in their respective institutions. The student shall be required to submit Project reports as per the schedule to be announced by the University for Assessment. The Project work shall be evaluated by External and Internal Examiners separately. The internal assessment (50 marks) shall be done by the internal faculty/guide on the basis of a

presentation by the student as per the assessment schedule to be decided and announced by the University. The external assessment (50 marks) shall be done by the External Examiner on the basis of Viva Voce and the report. The students must attend the classes of Project work to get proper guidance in preparing and presenting the project report.

GUIDELINES

FOR PREPARATION AND PRESENTATION OF PROJECT REPORT



DEPARTMENT OF BUSINESS MANAGEMENT

TELANGANA UNIVERSITY

NIZAMABAD – 503322

PROJECT WORK

1. INTRODUCTION

Students enrolled in Master of Business Administration are required to submit a Project report. The aim of the Project is to give an opportunity to students to learn independently and show that they can identify, define and analyse problem or issues and integrate knowledge with such problem and finally develop the skills. Here the project work can help the students to understand and apply the theory, the concepts and the tools of analysis to a specific situation.

The project is not just another assignment, it provides an opportunity to judge the student's time and self – management skills and ability to successfully undertake a long and in – depth study. Hence, the students must ensure that they **maintain regular contact with their supervisor** and also that they provide the supervisor with drafts of their work at regular intervals.

2. ABOUT PROJECT

The project is a practical, indepth study of a problem, issue, opportunity, technique or procedure or some combination of these aspects of business. The students are required to **define an area of investigation, carve out research design, assemble relevant data, analyse the data, draw conclusions and make recommendations.** The project must be an original piece of work that will be undertaken in post – graduate study, over a period of two semesters.

3. CHOOSING A TOPIC

The topic is to be selected carefully with the help of supervisor that requires a review of available literature / texts and discussion with the project supervisor. Most Project ideas may come from personal experience, observation of events, issues of current interest, review of literature, etc.

4. SCOPE OF THE PROJECT

An acceptable project will normally fall into one of the following categories

- ❖ **Exploratory:** A study that involves carrying out original research in order to meet the organization's continual need for new information for forward decision – making.
- ❖ **Explanatory:** a study, which would involve studying relationship between different variables like a cause & effect relationship study.
- ❖ **Descriptive:** A study that would need an in – depth portrayal of an accurate profile of events or situations from the business environment.

5. ORGANISATION OF PROJECT REPORT

The final report should be presented in the following sequence:

5.1 Title page (Annexure - I)

5.2 Student's Declaration (Annexure - II)

5.3 Supervisor's Certificate (Annexure - III)

5.4 Certificate by the Head / Principal

5.5 Certificate by the organization where the study is done

5.6 Executive Summary this is a summary of about **300 words** that describes the topic and explains the aims and methods of the study and gives a brief summary of the main conclusions and recommendations.

5.7 Acknowledgements:

Thanking the various people who have helped in the development of the project is acknowledgement. It might include specific individuals who have give information, offered insights, or generally been supportive. Gratitude may be expressed to groups of people, like those whose works were studied, or students who helped in getting information.

5.8 Table of Contents:

5.8.1 List of Tables (Annexure -IV)

5.8.2 List of figures (Annexure -V)

5.8.3 List of Appendices (Annexure -VI)

5.9 Chapter – 1:

Introduction: This chapter includes the research problem, need for study / significance of the project, objectives, hypotheses,

Methodology: Research methods, Data sources period of the study, scope, sample design, sources of information, tools and techniques of analysis, structure of the study with considerable justifications. The students are required to give a review of literature, which reflects the student understanding of the relevant theoretical and empirical background of the problem. Focus should be more on the logical presentation of the empirical evolution of conceptual and methodological issues pertaining to research problem. Also highlight the methodological clues drawn through the review of literature.

5.10 Chapter – 2:

Company / Organisation Profile: This chapter should contain a brief historical retrospect about the entity of the study.

5.11 Chapter – 3:

‘Name of the Chapter’: The data collected need to be processed and presented suitable for the analysis. Based upon the objectives, the appropriate tools are to be applied in order to draw logical inferences.

5.12 Chapter – 4:

Summary and Conclusions: It gives an overview of the project, conclusions, implications and recommendations.

5.13 Bibliography and References: List of the books, articles, websites that are referred and useful for research on the topic of project. Follow Harvard style referencing (**Annexure - VII**).

5.14 Appendices: The documents or others important evidences, questionnaires pertaining to report should be placed as appendices.

5.15 Numbering: Documents should be appropriately numbered. It is usual for Page 1 to start with the Introduction. The sections prior to the Introduction are usually numbered with small Romans, i.e. i, ii, iii. It is easier if appendices are numbered in a separate sequence (suggest A, B, C) rather than as a continuation of the main report.

Annexure – I: Title Page:

The standard format of the Title Page is as follows:

<p style="text-align: center;">Financial E</p> <p style="text-align: center;"><i>(Name of the Students)</i></p> <p style="text-align: center;">(Students hall ticket number)</p> <p style="text-align: center;">(Name of the Supervisor)</p> <p style="text-align: center;">Project submitted in partial fulfilment for the award of the Degree of <i>MASTER OF BUSINESS ADMINISTRATION</i></p> <p style="text-align: center;">BY</p> <p style="text-align: center;">Telangana University, NIZAMABAD - 500007</p>

Annexure – II: Students Declaration:

DECLARATION

I hereby declare that this Project Report titled_____

_____ submitted by me to the Department of Business Management, Telangana University, Nizamabad, is a bonafide work undertaken by me and it is not submitted to any other University or Institution for the award of any degree diploma / certificate or published any time before

Name and Address of the student

Signature of the student

Annexure – III: Supervisor’s Certificate:

CERTIFICATION

This is to certify that the Project Report titled_____

_____submitted in partial fulfilment for the award of M.B.A Programme of Department of Business Management, Telangana University, Nizamabad, was carried out by _____

Under my guidance. This has not been submitted to any other University or Institution for the award of any degree / diploma / certificate.

Name and Address of the Guide

Signature of the Guide

Annexure – IV: List of Tables:

LIST OF TABLES	
TABLE	PAGE NUMBERS
1. Redrafted Income Statement	31
2. Statement of Translation Exposure (Current Method)	36

Annexure – V: List of Figures

LIST OF FIGURES	
FIGURES	PAGE NUMBERS
1. Exchange Rates Movements	09
2. Composition of Income	10

Annexure – VI: List of Appendices:

LIST OF APPENDICES	
APPENDIX	PAGE NUMBERS
1. Questionnaire / Schedule	45
2. Organisation Structure	10

Annexure – VII: Table of Contents

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List of Figures	ii
Chapter – I:INTRODUCTION AND REVIEW OF LITERATURE	1
Chapter – II: THE COMPANY	10
Chapter – III: ‘NAME OF THE CHAPTER’	20
Chapter – IV:SUMMARY & CONCLUSIONS	30
BIBLIOGRAPHY	55
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Journal of Business, 38(1), 34-105

French, K (1980), “Stock Returns and the Weekend Effect,”

Journal of Finance Economics, 8(1), 55-70

Gibbons,M R and Hess, P (1981). “Day of the Week Effects and Asset Returns,”

Journal of Business, 55(4), 579 – 596

Gultekin, M N and Gultekin, N B (1983). “Stock Market Seasonality: International Evidence.”

Journal of Finance Economics, 12(4), 469-482

Jaffe, J and Westerfield, R (1985). “Patterns in Japanese Common Stock Returns: Day of the Week and Turn of the Year Effects.”

Journal of Finance and Quantitative Analysis, 20(2), 261-272

(Please note that all sources referenced in the main text should also be fully detailed in the reference and bibliography section.)

6. TECHNICAL SPECIFICATIONS OF THE PROJECT

- ❖ The project should be typed on **A4 white paper**, and be **1¹/₂ line spaced**.
- ❖ The left margin should not be less than **40 mm** and the right margin not less than **20 mm**
- ❖ All pages should be **numbered**, and numbers should be placed at the centre of the bottom of the page, not less than 10 mm above the edge.
- ❖ **All tables, figures and appendices** should be consecutively numbered or lettered, and suitably labelled.
- ❖ **3 spiral & a soft-copy** should be handed over to the **Principal/Director of the College/Institute** at time of submission.

***NOTE:** College in turn would submit **Two** bound copies of all the projects to the Controller of Examinations along with a consolidated CD containing the soft copy of the projects and the list of project titles sorted on the HT Numbers with linkages to the respective project file. The columns in the list should include HT.No. Name of the Student, Elective and the Project Title. College name and the year should be mentioned on the CD. We can add procedure of evaluation of project report too.*

7. PLAGIARISM

Any attempt to copy from another (present or previous) student or to copy large chunks from academic or others sources without appropriately referencing those sources will trigger the full weight of plagiarism procedures. **If there is any doubt concerning the authenticity of your work, the university reserves the right to demand an individual presentation before a panel at which you will be required to reply to spontaneous questions.**

All the material that relates to your project, including completed questionnaires or tapes from interviews, should be shown to your supervisor and be kept until the examination board has confirmed your results. Do not throw this material away once your project is submitted, as

you might be asked to present it as part of the viva voce, before your project results are confirmed.

8. STUDENT AND SUPERVISOR

The supervisor's role is to appraise ideas and work of the student. Student must take overall responsibility for both the content of project and its management. This includes **selection of an appropriate subject area (with the approval of the supervisor)**, setting up meetings with the supervisor, devising and keeping to a work schedule (to include contingency planning), and providing the supervisor with samples of your work.

It is the **responsibility of the student to make contact with supervisor** and arrange meeting at appropriate times. The student should use the time with the supervisors wisely. The students must meet their supervisors for **a minimum of four meetings per semester, over the span of the entire project.**

Note that if the records show that students' your contact with your supervisor is not good; his / her project may not be evaluated.

The student should be clear about the assessment criteria for the project. Note that a significant proportion of the grade is allocated to presentation and style. A high level of communication skills is expected. However, **it is not within the role or the duties of the supervisor to correct grammar and syntax.**

Supervisor will comment upon samples of the work but **will not pre-mark** the whole document, or substantial portions of it. If asked, the student must present a sample of written work prior to a meeting with supervisor, at an agreed time. **Under no circumstances will the supervisor give an indication of expected final grade of the student.**

The student must keep hard copies of each version of work, and save copies of the current version on a main and a backup disk (preferably kept apart from each other). Disks should regularly be virus-checked. Also, make sure to keep printed copies of working documents, and the raw data from any questionnaires or other data collection.

9. FINALLY A FEW TIPS.....

- I.** Choose a topic, or an issue, in which one is interested.
- II.** Get organised, give time to think about the project.
- III.** Look at the information available – is there enough information available to be able to produce a good project?
- IV.** Be careful if the student is relying upon organisations to provide with information. They will not give the confidential or sensitive information and the student must not expect them to respond as promptly as he / she would like.
- V. Visit the Library and spend some time looking at previous projects.**
- VI.** With the help of project supervisor, agree on the aims and objectives and the structure of the project as soon as possible.
- VII.** It is worthwhile investing in some reliable storage devices for storing the project – related documents. Keep at least two copies (updated). Remember to virus check storage devices.
- VIII.** The final printing and binding of the project should be done carefully. Examine numbering pages, re –arranging pagination and putting together the Contents page.
- IX.** The key points are to organise the time; make and maintain contact with the supervisor, decide upon topic and when the student has formulated your aims, objectives and structure get on with it!
- X. Finally, remember to print and keep a copy of the project report for your own use, as no copy of the report submitted will be returned to the Student.**

SEMESTER EXAM -MODEL QUESTION PAPER (UP TO III YEARS)

**DEPARTMENT OF BUSINESS MANAGEMENT
MBA-I SEMESTER EXAMINATION
SUBJECT: PRINCIPLES OF MANAGEMENT**

[Time: 3 Hours]

[Max. Marks: 70]

NOTE: Answer all questions form Section-A, Section-B and Section-C

SECTION-A(5x4=20 marks)

Answer any FIVE questionsorderly at one place

1. a) Explain Levels of Management
- b) Define planning
- c) What is meant by Delegation of Authority
- d) What is Motivation
- e) Explain Democratic leadership
- f) Leadership
- g) Communication
- h) Co-ordination

SECTION-B

(5x8=40 marks)

2. a) Explain the functions and roles of a manager
or
b) Write about the task and social responsibility of a manager
3. a) Explain the types and steps of planning in detail
or
b) Explain the Decision making techniques
4. a) Write about formal and Informal organizations
or
b) Explain the Line and Staff concept
5. a) What are the special motivational techniques? Explain
or
b) Discuss the requirement for effective control
6. a) Write about the significance of staffing
or
b) Explain the qualities of an effective leader in the globalised era.

SECTION-C (Compulsory)

(1x10=10marks)

(CASE STUDY)

SEMESTER EXAM -MODEL QUESTION PAPER (FOR IV AND V YEARS)

DEPARTMENT OF BUSINESS MANAGEMENT

MBA-I SEMESTER EXAMINATION

SUBJECT: MANAGEMENT THEORY PRACTICE

[Time: 3 Hours]

[Max. Marks: 70]

NOTE: Answer all questions form Section-A, Section-B and Section-C

SECTION-A

(5x4=20 marks)

(Write orderly at one place)

1. a) Explain Levels of Management
- b) Define planning
- c) What is meant by Delegation of Authority
- d) What is Motivation
- e) Explain Democratic leadership

SECTION-B

(5x8=40 marks)

2. a) Explain the functions and roles of a manager
or
b) Write about the task and social responsibility of a manager
3. a) Explain the types and steps of planning in detail
or
b) Explain the Decision making techniques
4. a) Write about formal and Informal organizations
or
b) Explain the Line and Staff concept
5. a) What are the special motivational techniques? Explain
or
b) Discuss the requirement for effective control
6. a) Write about the significance of staffing
or
b) Explain the qualities of an effective leader in the globalised era.

SECTION-C (Compulsory)

(1x10=10marks)

(CASE STUDY)

INTERNAL EXAM -MODEL QUESTION PAPER
FACULTY OF BUSINESS MANAGEMENT
MBA-I SEMESTER EXAMINATION
SUBJECT: INTRODUCTION TO MANAGEMENT

[Time: 30min.]

[Max. Marks: 30]

NOTE: Answer all questions form Section-A and Section-B

Section- A consist of Ten questions (Multiple choice questions) (10x1=10marks)

1. Hawthorne experiment is conducted by
(a) F.W.Taylor (b) Elton Mayo (c) Henry Fayol (d) Mary Parker Follet
2. _____
3. _____ (contd.....)

Section-B consists of Ten questions (Fill in the blanks) (10x1=10 marks)

1. Management is an art of _____
2. _____
3. _____ (contd.....)

Section-C (Internal Seminar) (5x2= 10 marks)

NOTE: Seminars is a part of 1st internal assessment exam. There will be **two** seminar consist of **5 marks** each. Seminar topic may be chosen as per the feasibility of the syllabus contents of the subject and it should be conducted separately.

*****The same pattern should be followed for the second internal assessment exam.**

SEMESTER EXAM - MODEL QUESTION PAPER

FACULTY OF BUSINESS MANAGEMENT

GENERIC ELECTIVE (V and VI Semesters)

SUBJECT: INTRODUCTION TO GOODS AND SERVICES TAX.

[Time: 2 Hours.]

[Max. Marks: 40]

Note-Answer all questions from section-A and Section-B

(5×4=20)

Section-A

Answer any five of the following:

- 1 a) GST
- b) GST council
- c) Taxable supply
- d) Transaction Value
- e) Remission of Duty
- f) Exemption from GST
- g) Time of Supply of services
- e) Time of GST Payment

Section-B

Answer the following Essay questions

(2×10=20)

- 2 a) Explain the nature, scope and Importance of Goods and Services Tax.

(Or)

- b) Discuss the Supply of Goods and supply of services in GST

- 3 a) Write the Composition Scheme of GST in detail.

(Or)

- b) Describe the Valuation in GST and explain the Valuation rules.

1st-SEMESTER

1.3 INTRODUCTION TO INFORMATION TECHNOLOGY

UNIT I

Introduction of Personal Computers: Processing Information- Insole of PC- Storing Information: Hard Disks, Disc and Flash- getting Information In: Input- Getting Information Out: Output- Windows and File Management- Working With Windows- Working with Files.

UNIT II

Ms Word: Basic Formatting Text and Documents- Headers Footers and Foot Notes- Tabs, Tables and Sorting- Working With Graphics- Templates, Wizards and Sample Documents- Macros- Mail Merge.

UNIT III

Ms-Excel: Basics- Spreadsheet Features- Entering and Formatting Texts and Numbers- Copying, Moving, Auto fill- Entering and Editing Formulae- Rear raining Worksheets-Excel Dormatting techniques- Page setup- Column Width, Row Height- Alignment- Borders- Color and Shading- Page Break- Charts and Graphics.

UNIT IV

Ms-PowerPoint: Basics- Creating Presentations- Working With Texts- Graphics and Multi Media- Setting of The Slide Show.

UNIT V

Ms-Access: Introduction-Creating a Database and Tables- Adding Renaming Deleting Fields in Tables- Primary Key- Forms- Entering and Editing Data in Tables- Finding, Sorting and Displaying Data- Printing Reports, Forms, Letters and Labels.

1.3.1. IIT LAB

PRACTICALS:

MS DOS- MS WINDOWS- MS WORD- MS EXCEL
MS ACCESS- MS POWER POINT- INTERNET AND E-COMMERCE.

Suggested Books:

1. Introduction to Information Technology: Rajaraman, PHI
2. Fundamentals of Computers 4/E:Rajaraman, PHI
3. Fundamentals of Computers: P.Mohan, Himalaya Publishing House
4. Information Technology: Dennis P.Curtan, Mc Graw Hill International
5. E-Commerce, E-Business: C.S.Rayudu, Himalaya Publishing House
6. Microsoft Office Excel 2003 Step by Step: Frye, PHI
7. Fundamentals of Computer: Atul Kahate, Tata Mc Graw Hill
8. Fundamentals of Computer: V.Srinivas, Kalyani Publications
9. Microsoft Office Word 2003 Step by Step: Online Training Solutions Inc PHI
10. Microsoft Office Access 2003 Step by Step: Online Training Solutions Inc PHI

1.4 FINANCIAL ACCOUNTING-I

UNIT-I

Meaning and Definition of Accounting-Scope of Accounting-Accounting Principles-Systems of Recording Business Transactions- Classification of Accounts- Accounting Process and Accounting Cycle- Accounting Equation- Journal.

UNIT-II

Ledger- Subsidiary books including different types of cash books-Preparation of Trial Balance-Accounting Information-Parties interested in Accounting Information-Accounting as a Business Information System.

UNIT-III

Preparation and Presentation of Financial Statements-Preparation of Trading and Profit and Loss Account- Balance Sheet.

UNIT-IV

Concept of Depreciation-Methods of Depreciation-SLM and DBM- Their impact on Measurement of Business Income.

UNIT-V

Financial Statement Analysis-Types-Techniques-Comparative Statements-Common Size Statements.

NOTE: At least one **Case Study** is to be discussed per unit in the class.

Suggested Books:

1. Carl S. Warren, James. M. Reeve, Jonathan. E. Duchac, "Financial Accounting, Concepts, Methods and Applications", 2009, Cengage Learning
2. Alic C Lee, John C Lee, "Financial Analysis, Planning & Forecasting", 2009, 2nd Ed. Cambridge.
3. Grewal T.S., "Introduction to Accounting", 2009, S. Chand Publishers.
4. N. Ramachandran, Ramkumar Kakani, "Financial Accounting for Management", 2009, 2nd Ed. Tata McGraw Hill Publishing Pvt. Ltd.,
5. Dr. Jawaharlal, "Accounting for Management", 2010, 5th Ed. Himalaya Publishing House

1.5 PRINCIPLES OF MANAGEMENT

UNIT-I

Nature of Management-Importance-Functions of Management-Role of Manager- Evolution of Management Thoughts.

UNIT-II

Planning: Nature- Importance-Type- Steps-Limitations. Decision making - Types - Process of Rational Decision Making-Techniques of Decision Making

UNIT-III

Organizing: Concept, Nature, Process, Purpose and Significance, Authority and Responsibility-Delegation of Authority-Centralization and Decentralization,- Departmentalisation-Bases of Departmentalisation.

UNIT-IV

Staffing & Directing: Meaning and Importance of Recruitment and Selection, Training and Development.-Motivation-Meaning & Nature-Leadership-Meaning and Styles Communication-Nature-Process and Barriers.

UNIT-V

Control: Needs, Importance and Process. Effective Control System-Techniques-Traditional and Modern-Coordination-Need and Importance.

NOTE: At least one **Case Study** is to be discussed per unit in the class.

Suggested Books:

1. Ansoff H. I: Corporate Strategy: McGraw Hill, New York.
2. Drucker Peter F: Management Challenges for the 21st Century; Butterworth Heinemann, Oxford.
3. Fred Luthans: Organizational Behaviour; McGraw Hill, New York.
4. Hampton, David R: Modern management; McGraw Hill, New York.
5. Hersey Paul and Blanchard Kenneth: Management of Organizational Behaviour - Utilizing the Human Resources: Prentice Hall of India, New Delhi.
6. Ibancevish J. M. and Matleson M.T: Organizational Behaviour & Management; Irwin Homewood, Illionis.
7. Louis A. Allen: Management and Organisation; McGraw Hill, New York.
8. Maslow Abraham: Motivation and Personality; Harper & Row, New York,1954.

1.6 BUSINESS ETHICS AND CORPORATE GOVERNANCE

UNIT- I

Introduction: Definition of Ethics- Ethics and Ethos - Need and Importance of Business Ethics- Ethics as a Management Discipline- Principles of Modern Ethics Programme in Business - Benefits of Business Ethics- Emerging Ethical Issues in Business.

UNIT- II

Business Responsibility: Concept of Social Responsibility of Business - Responsibility to Shareholders- Responsibility to Employees- Responsibility to Consumers- Responsibility to Community-Arguments for and against Social Responsibility of Business.

UNIT-III

Corporate Governance: Significance - Theories underlying Corporate Governance (Stakeholder's theory and Stewardship theory, Agency theory) - Corporate Governance Mechanism: Anglo-American Model - German Model - Japanese Model - Indian Model - Role of Board of Directors - Role of the Non-executive Directors- Role of Auditors - Role of Government.

UNIT- IV

Values: Definition - Relevance to Present Day - Concept of Human Values -Self Introspection - Self Esteem - Significance of Values - Types and Formation of Values - Indian Ethos and Value Systems - Values in Business Management- Managerial Excellence through Values.

UNIT- V

Integrating Business Ethics: Business Values - Professional Values - Holistic approach for Managers - Role of Government in Enforcing Ethical Behaviour- Business Law and Ethical Behaviour.

NOTE-At least one **Case Study** is to be discussed per unit in the class.

Suggested Books:

1. Patyrick J. A. & Quinn J. F., Management Ethics, Response Publishing, New Delhi.
2. Sherlekar, Ethics in Management, Himalaya Publishing, New Delhi
3. L. T. Hosmer- The Ethics of Management, Universal Book.
4. Hartman, Laura P and Abha Chatterjee, Perspectives in Business Ethics, Tata McGraw Hill
5. Manuel G.Velasquez (2007) , Business Ethics Concepts, PHI
6. Baxi C.V. and Prasad Ajit (2007): Corporate Social Responsibility, Excel Books.
7. S. K. Chakraborty- Values and Ethics in Organisation, OUP
8. R. Roj- A study in Business Ethics, Himalaya Publishing.
9. A. N. Tripathi- Human Values, New Age International

1.7 Environmental Studies (Skill Enhancement Course)

Unit – I

Ecosystem, Biodiversity & Natural Resources

1. Definition, Scope & Importance of Environmental Studies.
2. Structure of Ecosystem – Abiotic – Biotic components Producers, Consumers, Decomposers, food chains, Food webs, ecological Pyramids
3. Function of an Ecosystem: Energy flow in the Ecosystem (single channel energy flow model)
4. Definition of Biodiversity, Genetic, Species & Ecosystem diversity, Hot-Spots of Biodiversity, Threats to Biodiversity, Conservation of Biodiversity (Insitu & Exsitu)
5. Renewable & non – renewable resources, Brief account of Forest, Mineral & Energy (Solar Energy & Geothermal Energy) resources
6. Water Conservation, Rain water Harvesting & Watershed Management.

Unit – II

Environmental Pollution, Global Issues & Legislation

1. Causas, Effects & Control measures of Air Pollution, Water Pollution
2. Solid Waste Management
3. Golbal Warming & Ozone layer depletion.
4. Ill – effects of Fire – works
5. Disaster Management – floods, earthquakes & cyclones\
6. Environmental legislation:-
 - a) Wild life Protection Act
 - b) Forest Act
 - c) Water Act
 - d) Air Act
7. Human Rights
8. Women and Child welfare
9. Role of Information Technology in environment and human health

- Field Study:

1. Pond Ecosystem
2. Forest Ecosystem

References:

1. Environmental Studies– from crisis to cure – by R. Rajagopalan (Third Edition) Oxford University Press.
2. Text Book of Environmental Studies for undergraduate courses (Second edition) by Erach Bharucha
3. A text of Environmental Studies by D. K. Asthana and Dr. Meera Asthana.

2nd-SEMESTER

2.3 BUSINESS COMMUNICATION AND SOFT SKILLS

UNIT-I

Introduction: Communication Definition - Objectives of Communication- Merits and Limitations of Written Communication and Oral Communication- Essentials of Effective Oral Communication- Barriers of Communication.

UNIT-II

Verbal and Non-verbal Communication: Definition - Characteristics - Body Language- Paralanguage- Listening- Barriers of Listening- Guideline for Effective Listening.

UNIT-III

Meetings: Definition- Notice- Agenda- Minutes - Resolutions- The Duties of the Chairman of the Meeting- Duties of the Members in a Meeting.

UNIT-IV

Applications of Communication: Business letter- Job application- Bio- Data- Interview Letter- References- Testimonials- Letters of Appointment.

UNIT-V

General English for Communication: Tenses- Modals- Conditionals- Prepositions- One Word Substitutes- Essay Writing.

Suggested Books:

1. Rajendra Pal, Korlahalli. J.S. (2011), Essentials of Business Communication, S.Chand & Sons.
2. Urmila Rai, Rai.S.M., Business Communication, Himalaya Publishing House, New Delhi.
3. Homai Pradhan, Pradhan, N.S, Business Communication, Himalaya Publishing House.
4. Business Communication : Concepts, Cases And Applications-Chaturvedi P. D, & Mukesh Chaturvedi ,2/e, Pearson Education,2011
5. M.K. Sehgal & V. Khetrpal - Business Communication (Excel Books).
6. Lesikar RV & Pettit Jr. JD-Basic Business Communication: Theory & Application (Tata Mc Graw Hill, 10thEdition).
7. Tayler Shinley-Communication for Business (Pearson Education, 4th Edition)
8. Sharma R.C., Mohan Krishna-Business : Correspondence and Report Writing (Tata McGraw Hill, 3rd Edition)
9. Rajendra Pal - Business Communication (Sultanchand & Sons Publication).

2.3.1 SOFT SKILLS-LAB

PRACTICALS:

Topic 1: Writing a Business Letter

Topic 2: Writing a Business Proposal

Topic 3: Group Discussion

(A group of 6 students will be formed into a group and given a topic for discussion for 20 minutes)

Topic 4: Mock Interviews

(A Panel of 2-4 teachers will conduct a mock interview to the students individually to test their oral skills and confidence levels)

Topic 5: Jam Session

Just A minute-session

(The students are given a topic and asked to speak on the given topic spontaneously, for 1 minute without a pause)

(3-4 topics relevant to Management and 3-4 minutes separately)

Topic 6: Basics of Phonetics and Finding Out Errors in the Sentences

(A set of 10 Questions will be given to the students, to find the grammatical mistakes)

2.4 FINANCIAL ACCOUNTING-II

UNIT-I

Ratio Analysis-Rationale and Utility of Ratio Analysis-Classification of Ratios- Calculation and Interpretation of Ratios-Profitability Ratios- Liquidity Ratios-Activity Ratios-Leverage Ratios.

UNIT-II

Funds Flow Analysis–Concept of Funds Flow- Advantages of Funds Flow Analysis-Statement of Changes in Working Capital- Funds from Business Operations- Statement of Sources and Uses of Funds.

UNIT-III

Cash Flow Statement as Per AS-3.

UNIT-VI

Company Accounts –Shares-Types-Issue of Shares - at Premium - at Discount -Debentures-Types.

UNIT-V

Preparation Of Company Final Accounts-Trading Account- Profit & Loss Account- P & L Appropriation account-Balance Sheet in Prescribed Proforma.

NOTE: At least one **Case Study** is to be discussed per unit in the class.

Suggested Books:

1. Paresh Shah, “Basic Financial Accounting for Management”, 2009 5th Ed. Oxford University Press.
2. Ambarish Gupta, “Financial Accounting for Management”, 2009, An Analytical Perspective, 3r Ed., Pearson Education.
3. 3. Ashish K. Bhattacharyya, “Essentials of Financial Accounting”, 2009, 5th Ed. PHI Learnings.
4. Jain and Narayana, “Financial Accounting “, Kalyani Publishers.

2.5 BUSINESS ENVIRONMENT

UNIT I

Business and its Environment: Meaning-Concept- Scope - Characteristics-Significance of Business Environment - Types of Environment- Internal and External Environment - Basic Elements of Environment: Socio-Cultural- Political- Legal- Economic and Technological Elements

UNIT II

Economic Environment: Concept and Elements of Economic Environment-Different Economic Systems -Meanings and Characteristics-New Industrial Policy Objectives and Dimensions - Impact of Liberalisation Privatisation and Globalisation on Indian Business.

UNIT III

Political Environment: Political Institutions - Legislature - Executive - Judiciary - The Constitution of India-The Preamble - The Fundamental Rights - Rationale and Extent of State Intervention - Role of Government in Business

UNIT VI

Socio-Cultural Environment: Business and Society-Objectives and Importance of Business - Concept- Nature of Culture-Impact of Culture on Business–Technological Development and Social Change - Ethics and Social Responsibility of Business-Arguments for and against Social Responsibility

UNIT V

Technological Environment: Concept and Features of Technology-Impact of Technology on Business and Society-Technology Policy of India-Institutions and Other Facilities for Promotion of Science and Technology in India

NOTE: At least one **Case Study** is to be discussed per unit in the Class.

Suggested Readings:

1. Aswathapa, K - Essentials of Business Environment HPH.
2. Cherunllam, Francis Business Environment HPH.
3. Misra and Puri Economics Environment of Business HPH
4. Gupta, C.B.; Sultan Chand Business Environment.
5. Paul, Justin Business Environment: Text and Cases TMH.
6. S. Adhikari, Sultan Chand Economic Environment of Business.
7. Ghosh, P.K, Sultan Chand Business and Government -

2.6 ORGANIZATIONAL BEHAVIOUR

UNIT-I

Introduction: Organizational Behaviour-Concepts, Meaning, Nature, Scope and Features of Organizational Behaviour.

UNIT-II

Individual Behaviour: Personality- Determinants of Personality-Personality Traits-Perception, Factors Affecting Perception-Learning, Theories of Learning-Social Learning.

UNIT-III

Group Dynamics: Concept of Group Dynamics-Features of Group-Group Behaviour-Types of Group Behaviour-Formal and Informal Group Behaviour-Stages of Group Development-Group Cohesiveness.

UNIT-IV

Motivation and Leadership: Motivational drives-Theories of Motivation (Maslow's, Herzberg, Mc Gregor, X and Y theory). Leaderships- Types-Theories of Leadership (Trait theory, Michigan studies and Fiedler's contingency model)-Leadership Styles.

UNIT-V

Organizational conflict: Types of Conflicts and Conflict Resolution-Change- Resistance to Change, Management of Change.

NOTE: At least one **Case Study** is to be discussed per unit in the class.

Suggested Books:

1. P. Subba Rao, Organizational Behavior (Text, cases & Games)Himalaya publishing house Fred Luthans- Organisational behavior 9th edition,
2. Tata McGraw Hill publishing company Ltd., New Delhi, 2005.
3. Sarma,VVS: Organizational Behaviour, Jaico Publishing House
4. Stephen P.Robins, Organisational Behavior, 9th edition, Prentice Hall of India, New Delhi, 2001.
5. Harrison M.LK.: Diagnosing Organizations: Methods, Models and Processes: Sage Publishers, New Delhi, 1987.
6. Ford. R.C.: Organization Theory- An Integrative Approach: Harper & Row Publishers: New York, 1988.
7. Robbins P. Stephen: Organizational Behaviour, Concepts, Controversies and Applications, Pearson Education.
8. Sarma,VVS: Organizational Behaviour, Jaico Publishing House

2.7 GENDER SENSITIZATION (Skill Enhancement Course)

Unit – I

Gender – An Overview

1. **Gender:** Definition, Nature and Evolution, Culture, Tradition, Historicity.
2. **Gender Spectrum:** Biological, Sociological, Psychological Conditioning
3. **Gender Based division of Labour** –Domestic work and use value.

Unit – I

Gender – Contemporary Perspectives

1. **Gender Justice and Human Rights:** International Perspectives
2. **Gender:**Constitutional and Perspectives
3. Media and Gender
4. **Gender:** Emerging issues and Challenges

3rd-SEMESTER

3.3 E-COMMERCE APPLICATION

UNIT -I

Introduction: Definition -functions of E- Commerce - Advantages - Prerequisites-Scope of Electronic - Commerce- -E- Commerce Business in India.-The Internet-Components-Business uses of Internet -Categories of Networks-LAN, MAN, WAN.

UNIT-II

Electronic Market : OnLine Shopping - OnLine Purchasing-Electronic Market-Models of Electronic Market-Interactive Marketing- One- to- One Marketing-Permission Marketing-Pull and Push Technologies.

UNIT-III

Electronic Data Interchange: Definition-Advantages-Limitations-Costs of EDI- Electronic Payment Systems-Modern Payment Systems-E-Cash -Net Banking -Payment Security.

UNIT: IV

HTML : Introduction to HTML-Browsers-Creating, Viewing and Checking Web pages-Tags-Mark Up Languages-Headers-Working with Text - Formatting with HTML Tags-Styles-Fonts-Headings-Arranging Text-Plain Text Wrapping.

UNIT: V

LISTS: Unordered-Nested-Ordered Lists- Tabs and Formatting- Forms- Basic Forms, Complex Forms Linking-Meta Tags-Tables Creation-Table Rows-Table Heading-Table Data-Table Caption-Spacing- Alignment of Cell Text-Nesting Tables-Frames - Creating Vertical Frames - Horizontal Frames-Hyper links-Navigation-Enabling and Disabling -Scrolling.

Suggested Books:

1. Murthy, C.S.V, (2011), E-Commerce: Concepts, Models, Strategies, Himalaya Publishing House, New Delhi.
2. Ravi Kalakota, Andrew.B.Whinston, Electronic Commerce-A Manager's Guide, Pearson Education.
3. Bharath Bhaskar (2006), Electronic Commerce: Framework, Technologies and Applications, The Mc Graw Hill Companies.
4. HTML-Black Book

3.3.1 E-COMMERCE APPLICATION-LAB

PRACTICALS:

1. Creation of HTML pages with different tags.
2. Writing a HTML Program using Table formatting.
3. Writing a HTML program using Order, Unordered, Nested lists.
4. Writing a demo program for creating Forms.
5. Writing a demo program for working with tables using tables tags
6. Writing a demo program for using Frames
7. Writing a demo program for Navigation and hyperlink

3.4 BASICS OF MARKETING

UNIT- I

Introduction: Definition of Marketing Evolution of Marketing - Marketing Offers - Types of Markets - Marketing orientations - Selling vs. Marketing - Role of Marketing in Business.

UNIT- II

The Marketing Process: Micro-Environment of Marketing - Macro-Environment of Marketing - Marketing Mix.

UNIT- III

Market Segmentation: Definition and Need-Bases for Segmenting the Consumer Markets-Target Marketing-Product Positioning-Positioning Strategies.

UNIT- IV

Consumer Behavior: Factors Influencing Consumer Behavior - Types of Buyer Behavior - Roles in Consumer Decision making - Consumer Decision Making Process.

UNIT- V

Demand Measurement and Sales Forecasting: Meaning and Importance - Concepts in Demand Measurement - Methods of Sales Forecasting.

NOTE

At least one **Case Study** is to be discussed per unit in the class.

Suggested Books:

1. Karunakaran.K, Marketing Management-Text and Cases in Indian context, Himalaya Publishing House.
2. Rajan Saxena, Marketing Management, The Mc Graw-Hill Companies.
3. Biplab.S.Bose, Marketing Management, Himalaya Publishing House.
4. Gr.Capt.H.Kaushal, Case study solutions: Marketing Management, Mac millan, 2011.

3.5 BUSINESS STATISTICS

UNIT- I

Introduction to Statistics: Meaning and Definition- Scope and Limitations of Statistics-Role of Statistics in Managerial Decisions- Types and Sources of Data-Classification of Data-Presentation of Data- Graphic and Tabulation-Frequency Distribution.

UNIT- II

Measures of Central Tendency: Mean- Mode- Median- Geometric and Harmonic Mean.

UNIT- III

Measures of Dispersion: Range-Quartile Deviation- Mean Deviation - Standard Deviation - Co-efficient of Variation - Skewness: Bowley and Karl Pearson's Methods.

UNIT- IV

Sampling:Methods of Sampling- Testing of Hypothesis- Type-I and Type - II errors non - Parametric Tests-Sign Test-Mann Whitney U Test- Run Test-Kruskal Wallis Test.

UNIT- V

Correlation and Regression Analysis:Correlation: - Karl Pearson's and Spearman's Methods-Regression Analysis- RE of X on Y and Y on X.

NOTE: At least one **Case Study** is to be discussed per unit in the class.

Suggested Books:

1. S.P. Gupta,Statistical Methods, New Delhi, Sultan Chand and Sons
2. R. K. Ghosh and S. Saha, Business Mathematics and Statistics, Calcutta, New Central BookAgency
3. S. Saha,BusinessMathematics and Quantitative Techniques, Calcutta, Central BookAgency,
4. Anderson, Statistics for Business & Economics,9thedition,Cengage Learning,India
5. David Levine, T. Krenbil, P.K.Viswanathan,Business Statistics, Pearson Education, 2008.
6. T.N.Srivastava,Statistics for Management, TMH,

3.6 BASICS OF ENTREPRENEURSHIP DEVELOPMENT

UNIT- I

Concept of Entrepreneurship - Definition-Entrepreneur-Characteristics of Entrepreneur-Barriers of Entrepreneurship-Functions of Entrepreneur-Classifications of Entrepreneurs.

UNIT- II

Theories of Entrepreneurship-Economic Theory-Harvard School Theory-Theory of High Achievement-Leibenstein's Theory-Theory of Social Change-Process of Entrepreneurship.

UNIT- III

Marketing Plan-Industry Analysis-Competition Analysis-Market Research for the New Venture-Marketing Plan-Steps in Preparing Marketing Plan.

UNIT- IV

Entrepreneurship Development Programmers-Meaning-Objectives-Methods of Training-Issues.

UNIT- V

Institutional Finance to Entrepreneurs -Financial Institutions-SIDBI-IDBI-NABARD-NSIC.

NOTE: At least one **Case Study** is to be discussed per unit in the class.

Suggested Books:

1. Vasant Desai,"Dynamics of Entrepreneurial Development and Management", Himalaya Publishing House.
2. Vasant Desai, "Entrepreneurial Development-Potential Beyond Boundaries" , Himalaya Publishing House.
3. Robert Hisrich , Michael Porter, Dean.A. Shepherd, "ENTREPRENEURSHIP" ,The
4. McGraw Hill Companies.

3.7 Personality Development and Communication Skills (Skill Enhancement Course)

Unit – I:

Basics of English Tenses, reported speech: Acquiring the Communication Skills – Interpersonal Skills, Speaking skills (brief speeches, group discussion); Writing Skills (paragraph, summary, note making, Editing, Business Letters)

Unit – II:

Acquiring the soft Skills for personality development: Body Language: goal setting
Time Management: Emotional Intelligence: Problem – solving: Team work

Reference Books:

1. Jeremy Harmer & John Arnold, Advance Speaking skills Essex, Longman Group Limited, 1978
2. Hedwig Lewls, Body Language: A Gulde for Professionals. Response Books (a division of sage publication India, PVT. LTD., New Delhi. 1998
3. Danle Goldman, Emotional Intelligence, New York, Bantam Books 1995
4. Rajiv Mishra, Personality Development, Rupa & Co.
5. Sheffield, RM Montgomery, RJ, Moody, PG., Development Soft Skills, 4th Edition, Pearson 2010
6. Barun, K., Mitra, Personality Development and Soft Skills, Oxford University Press

4th-SEMESTER

4.3 MANAGEMENT INFORMATION SYSTEM (MIS)

UNIT-I

Introduction to Information Systems - A frame Work for Information Systems-Operational Systems-Tactical Systems-Strategic Planning Systems-The Concept of Systems.

UNIT-II

Management Information Systems - Need, Purpose and Objectives - Contemporary Approaches to MIS - Information as a Strategic Resource - Use of Information for Competitive Advantage - MIS as an Instrument for the Organizational Change.

UNIT-III

Application of Informational Systems to Business- Operational Accounting and Financial Information System-Operational Marketing Information Systems-Operational Production Information System-Operational Human Resource Information System.

UNIT-IV

Structured System Analysis and Design-S.D.L.C-S.S.A.D-Alternative Application Development Approaches-Software Packages-Prototyping-User Development Information Systems.

UNIT-V

Security of Information Systems-Risks, Threats and Vulnerabilities-Common Controls-Common Threats-Protecting Information Systems.

Suggested Books:

1. Management Information Systems, Jawadekar, Tata McGraw Hill
2. Management Information Systems, Davis and Olson, Tata McGraw Hill
3. Analysis and Design of Information Systems, Rajaraman, Prentice Hall
4. Decision Support Systems and Intelligent Systems, Turban and Aronson, Pearson Education Asia
5. Management Information Systems, Schulthesis, Tata McGraw Hill
6. Management Information Systems - Sadagopan, Prentice Hall

4.3.1 MIS LAB WORK

PRACTICALS:

Tally: Company Creation, ledger creation, Maintaining Inventory, Voucher Posting and

Preparation of Financial Statements

Oracle (SQL):

Data Types in SQL,
DDL, DML, TCL, DCL Commands

4.4 FUNDAMENTALS OF FINANCIAL MANAGEMENT

UNIT- I

Introduction: Nature and Scope- Role of Financial Manager in Contemporary Scenario-Principles and Objectives of Financial Management- Profit Maximization and Wealth Maximization.- Functions of Financial Management- Risk-Return trade off- Concept of Time Value of Money.

UNIT- II

Capital Budgeting: Capital Budgeting Process - Selection Of Projects - Estimation Of Cash Flows - Project Evaluation Techniques - Payback Period - Accounting Rate of Return - NPV Method - IRR-PI. (**Simple Problems**)

UNIT- III

Financial Planning: Capital Structure: Meaning - Optimum Capital Structure - Capital Structure Theories - Net Income Approach - Net Operating Income Approach - MM Approach - Traditional Approach - Cost of Capital: Meaning - Methods of Computing Cost of Debt, Equity and Preference Shares-Overall Cost of Capital (**Problems on cost of capital only**)

UNIT- IV

Dividend Policy: Factors Influencing Dividend Policy - Stable Dividend Policy - Cash Dividend - Stock Dividend - Stock Split - Dividend Theories-Relevance and Irrelevance Theories - Walter's Model - Gordon's Model - MM Approach.

UNIT-V

Working Capital: Concept-Types-Cycle- Factors Determining Working Capital-Estimating Working Capital Requirements. (**Theory only**)

NOTE-At least one **Case Study** is to be discussed per unit in the class.

Suggested Books:

1. Jonathan Berk, Peter DeMarzo and Ashok Thampy, Financial Management, 2010, Pearson.
2. Brigham, E. F. and Ehrhardt. M. C., Financial Management Theory and Practice, Thomson South-Western.
3. Ross Westerfield Jaffe, Corporate Finance, 7th Ed, TMH Publishers
4. Khan and Jain, Financial Management , TMH.
5. Prasanna Chandra, Financial Management Theory and Practice, Tata McGraw Hill,
6. I. M. Pandey, Financial Management, 2010, Vikas Publishing House.
7. Sudershana Reddy, Financial Management, 2010, HPH.
8. Rajiv Srivastava and Anil Misra - Financial Management, Oxford Higher Education.

4.5 BANKING AND INSURANCE

UNIT-I

Financial Services-Meaning-Structure of Indian Financial System-Importance of Financial System for the Economic Development.

UNIT-II

Banking Institutions: Commercial Banks-Functions-Reserve Bank of India-Public and Private Sector Banks- Reserve Bank of India- NPAs and Capital Adequacy Norms.

UNIT-III

Development Banking: Concept-Evolution- Functions and Activities-Non- Banking Financial Institutions: Operational Policies and Performance.Investment Banking: Concept-Functions and Activities-Underwriting

UNIT-VI

Insurance-Principles-Types- Life Health, Fire and Marine Insurance-Advantages-Insurance Sector Reforms in India-Challenges of Insurance Sector.

UNIT-V

Insurance Companies: Structure and Investment Pattern of LIC, GIC and other Insurance Companies-Competition and Innovation- Role of IRDA.

NOTE: At least one **Case Study** is to be discussed per unit in the class.

Suggested Books:

1. Vasant Desai and Jain, "Financial Services: Banking and Insurance", HPH.
2. Mithani and Gordan, "Financial Services: Banking and Insurance", HPH.
3. Sethi and Bhatia, "Elements of Banking and Insurance", PHI.
4. Paul Suresh, "Management of Banking and Financial Services", Pearson.
5. Tripathy and Pal, "Insurance-Theory and Practice", PHI.

4.6 BASICS OF PRODUCTION AND OPERATION MANAGEMENT

UNIT-I:

Introduction: Concept of Production Management-Operation Management-Scope-Role Objectives-Functions of Production Management in India.

UNIT-II:

Production Planning and Control:Introduction-Nature-Factors Affecting Production Planning and Control, Advantages, Objectives, Functions, Role of Production Planning and Control in Operations Management.

UNIT-III:

Plant location and layout:Plant Location- Meaning -Factors Affecting Location, Objectives, Plant Layout, Meaning-Types of Layout, Principles, Factors Influencing Plant Layout.

UNIT-IV:

Work study: Work Study - Work Measurement Study-Objectives of Work Study, Objectives of Method Study, Benefits of Work Measurement, Techniques of Work Measurement.

UNIT-V:

Project and Maintenance Management:Project Management-Concept of Project-Types of Projects-Feasibility Report-Detailed Project Report-Maintenance Management.

NOTE: At least one **Case Study** is to be discussed per unit in the class

Suggested Books:

1. Mahadevan. B, "Operations Management", 2010, Pearson Education.
2. Stevenson J. William, "Operations Management", 2009, 9th Ed. Tata McGraw-Hill.
3. James R Evans, David A. Collier, "Operations Management", 2007, Cengage Learning.
4. Aswathappa K. and Sridhara Bhat, "Production and Operations Management", 2010, HPH.
5. Danny Samson and Prakash J.Singh, "Operations Management-An integrated approach", 2009, 1st Ed. Cambridge press.
6. Ray Wild, "Operations Management, 2003, Thomson Learning.
7. Kanishka Bedi, "Production and Operations Management", 2007, 2nd Ed. Oxford University Press.
8. Everett. Adam, Jr. and Ronald J. Elbert, "Production and Operations Management Concepts, Models and Behaviour", 2003, Prentice Hall of India, 5th Ed.
9. Donald Waters, "Operations Management", 2010, Kogan page India.
10. Upendra Kachru, "Production and Operations Management", 2010, Excel Books.

4.7 Event Management (Skill Enhancement Course)

Unit – I

Event Management – Definition – Concept – Functions of Event Management – Role of Event Manager – Project Management – Strengths & Weakness of the Event Management Profession – Types of Events (Conferences – Meeting – Lunch Events Fashion Shows, Weddings – Religious Events – Exhibitions – Sports Events – Political Events – Concerts – Anniversaries)

Unit – II

Planning the Event – Client Need – Event Proposal- Contracts & Agreements – Steps for planning the Event – Invitations – Greeting – Dress Code – Table Manners & Table Settings – Evaluating the Event

Suggested Books:

1. Event Management – Har Anand Publication, Davesh Kishore & Ganga Sagar Singh
2. The Art of Successful Event Management – APH Publishing Leelamma Devasia & VV Devasia

5th-SEMESTER

5.1 FUNDAMENTALS OF TECHNOLOGY MANAGEMENT

UNIT: I

Introduction and Technology Policy: Definition, Scope and Classification of Technology Management-Integrated and Holistic Model-Strategic, Operational - Management Issues- Management of Technology (MOT) at Firm and National /Government Level-Technology and Society.

UNIT: II

Technology Planning, Strategy and Acquisition: Forecasting Technology - Critical Technologies and Technology Maps-Structured Approach to Corporate Technology-Technology Strategy-Acquisition and Exploitation of Technology.

UNIT: III

Technology Life Cycles: Concept-System Approach to Technology Management Technology Cycle and Technology Flow Process Basic Tenets of Management of Technology-The S- Curve of Technological Progress-Product Life Cycle-Diffusion of Technology.

UNIT: IV

Innovation Management and Technology Transfer: Innovation and Management of Innovation - The Process of Managing Innovation - Decisions, Tools and Types of Process - Technology Transfer - Definition - Classification - Significance - Elements of Transfer process - Types of Technology Transfer

UNIT: V

Technology Management in India: Determinants of Nation's Capability-Role of Government-Science and Technology Policy-Reforms of Technological Policies in India-Future of Technology Management in India.

NOTE: At least one **Case Study** is to be discussed per unit in the class.

Suggested Books:

1. Management of Technology by Tarek Khalil, Tata McGraw-Hill Publication, Edition 2009
2. Handbook of Technology Management by Gerard H.Gaynor Tata McGraw Hill Publication.
3. Management of technology and Innovation by P N Rastogi, Sage Publication

5.2 BASICS OF HUMAN RESOURCE MANAGEMENT

UNIT-I

Human Resource Management: Introduction to HRM-Definition-Functions of Human Resource Management – Scope of HRM - Role of HR Executives.

UNIT-II

Human Resource Planning: Importance of HR planning- Job Analysis Process -Job Description- Job Specification. Recruitment – Source: Internal and External source of Recruitment-Current trends in Recruitment.

UNIT-III

HRM Mechanism: Selection- Process of Selection. Interviews: Types of Interviews. Orientation of new employees. Training the employees: Need and Objectives of Training.

UNIT-IV

HRM Dimensions: Performance Appraisal - Needs and Importance – Grievance: Introduction and Redressal Procedure- Essentials of a Good Discipline System.

UNIT-V

Challenges of HRM: Basic Concepts of Work Cultural Diversity –Managing Diversity. Stress: Types of Stress - Causes and Consequences of Work Stress-Stress Management Techniques. Employee Retention Strategies in current scenario.

NOTE: At least one **Case Study** is to be discussed per unit in the class.

Suggested Books:

1. Aswathappa K - Human Resource and Personnel Management -Tata McGraw Hill
2. Human Resources Management-L.M.Prasad
3. Human Resources Management - Ashwathappa
4. Managing Human Resources - Arun Monppa
5. Rao VSP-Human Resource Management Text and Cases- Excel Books
6. Ivancevich-Human Resource Management -Tata McGraw Hill
7. Dessler-Human Resource Management -Prentice Hall
8. Human Resources Management- Gary Dessler
9. Personnel Management-C.B Mamoria
10. Human Resources Management-Mirza & Zaiyadin

5.3 ELEMENTS OF PROJECT MANAGEMENT

UNIT- I

Concept of project- characteristics- need and importance of Project Management- Types of Projects- Project Life Cycle- Role and Significance of Project Manager- Forms of Project Organizations

UNIT-II

Project Identification- Project Formulation- Market and Demand Estimation Techniques- Project Planning Process

UNIT-III

Project Scheduling and Monitoring- Network Techniques: PERT and CPM- Time and Cost Trade off- Probability of Completing the Project- Crashing the Project Schedule (**Simple Problems**)

UNIT-IV

Project Implementation and Project Control Process- Project Evaluation Process- Project Audit- Project Closure/Termination

UNIT-V

Project Financing: Means of Project Financing- Institutions- Project Appraisal Process- Technical, Economic, Financial and Social Appraisal of the Industrial Projects.

NOTE: At least one **Case Study** is to be discussed per unit in the class.

Suggested Books:

1. P. Chandra, "Projects: Planning Analysis: selection Implementation and Review", TMH
2. P.Gopal Krishnan & V E Ramamoorthy, "Text book of Project Management", Mc Millan
3. N Singh, "Project Management and Control" HPH
4. V Desai, "Project Management", HPH
5. Mohsin M, "Project Planning and Control", Vikas Publications

5.4 RESEARCH METHODS FOR MANAGERS

UNIT-I

Research -Meaning -Scope and Significance -Types of Research -Research Process - Characteristics of Good Research -Scientific Method -Problems in Research.

UNIT-II

Identifying Research Problem -Concepts-Constructs and Theoretical Framework - Research Design -Types - Formulation - Features of Good Design - Measurement -Techniques of Measurement - Scaling Techniques -Meaning -Types of Scales.

UNIT –III

Hypothesis: Meaning -Setting up Hypothesis -Types - Sampling Design-Meaning -Concepts-Steps in Sampling -Criteria for Good Sample Design -Types of Sample Designs -Probability and Non-Probability Samples-Data Collection-Types.

UNIT-IV

Constructing Questionnaire -Pilot Study –Case Study -Data Processing-Coding-Editing-and Tabulation of Data –Data Analysis - Test of Significance-Assumptions about Parametric and Non-Parametric Tests.

UNIT –V

Report Writing-Significance -Report Writing-Steps in Report Writing -Layout of Report -Types of Reports - Mechanics of Writing Research Report -Precautions for Writing Report - Appendix - Bibliography.

NOTE: At least one **Case Study** is to be discussed per unit in the class.

Suggested Books:

1. Rao K.V.Research methods for management and commerce-sterling
2. Zikmund, Business Research Methods
3. Kothari C.R.-Research methodology
4. Donald R.Cooper and Pamela S.Schindler -Business Research Methods -Tata McGraw Hill.
5. Uma Sekaran, Research Methods for Business, Wiley Publications

5.5 (a) Financial Institutions & Markets (FIM)

UNIT:I

Financial System: Structure of Indian Financial System - Functions and Role of RBI-Monetary Policy and Techniques of Monetary Control of RBI: SLR and CRR, Open Market Operations - The Role and Functions of SEBI.

UNIT:II

Banking Institutions: Commercial Banks: Concept and Evolution-Public and Private Sector Banks-Structure and Comparative Performance RRBs and Foreign Banks - Development Banking: Concept-Evolution- Functions and activities

UNIT:III

Non- Banking Financial Institutions: Growth of Mutual Funds and its Regulation- Insurance Companies: LIC, GIC and other Insurance Companies-Competition and Innovation- Role of IRDA- Challenges of Insurance Sector.

Investment Banking: Concept-Functions and activities-Underwriting- Portfolio Managers.

UNIT:IV

Primary Securities Market: Organization- Structure of Call Money Market-Treasury Bill Market- Commercial Bill Market- Commercial Paper - Certificate of Deposits- Merchant Banking and Underwriting:

UNIT:V

Secondary Securities Market: Organization- Structure-Listing-Trading and Settlement - Problems and Prospects of Indian secondary Market

NOTE: At least one case study is to be discussed per unit in the class.

Suggested Books:

1. Meir Kohn, "Financial Institutions And Markets", Oxford University Press.
2. Gordon and Natarajan, "Financial Markets and Services", Himalaya Publishing House.
3. Vasant Desai, "Financial Markets and Financial Services, Himalaya Publishing House.
4. M.Y.Khan, "Indian Financial Syatem", Vikas Publishers.
5. L.M.Bhole, ""Financial Markets and Institutions", Tata McGraw Hill.
6. Frank.J. Fabozzi and Franco Modigliani,"Foundations of Financial Markets and Institutions", Pearson.
7. Ronald I.Robinson and Dwayne Wrightsman, "Financial Markets - Accumulation of Wealth", McGraw Hill

5.5 (b) Marketing of Services (MS)

UNIT I

Definition - Service - Evolution and growth of service sector - Nature and Scope - Unique characteristics.

UNIT II

Classification of services - Expanded marketing mix - market segmentation, targeting and positioning.

UNIT III

Service Life Cycle - New service development - GAP's model of service quality - Measuring service quality - SERVQUAL

UNIT IV

Positioning of services - Designing service delivery System, Service Channel- Pricing of services, methods - Service marketing triangle - Integrated Service marketing communication.

UNIT V

Services Marketing for health - Tourism - Educational - Entertainment Sectors.

NOTE: At least one case study is to be discussed per unit in the class.

REFERENCES

1. Palmer, Adrian, "Principles of Services marketing", MCGraw Hill
2. Services Marketing, Valarie Zeithaml et al, 5th Edition, Tata McGraw Hill, 2012 Pvt. Ltd., 2010.

5.5 (c) Change Management (CM)

UNIT: I

Change: Introduction to change An Overview of Change - Change as Growth - Need for change - Forces for change - Understanding of change

UNIT: II

Types of change - Incremental change-Radical change - Participative change - Directive change - Change levels

UNIT: III

Change Management: Models of Organizational change - Sources of change - Recognizing Resistance - Resistance to change - Planning and implementing change

UNIT: IV

How to manage change effectively - Key roles in organizational change - Visionary leader as a change agent - Planning & Implementing Change

UNIT: V

Planning OD - Change Leading to Organizational Development Dynamic of Planned Change

NOTE: At least one case study is to be discussed per unit in the class.

Suggested Readings:

1. Dr.. D.K. Tripathi: Team Building Leadership wih Text & Games.
2. Daft, Richard: The Leadership Experience, Thomson
3. Gary Yukul, 2006, Leadership, Pearson Education.
4. A.M. Sharma : Personal and Human Resource Management, Himalaya Publication.
5. Dubrin, Andrew, ' Leadership', Biztantra.
6. Lussier, Robert and Christopher Fachua 'Leadership' Thomson

5.6 (a) Investment Management (IM)

UNIT I

Investment:- Meaning - Characteristics - Objectives - Investments vs Speculation - Investment vs Gambling - Types of Investors - Investment Avenues - Investment Process - Financial Instrument.

UNIT 2

Securities Market:- Primary Market - Secondary Market - Functioning of Stock Exchanges - Trading and Settlement Procedure - Types of Stock Market Indices - Indices of Indian Stock Exchange.

UNIT 3

Fundamental Analysis & Technical Analysis: - Economic Analysis - Industry Analysis - Company Analysis - Technical Analysis.

UNIT 4

Measurement of Risk & Return:- Systematic Risk - Unsystematic Risk - Calculation of Risk and Returns (of Single Security) - Calculation of Portfolio Risk and Return (Simple Problem).

UNIT 5

Portfolio Evaluation:- Need - Evaluation Perspective - Portfolio Evaluation Jenson, Sharpe and Traynor's Model (Simple Problem).

NOTE: At least one case study is to be discussed per unit in the class.

Suggested Books:

1. Investment Management: R.P. Rastogi
2. Security Analysis & Portfolio Management: P. Pindian
3. Security Analysis & Portfolio Management: Fischor and Ronald.

5.6 (b) CRM & Retail Management (CRM & RM)

UNIT: I

Introduction to Retail: Meaning- Functions of a retailer--- --Evolution of Retail in India- - Challenges to Retail Development in India -----Retail marketing mix-Types of retailing.

UNIT: II

The Evolution of Retail formats - Theories of retail development-Environmental, Cyclical and Conflict Theory-The Concept of life cycle in Retail-Innovation, accelerative growth- Maturity-Decline-Phases of growth in retail markets

UNIT: III

Retailing And Customers --Introduction—Retailing and consumption—Changing consumer—demographics—Life style changes—Consumer buying process- Shopping behavior—Retail outlet choice--The factors influencing the retail shopper

UNIT—IV

Meaning CRM - Need for CRM in business----Benefits of CRM--The approaches of CRM--Relationship building process.

UNIT - V

CRM applications in consumer and business markets---CRM in B2C Markets—CRM in B2B markets--CRM in practice--CRM in banking, hotels, Tourism and higher education - CRM features & benefits

NOTE: At least one case study is to be discussed per unit in the class.

Suggested Books:

1. Bhatia.S.C, “Retail Management”, Atlantic Publishers,2008.
2. Gilbert David,”Retail Marketing Management”,2 nd edition, Pearson Education Limited,2003.
3. Levy.M, Weitz.B.A, Pandit.A, “Retailing Management”,6th edition, Tata Mc Graw Hill,2008
4. Swapna Pradhan, “Retailing Management—Text and Cases”,2 nd edition, Tata Mc Graw Hill,2007.
5. Swapna Pradhan, “Retailing Management-Text and Cases”,3 rd edition, Tata Mc Graw Hill,2009.
6. Jill Dyche: The CRM Handbook: A Business Guide To Customer Relationship Management, Addison Wesley.
7. Kaushik Mukerjee, “Customer Relationship Management—A strategic approach to marketing”, PHI, 2007.
8. Makkar, “Customer Relationship Management” ,Tata Mc Graw Hill,2012.
9. Rai.A.K, “Customer Relationship Management -Concepts and cases” ,phi,2008.
10. Shainesh.G. Jagadish.N.Sheth, “Customer Relationship Management-A Strategic Perspective”, MacMillan Publisher India Limited, 2006.

5.6 (c) Industrial Relations (IR)

UNIT: I

Industrial Relations: Meaning and Characteristic of Industrial Relations - Factors Affecting Relations

UNIT: II

Principles of Sound IR (Industrial Relations) - Importance of Harmonious IR (Industrial Relations) - Scope of IR (Industrial Relations) - objectives of IR

UNIT: III

Three Factors of IR - Functions of IR (Industrial Relations) - Eventual certification for sound IR (Industrial Relations) HRD (Human Resource Development) Approvals to IR

UNIT: IV

IR Policy - Impact of Trade Unions on IR (Industrial Relations - Managing diversified Culture and its impact on IR (Industrial Relations)

UNIT: V

Forms of Industrial Disputes - Causes of Industrial Disputes - Industrial Disputes settlement Machinery.

NOTE: At least one case study is to be discussed per unit in the class.

Suggested Books

1. P. Subba Rao, Essentials of Human Resource Management and Industrial Relations (Text, Cases and Games) 3rd Revised & Enlarged Edition
2. James A. F. Stoner, Management, Prentice - hall of India (P) Ltd., New Delhi, 1984, p 87
3. Sundeep Khanna, The New People Economy, Business Today, January 7-21, 1996, PP12-17
4. VSP. Rao Human Resource Management Text and Cases Second Edition
5. J. Storey (ed), "New Perspectives on Human Resource Management", London, Rutledge, 1989

5.7 Healthcare Management (Skill Enhancement Course)

Unit – I

Concepts of Health and Disease – Concepts of Health – Definition and dimensions of Health – Indicators of Health – Concept of disease and Disease Causation – Concept of Disease Control – Levels of Prevention – Common Diseases – Principles and Practices of Epidemiology.

Unit – II

Development of Hospitals – Classification of Hospitals – Functions of a hospital – Hospital organization and role of hospital administration / administrator.

Suggested Books

1. G.E. Alan Dever: Epidemiology in Health Services Management, Aspen Publication, Mary Land, 1984
 2. J. W. Stephen & T. Paul : Interdiction to Health Services, Delmar, New York, 1988
 3. K. K. Anand : Hospital Management, Vikas Publishing, New Delhi, 1996
 4. Oxford University: Oxford text book of Public health, Vol. 3
- A. V. Srinivasan (ed): Managing A Modern Hospital, Response Books, New Delhi, 2000

5.8-Introduction to Goods and Services Act (Generic Elective)

Unit-1:

Overview of GST-Implementation of GST-Liability of the Tax Player-GST Network-GST Council-Taxable supply-Supply of Goods and Supply of Services-Time of Supply of Goods-Time of Supply of Services.

Unit-2:

Levy of an from Tax-Levy of GST-Composition Scheme-Remission of Tax/Duty- Payment of GST-Time of GST Payment-How to make Payment-Valuation of GST-Transaction Value-Valuation Rules.

Suggested books:

1. GST by Raj K. Agarwal
2. GST by V.S.Datey
3. GST by Devi Ahilya

6th-SEMESTER

6.1 PROJECT WORK

The students should undertake the Project internship during the summer vacation (For 6 weeks of duration) intervening between II & III Year of BBA Day Programme. Project Report Work should be carried out in the Final Year of MBA Programme i.e., V & VI Semesters for Day Programme. The students are required to do project work in any area of Management under the active guidance of Internal Faculty Member assigned to the student.

The Project work usually consists of selecting a Topic / Problem / Theme in any area of management, gather relevant data, analyze and interpret the same in a systematic and scientific manner. The Project Work should be undertaken under the supervision of the Faculty Member assigned for the purpose. The Project Report should be submitted to the University 30 days (one month) before commencement of Final Semester Examinations.

6.2 TOTAL QUALITY MANAGEMENT

UNIT-I

Principles and Practices: Introduction-Historic Review-Benefits of TQM- Leadership- Characteristics of Quality Leaders- The Deming Philosophy- Quality Councils

UNIT-II

Principles and Practices: Continuous Process Improvement- Juran Trilogy- The PDCA Cycle- Kaizen- Re-engineering. Suppliers Partnership- Partnering- Sourcing- Supplier Selection- Supplier Rating- Performance Measures.

UNIT-III

Tools and Techniques: Information Technology- ISO Registration- Benefits, ISO 9000 Series Standards- ISO 14000 Series - Internal, Audit and Environmental Management System.

UNIT-IV

Tools and Techniques: Quality by Design- Benefits- Communication Model- Failure Mode and Effective Analysis- Failure Rate, FMEA Documentation- The Process of FMEA Documentation.

UNIT-V

Management Tools: Management Tools- Introduction- Forced Field Analysis- Tree Diagram- Process Decision Program Chart- Statistical Process Control- Cause and Effect Diagram- Histogram.

NOTE: At least one **Case Study** is to be discussed per unit in the class.

Suggested Books:

1. Howard s Gilton, Alan J Oppenheim: Quality Management, TMH, 2008
2. Dale H.Besterfield, Carlon Besterfield|: Total Quality Management, Pearson Education, 2008
3. Sridhara Bhatt: Total Quality Management Texts and Cases, Himalaya 2009
4. Shailendra Nigam: Total Quality Management, Excel, 2009
5. Kanishka Bedi: Quality Management, Oxford 2008
6. James- R.Evans, M.Lindsay: The Management and Control of Quality, cengage, 2009
7. Pradeep V.Mehta: Introduction to Quality Assurance- New Age Publication, 2008
8. Divya Singhal: Implimentation ISO 9001- 200, PHI,2008

6.3 BASICS OF STRATEGIC MANAGEMENT

UNIT-I

Strategic Management: Definition- Strategic Management Process- Developing a Strategic Vision Characteristics of Vision Statement - Mission Statement- Characteristics of a Mission Statement Establishing Objectives- Policies

UNIT-II

Analysis of Environment: Evaluating a Company's External Environment-Operating Environment - Porter's Five-Forces Model - Competitive Analysis-Internal analysis –SWOT Analysis

UNIT-III

Core Competence: Concept-Characteristics-Competitive Advantage: Concept-Sources-Sustaining Competitive Advantage.

UNIT-IV

Strategic Formulation and Choice: Porter's Generic Strategies- BCG Matrix- Diversification-Different Types of Diversification Strategies.

UNIT-V

Strategy Implementation: Meaning-Linkage between Formulation and Implementation-McKinsey's 7-S Model

NOTE: At least one **Case Study** is to be discussed per unit in the class.

Suggested Books:

1. Gerry Johnson, Kevan Scholes, Richard Whittington, "Exploring Corporate Strategy", 2009, Pearson Ed Ltd,
2. Arthur A Thompson Jr, Strickland A.J., John E. Gamble and Arun K. Jain, "Crafting and Executing Strategy, - The Quest for Competitive Advantage-Concepts and Cases", Tata McGraw Hill.
3. Michael Hitt, Ireland, Hoskission, "Strategic Management", 2010, Cengage Learning, New Delhi.
4. Fred R. David, "Strategic Management - Concepts and Cases", 2010, PHI Learning, New Delhi.
5. Subba Rao, P, "Business Policy and Strategic Management (Text and Cases)", 2010, HPH
6. V.S.P. Rao and V., Hari Krishna, "Strategic Management", 2010, Text and Cases, Excel Books,
7. U.C. Mathur, "Text Book of Strategic Management", 2005, Macmillan Publisher India Ltd,
8. Upendra Kchru, "Strategic Management, Concepts and Cases", 2010, Excel Book,s New Delhi.

6.4 ELEMENTS OF DIRECT TAXES

UNIT-I

Introduction: Introduction to Direct Taxes- Features- Basic Concepts- Person- Assessee-Previous Year-Assessment Year -Income- Gross Total Income- Taxable Total Income- Permanent Account Number (PAN)- Residential Status-Incidence of Tax- Income Tax Rates. **(Theory Only)**.

UNIT-II

Income from Salary:Salary Meaning - Allowances- Prerequisites- Profits in Lieu of Salary and their Treatment- Qualified Savings and Provident Funds-Deductions from Salary Income- Computation of Salary Income.**(Simple Problems)**

UNIT-III

Income from House Property:Meaning- Annual Value- Let-Out House- Self-Occupied House- Deemed to be Let-Out House- Deductions from Annual Value- Deemed Ownership- Co-ownership- Unrealized Rent- Computation of Income from House Property **(Simple Problems)**

UNIT-IV

Income from Business or Profession:Chargeability- Deductions Expressly Allowed and Disallowed- General Deductions- Computation of Profits and Gains from Business and Profession. **Capital gains:** Capital Assets Meaning- Types - Cost of Inflation Index- Transfer Types- Transfer not regarded as Transfer- Cost of Acquisition of Various Assets- Deductions from Capital Gains-Exemptions U/S 54-Computation of Taxable Capital Gains **(Simple Problems)**.

UNIT-V

Income from Other Sources:Interest on Securities - Dividends on Shares- Casual Income- Deductions- Deemed Income-Set off of losses within Head and Outside Head. **(Theory)**
Total Income and Tax Liability (Students should be given computed Income under five heads for Calculation of Tax Liability) **(Theory and Problems)**.

NOTE- At least one **Case Study** is to be discussed per unit in the class.

Suggested Books:

1. Vinod K. Singhania and Kapil , Direct taxes-Law and Practice, Taxman's Publications Ltd.
2. Bhagawati Prasad, Direct Tax Laws and Practice.
3. Vinod K. Singhania & Mounica Singhania, Students guide to Income Tax, Taxman's Publications Ltd.
4. 4.V.P.Gaur and D.B.Narang, Elementary Income Tax, Kalyani Publications.
5. 5.V.P.Gaur, Puja Ghai, M.Yadagiri & Vasudev Reddy, Taxation and Lab work, Kalyani Publications..

6.5 (a) Fundamentals of Financial Analytics (FFA)

UNIT - I

Introduction to Financial Analytics: Definition, relevance and scope financial Analytics, recent trends in financial analytics

UNIT - II

Financial Time Series and Their Characteristics: Asset Returns, Distributional Properties of Returns, Review of Statistical Distributions and properties of financial time series.

UNIT - III

The Capital Asset Pricing Model: Basics of portfolio construction. Diversification and Portfolio Optimization

UNIT - IV

High-Frequency Data Analysis and Market Microstructure: Bid-Ask Spread, Empirical Characteristics of Transactions Data, Models for Price Changes, Duration Models

UNIT - V

Modeling Credit Risk: Corporate Liabilities as contingent claims, Endogenous default boundaries and optional Capital Structure, Intensity Modelling, Rating based Term-Structure Models, Credit Risk and interest-Rate Swaps, Modelling dependent defaults.

NOTE- At least one Case Study is to be discussed per unit in the class.

Suggested Readings:

1. Bhalla, V.K. (2009). Financial Management. New Delhi: Anmol Publications
2. Brealey, R. R., Myers. S., Allen, F., & Mohanty, P. (2009). Principles of corporate finance (8th ed.). New Delhi: Tata Mc-Graw Hill.
3. Brigham, E. F., & Houston, J. F. (2007). Fundamentals of financial Management (11th ed.). USA: Thomson.
4. Chandra, P. (2008). Financial management (7th ed.). New Delhi: Mc-Graw Hill.
5. Hickman, K. A., Hunter, H. O., & Byrd, J. W. (2008). Foundations of corporate finance (2nd ed.). USA: South Western.
6. Bodie, Z. A., Kane. A., & Marcus, A. J. (2007). Essentials of investments (7th ed.). UK: McGraw Hill.
7. Chandra, P. (2008). Investment analysis and portfolio management. New Delhi: Tata McGraw Hill.
8. Fischer, D. E., & Jordan, R. J. (1995). Security analysis and portfolio management (6th ed.). India: Prentice Hall.
9. Kevin, S. (2006). Security analysis and portfolio management. New Delhi: Prentice Hall.
10. Ranganathan, M., & Madhumathi, R. (2006). Investment analysis and portfolio management. New Delhi: Pearson Education.

6.5 (b) Consumer Behaviour (CB)

UNIT-I

Consumer Behaviour - An overview - Consumer involvement - Decision-Making Processes - Purchase Behaviour and Marketing Implications - Consumer Behaviour Models.

UNIT-II

Environmental influences on Consumer Behaviour - Cultural influences - Social class-Reference groups and family influences - Opinion leadership and the diffusion of innovations-Marketing implications of the above influences.

UNIT-III

Consumer buying behaviour - Marketing implications - Consumer perceptions-Learning and attitudes - Motivation and personality-Psychographics - Values and Lifestyles, Click-o-graphic.

UNIT-IV

Strategic marketing applications - Market segmentation strategies - Positioning strategies for existing and new products - Re-positioning, - Consumerism - Consumer rights and Marketers' responsibilities.

UNIT-V

The Global Consumer Behaviour and Online buying behaviour - Consumer buying habits and perceptions of emerging non-store choices - Research and applications of consumer responses to direct marketing approaches

NOTE: At least one case study is to be discussed per unit in the class.

Suggested Books:

1. Bennet And Kassarian, Consumer Beha Viour, Prentice Hall Of India, New Delhi.
2. Michael R. Solomon, Consumer Behaviour, Phi Learning Private Limited, New Delhi, 2011
3. Ramanuj Majumdar, Consumer Behaviour, Prentice Hall Of India, New Delhi, 2011
4. Loudon And Della Bitta, Consumer Behaviour: Concepts And Applications, Tata Mcgraw Hill. New Delhi,2007.
5. Berkman & Gilson, Consumer Beha Viour:Concepts And Strategies, Kent Publishing Company.

6.5 (c) Performance Management

UNIT: I

Measuring performance: Principles of measure-Classification of performance measure-Measurement scale system-Approaches to measure Organizational Performance - Information for measurement purpose.

UNIT: II

Conceptual Approach to Performance Management: Need for Performance management in Indian organizations. Determinants of job performance: Person and system factors. Linkage between human resource strategy and organizational performance.

UNIT: III

Role of personality factors in job performance. Performance planning and role clarity. Key Performance Areas: Performance Targets - Components of effective Performance Management.

UNIT: IV

Developing and Designing Performance Management Systems: Designing Performance Appraisal as a framework for Performance Management - A realistic model for Performance Management

UNIT: V

Using PMS data for HR decisions and performance improvements - PMS and Appraisal practices in India and other countries - Policy and strategy initiatives in improving HR performance.

NOTE: At least one case study is to be discussed per unit in the class.

Suggested Readings:

1. Ram Kumar Balyan, Vikramender singh Balyan, Suman Balyan: Performance Management A.M. Sharma, seventh revised edition 2011, Personal and Human Resource Management, Himalaya Publishing House.
2. G K Suri, C S Venkata Ratnam, N K Gupta, 2004, Performance Measurement and Management -- Excel Books Pvt Ltd.
3. Dinesh K Srinivastava, 2005, Strategies for performance Management -- Excel Books.
4. T V Rao, 2006, Performance Management and Appraisal Systems - Response Books.
5. Richard S Williams, 2006, Managing Employee Performance - Thomson Publishers.
6. Agwnis, 2006, Performance Management - Pearson
7. Prem Chadha, 2006, Performance Management - Macmillan India Ltd
8. T V Rao, 2006, Redesigning Performance Appraisal System - Tata McGraw Hills.
9. Editor Mike Walter, 2006, The Performance Management Hand Book : - Jaico Publishing House.
10. King P, 2006, Performance Planning and Appraisal - Tata McGraw Hills.

6.6 (a) Business Taxation (BT)

Unit I

Indian Tax System, Direct Taxes Indirect taxes - Concepts, Definitions, Scope - Importance (Problems)

Unit II

The structure and scope of Indian Income Tax Act - concepts and definitions under the Act, Basic Concepts, Assesee, Assessment year, Income, previous year, Person, Residential status, Tax liability, Total income - Agricultural Income.(Problems)

Unit III

Heads of Income : Income from Salaries - Income from House property - Income from Profit, Gains from business and Profession - Income from Capital gains and Income from other sources.

Unit IV

Computation of total Income - Tax liability of an individual, Deduction from gross total Income

Unit V

Corporate Taxation -Assessment of firm - Assessment of Companies

NOTE: At least one case study is to be discussed per unit in the class.

Suggested Books

1. Sinhanai V.K. : Students guide to Income Tax : Taxman, Delhi.
2. Prasad, Bhagwati : Income Tax Law & Practice; Wiley Publication, New Delhi.
3. Mehrotra H.C. : Income Tax Law & Accounts; Sahitya Bhavan, Agra.
4. Diinker Pagare : Income Tax Law and Practice; Sultan Chand & Sons, New Delhi.
5. Girish Ahuja and Ravi Gupta : Systematic approach to income tax; Sahitya Bhavan Publication, New Delhi.
6. Chandra Mahesh and Shukla D.C. : Income Tax Law & Practice; Pragati Publications, New Delhi.

6.6 (b) Advertising and Sales Promotion (ASP)

Unit - I

Advertising Meaning - Importance - Objectives - Media - Print Media - Electronic Media - outdoor Media and Transportation Advertising - E- Advertising Exhibitions - Trade fair - Cinema

Unit - II

Advertising agencies - Features and Functions of Advertising agencies - Selection of an Advertising agency - Advertising Budget - Advertising appeal - Essentials of good appeal - Ethics in Advertising

Unit - III

Advertising Layout - Functions - Types of Layout - Advertising Campaign - Steps in Capital Planning - Measurement of Advertising Effectiveness.

Unit - IV

Sales Promotion - Meaning - Methods - Promotional Strategy - Advertising techniques of Scales Promotion - Consumer and dealer Promotion - After Scales Service - Warranty - Guarantee - Personal Selling - Objectives - Process of Personal Selling - Salesmanship - Types of Salesman

Unit - V

Saler Force Management - Importance - Sales Force Decision - Sales Force Size Training - Methods and Motivating Salesman - Fixing Sales territories - Quota - Evaluation

NOTE: At least one case study is to be discussed per unit in the class.

Suggested Books

1. CN Sontakki - Advertising - Kalyani Publishers
2. P. Saravavel and S. Sumathi Advertising and Scales Manship Margdran Publications
3. Chunawalla, Kumar, Sethaya Subramanion and Suchek - Advertising - Theory and Proctise - HimalayaPublishing House
4. George E. Belchand MichaelA. Belch- Advertising and Pronotion Data mcaigrawill Publishing Company

6.6 (c) Talent Management (TM)

Unit - I

Introduction to Talent Management: Introduction - Meaning & Objective - Role of Talent Management Recruitment. Selection Human Resource to a firm. Key Processes of Talent vs knowledge people, Suggestive tools for Managing Talent

Unit - II

Talent Acquisition, Recruitment Process, Strategic Trends in Talent Acquisition, Talent Acquisition Management Solutions.

Unit - III

Employee Engagement: E-recruitment, recruitment source, recruitment budget, Employer branding - Recruitment Strategy, Selection Process, Selection Errors, Reliability & Validity tests, Type of interviews

Unit - V

Emerging Trends in HR: Human Resource Audits, Human resource Information System (HRIS), Human resource Accounting (HRA), Contemporary development, and Cultural Development, Business Process Re- engagement, Contemporary Talent Management Issues and Challenges.

NOTE: At least one case study is to be discussed per unit in the class.

Suggested Books:-

1. Talent Management by CIMA
2. Best Practices in Talent Management - Marshall Gold Smith & Louis Carter
3. Inclusive Talent Management Kalman & Stephen Frost
4. Reinventing Talent Management - Edward Elawer

6.7 Tourism and Hospitality Management (Skill Enhancement Course)

Unit – I: - Tourism Industry

Definition – Scope & Importance of Tourism India – Travel and Transport – Travel Motivation – Social Significance of Travel- Modes of Travel – Road ravel- Rail Travel – Indian Railways – Waterways – Civil Aviation Industry in India – Itinerary Planning and Development- Tourism Destinations in Telangana.

Unit – II: - Hospitality Industry

Definition, Size and scope of Hotel Industry, Principles and concepts of Hotel and its objectives organization, development and classification of Hotels, Star categorization, Types of rooms Online hotel booking.

Suggested Books:-

1. Angelo, Andrew, An Introduction to Hospitality Today, ELBS, 2002
2. Anand, M. M.: Tourism and Hotel Industry in India, Prentice Hall, New Delhi, 1976.
3. Gray, W and Ligouri; S. C: Hotel and Hotel Management for Hotels, Pub, Williams Heinemann, London.

6.8. Basics of Start-Ups(Generic Elective)

UNIT:1

Introduction to Start ups

Statutory definition in India-Business incubation-The policy of Indian government on start ups

UNIT:2

Stat up funding and MSME Act

Equity financing for start ups and sources-Debt financing for start ups and sources-Definition and Classification of MSMEs—Registration of MSMEs-Funding of MSMEs

REFERENCES:

Vinod Kothari consultants (2016), “ Taxman’s guide to Start-ups

Vijay kumar Ivaturi,Meena ganesh,Alok Mittal, Sri Ram Subash, Prof.Sadagopal, “ The Manual for Indian Start-ups, Penguin books

7th-SEMESTER

7.1 MANAGEMENT THEORY & PRACTICE (MTP)

UNIT-I

Nature of Management:-Tasks of a Professional Manager - Social Responsibilities of Business-Manager-Levels in Management-Managerial Skills.

UNIT-II

Planning:-Steps in Planning Process-Scope and Limitations-Short Range and Long Range Planning-Characteristics of Sound Plan-Management by Objective (MBO)-Strategies for Making (MBO) effective division Making process and Techniques.

UNIT-III

Organizing:-Organisation Structure and Design - Delegation of Authority and Decentralization-Formal and Informal Organisation Interdepartmental - Impact of Technology on Organisational design.

UNIT-IV

An Overview of Controlling Directing and Staffing:-Control process and Prerequisites of Control-Techniques of Control-Directing and significance. Staying- Recruitment process- Steps in Selection Process.

UNIT-V

Comparative Management Styles and approaches:-Best Management practices across the world-American Management practices - Japanese Management Practices-Characteristics of effective .Leaders- Benchmarking-Managing Diversity.

NOTE: - At least one **Case Study** is to be discussed per unit in the class.

Suggested Books:

1. Pearson Education, New Delhi, 3rd Edn. 2001.
2. Tim Hannagan, "Management concepts and Practices", Mac Millan India Ltd.1997.
3. Sarah cook, Practical Bench Marking: A manager's guide to creating competitive advantage, London, Kogan Page 1995
4. Peters. T and Waterman, R. "In search of excellence, Random House, New York 1982
5. Hamel G. and Prahlad C.K., "Competing for future" Cambridge, Mass: Havard Business school press, 1994.
7. Heracleous.L and Devoge, S., "Bridging the gap the of relevance: strategic management and organizational development, Long Range planning 31(5), 1998
8. Bateman Snell, "Management: Competing in the new era", McGraw Hill Irwin, 2002.
9. Thite, M. "Managing People in the New economy", Sage publications, New Delhi. 2004.
10. Koontz & Weirich, "Essentials of Management: An International perspective", 8th Edn. Tata McGraw-Hill, New Delhi, 2009.

7.2 MANAGERIAL ECONOMICS (ME)

UNIT-I

Nature and Scope of Managerial Economics-Opportunity Cost- Discounting Principle- Time Perspective-Incremental Concept-Marginalism Concept- Equi-Marginalism Concept- Econometric Models-Single Equation Models and Multiple Equation Models - Role of Managerial Economics in Decision Making-Role of Managerial Economist - Relation with other disciplines.

UNIT-II

Demand Analysis-Concept of Demand-Determinants of Demand- Elasticity of Demand: Price, Income and Cross Elasticity of Demand - Managerial Applications of Elasticity of Demand- Demand Forecasting- Techniques- Accuracy of Forecasts.

UNIT-III

Production and Cost Analysis- Production Function- Cobb Douglas and CES Production functions-Law of Diminishing Returns to Scale-Optimal Combination of Input Factors - Expansion path and ridge lines-Economies and Diseconomies of scale. Cost analysis- Economic and Accounting Costs - Cost-volume Profit Analysis.

UNIT-IV

Market Structure and Modern Pricing Practices-Price Determination under Perfect Competition- Monopoly and Monopolistic Competition- Competitive Pricing and Non-Pricing Strategies- Pricing Discrimination Using Coupons and Rebates - Peak load pricing - Bundling - Bundling as a Pre-Entry Strategy-Transfer pricing.

UNIT-V

Game Theory And Competitive Strategy- Concept- Dominant Strategy- Nash Equilibrium- Prisoners Dilemma- Infinitely Repeated Games and Finitely Repeated Games-Application of Game Theory for formulating strategies by firms in Oligopoly.

NOTE: -At least one **Case Study** is to be discussed per unit in the class.

Suggested Books:

1. Allen, Wegelt, Doherty & Mansfield, "Managerial Economics - Theory, Application & Cases", 2010, 7th Ed. Viva-Norton Student Ed.
2. Mark Hirschey, Log "Managerial Economics-An Integrative Approach", Cengage Learning.
3. Dominik Salvatore, "Managerial Economics", 2008, 6th Ed. Oxford University Press.
4. Geethika, Piyoli Ghosh, and P.R. Chaudhary "Managerial Economics", 2008, Tata McGraw Hills, New Delhi.
5. Robert Wasahik "Managerial Economics: A Strategic Approach", 2010, 2nd Ed. Routledge Publications.
6. D.M. Mithani, "Managerial Economics" 2008, Himalayan Publishing House.
7. D. N. Dwivedi, "Managerial Economics", 7th Ed Vikas Publishing.
8. Trunett & Trunett, "Managerial Economics", 2009, 8th Ed Weiley India.
9. Samuelson & Nordhaus, "Economics" 2010, 19th Ed., Tata McGraw Hills.
10. Atmanand, "Managerial Economics", 2009, Excel Publishing.

7.3 ACCOUNTING FOR MANAGEMERS (AM)

UNIT I

Meaning and Definition of Accounting-Scope of Accounting; Accounting Principles-Systems of Recording Business Transactions - Classification of Accounts- Accounting Process and Accounting Cycle- Accounting Equation- Journal-Ledger- Preparation of Trial Balance-Accounting Information - Parties interested in Accounting Information

UNIT II

Preparation and Presentation of Financial Statements-Preparation of Trading and Profit and Loss Account- Balance Sheet.Provisions of the Indian Companies Act Regarding Preparation and Presentation of Financial Statements.

UNIT III

Financial Statement Analysis-Ratio analysis-Rationale and utility of ratio analysis-Classification of Ratios- Calculation and Interpretation of Ratios-Profitability Ratios- Liquidity Ratios-Activity Ratios-Leverage Ratios-Comparative and Common Size Statement Analysis-Ratio Analysis.

UNIT IV

Funds Flow Analysis-Concept of funds flow- Statement of changes in working capital- Funds From Business Operations- Statement of sources and uses of funds-Advantages of funds flow analysis- Cash flow statement as per AS-3.

UNIT V

Modern Accounting Concepts: - Economic Accounting-Production Accounting-Human Resource Accounting- Green Accounting-Social Responsible Accounting-Interactional Accounting Standards.

NOTE: - At least one **Case Study** is to be discussed per unit in the class.

Suggested Books:

1. Atkinson, A. A. (2004). Management accounting (4th ed.). New Delhi: Pearson Education.
2. Atkinson, A. A., Kaplan, R. S., Matsumura, E. M., & Young, S. M. (2007). Management accounting (5th ed.). New Jersey: Pearson Prentice Hall. Faculty of Management Studies, University of Delhi.
3. Bhattacharyya, A. K. (2008). Cost accounting for business managers. New Delhi: Vikas Publication.
4. Burke, L. & Wilks, C. (2008). CIMA official learning system management accounting decision management (4th ed.). USA: CIMA.
5. Horngren, T. C., Datar, S. M., Foster, G., Rajan, M. V., & Ittner, C. (2009). Cost accounting: A managerial emphasis (13th ed.). New Delhi: Prentice Hall of India.
6. Horngren, T. C., Sundem, G. L., Stratton, W. O., Schatzberg, J., Burgstahler, D. (2007). Introduction to management accounting (14th ed.). New Delhi: Pearson Education.
7. Khan, M. Y., & Jain, P. K. (2009). Management accounting (5th ed.). New Delhi: Tata McGraw Hill.
8. Pandey, I. M. (2007). Management accounting. (3rd ed.). New Delhi.
9. Vikas Publications. Scarlett, B. (2008). CIMA management accounting performance evaluation. USA: Butterworth-Heinemann.
10. Vij, M. (2009). Management accounting. New Delhi: MacMillan India.

7.4 BUSINESS COMMUNICATION (BC)

UNIT- I

Introduction: Meaning- Importance - Objectives - Principles of Communication- Forms of communication- Communication Process- Barriers of effective communication- Techniques of effective communication.

UNIT -II

Oral Communication & Written Communication- Oral communication- Principles of successful oral communication- Effective oral communication- Effective listening, Non-verbal communication- Body language- Paralanguage- Purpose of writing- Clarity in writing- Principles of effective writing- Writing techniques.

UNIT- III

Business Letters and Case Methods- Introduction to Business Letters- Types of Business Letter Layout of Business Letter-Writing Memos- Purpose- Kinds and Objectives of Reports-Writing Reports-Understanding the Case Method of Learning- Different Types of Cases- Overcoming the Difficulties of the Case Method-Reading a Case Properly (previewing, skimming, reading, scanning)- Case analysis approaches (systems, behavioral, decision, strategy)- Analyzing the Case.

UNIT- IV

Employment & Group Communication-Writing CVs- Group discussions Interview- Types of Interview- Interviewers Preparation-Meetings- Notice- Planning Meetings- Objectives Participants- Timing- Venue of Meetings- Leading Meetings-Minutes of Meeting- Media Management- The Press Release - Press Conference.

UNIT -V

Presentation Skills and Personality Development: Presentation: elements of presentation, designing a presentation- Advanced visual support for business presentation- Types of visual aid Appearance & Posture- Practicing delivery of presentation- Self Exploration- Character building Ethics- morality and values- Vision and goal setting- Time and Stress Management.

NOTE: - At least one **Case Study** is to be discussed per unit in the class.

Suggested Books:

1. Business Communication : Concepts, Cases And Applications-Chaturvedi P. D, & Mukesh Chaturvedi ,2/e, Pearson Education,2011
2. M.K. Sehgal & V. Khetrapal - Business Communication (Excel Books).
3. Lesikar RV & Pettit Jr. JD-Basic Business Communication: Theory & Application (Tata Mc Graw Hill, 10thEdition).
4. Tayler Shinley-Communication for Business (Pearson Education, 4th Edition)
5. Sharma R.C., Mohan Krishna-Business : Correspondence and Report Writing (Tata McGraw Hill, 3rd Edition).
6. Rajendra Pal - Business Communication (Sultanchand & Sons Publication).

7.4 .1 Soft skills (Lab)

PRACTICALS:

Topic 1: Writing a Business Letter

Topic 2: Writing a Business Proposal

Topic 3: Group Discussion

(A group of 6 students will be formed into a group and given a topic for discussion for 20 minutes)

Topic 4: Mock Interviews

(A Panel of 2-4 teachers will conduct a mock interview to the students individually to test their oral skills and confidence levels)

Topic 5: Jam Session

Just A minute-session

(The students are given a topic and asked to speak on the given topic spontaneously, for 1 minute without a pause)

(3-4 topics relevant to Management and 3-4 minutes separately)

Topic 6: Basics of Phonetics and Finding Out Errors in the Sentences

(A set of 10 Questions will be given to the students, to find the grammatical mistakes)

7.5 STATISTICS FOR MANAGEMENT (ST.M)

UNIT-I

Introduction to Statistics-Overview, Origin and Development- Meaning and Salient Features of Statistics - Measures of central tendency: Mean - Median and Mode and Their Implications- Diagrammatic and Graphical Presentation of Data and General Rules of Tabulation - Applications of Inferential Statistics in Managerial Decision-Making.

UNIT-II

- i. Hypothesis Testing- Introduction-Types of Hypothesis-Procedure of Testing Hypothesis-Types of Errors in Testing of Hypothesis-Two-tailed and One-tailed Tests of Hypothesis.
- ii. Sampling Theory-Introduction to Sampling - Sampling Procedures- Methods of Sampling- Probability and Non- Probability sampling Methods-Merits and Limitations of Sampling - Standard Error.

UNIT-III

Tests of Significance for Variables:

- i. Large Sample tests- Test for Means-Test for difference between two Standard Deviations.
- ii. Small Sample Tests- Students t-Distribution-Properties and Applications-Testing for Means(Independent Samples).
- iii. Analysis of Variance-One Way and Two Way ANOVA.

UNIT-IV

Non - Parametric Tests:

- i. Chi-Square Test.
- ii. The Sign Test- Paired-Sample Sign Test.
- iii. A Rank Sum Test: The Mann-Whitney U Test
- iv. The Kruskal-Wallis or H- Test

UNIT-V

Business Forecasting Techniques: Correlation - Regression Analysis -Time Series Analysis- - Trend analysis- Moving averages- Least Square Method(LSM).

NOTE: - At least one **Case Study** is to be discussed per unit in the class.

Suggested Books:

1. Levin R.I., Rubin S. David, "Statistics for Management", 2000, 7th Ed. Pearson.
2. Gupta S.C, "Fundamentals of Statistics", 2010, 6th Ed. HPH.
3. Keller, G, "Statistics for Management", 2009, 1st Ed, Cengage Learning.,
4. J. K Sharma, "Business Statistics", 2010, 2nd Ed. Pearson.
5. Arora PN & others, "Complete Statistical Methods", 2010, 3rd Ed. S. Chand.
6. Beri, GC, "Business Statistics", 2010, 3rd Ed. TMH.
7. Black Ken, "Business Statistics for Contemporary Decision Making", 2006, 4th Ed. Wiley.
8. Levine, David M and others, "Statistics for Managers using MS. Excel", 2009, 5th Ed. PHI.
9. Kanji K. Gopal, 2006, "100 Statistical Tests", Sage Publications.
10. Haoda, R.P., "Statistics for Business & Economics", 2010, 4th Ed. Macmillan.

7.6.1 TOTAL QUALITY MANAGEMENT (TQM)

UNIT I:

Introduction: Quality Management-Benefits of TQM-Gurus of TQM-Leadership Characteristics of Quality Leaders - Quality Councils-Deming philosophy - Quality Management & strategic Planning-Customer Satisfaction and Customer Retention-Service Quality - Quality Circles-Present & Future trends of Total Quality Management - Quality Management in India.

UNIT II:

Business Process Reengineering-Continuous Process Improvement-Juram Trilogy-PDCA Cycle-Kaizen Model-Supplier Partnership-Supplier Selection-Supplier Rating-Quality Cost-Bench Marking-Reasons for Bench Marking Process-Pitfalls & Criticism Of Bench Marking

UNIT III:

IT and Quality Standards-TQM and IT-Computers and Quality functions- Quality Management System-ISO Registration -ISO 9000 Series-ISO 14000 Series-Quality Standards & Internal and its-Environmental Management System

UNIT IV:

Tools & Techniques of TQM: Quality by Design - Quality Management Function Deployment-Building a House of QFD process-Communication Model-FMEA Documentation-Product Liability-Total Productive maintenance-Autonomous Work Group

UNIT V:

Management Tools: Introduction-Forced Field Analysis-Tree diagram-Process decision Program Chart-Statistical Process control-Process capability-Experimental Design-Orthogonal Design-Quality strategy for Indian Industries.

NOTE: - At least one **Case Study** is to be discussed per unit in the class.

Suggested Books:

1. Joel E Ross : Total Quality Management, 3rd Edition,CRC press,2015
2. Dale H.Besterfeild, carlon Besterfeild: Total Quality Management, Pearson Education, 2015
3. Sridhara bhat: Total Quality Management Texts and Cases, Himalaya, 2015.
4. Poornima M charantimath Total Quality Management, Pearson Education, 2015
5. Kanishka Bedi: Quality Management, Oxford, 2015.
6. Dr.S..Kumar , Total Quality Management, University Science Press ,2015

7.6.2 WTO & IPR

UNIT -I

Introduction- General Agreement on Tariffs and Trade (GATT) Eighth Round: Uruguay Round, World Trade Organization: Structure-Technology Transfer-Dispute resolution Mechanism- Doha Declaration-WTO Agreements including TRIPS & TRIMS.

UNIT -II

WIPO-Paris convention-Bern Convention-WCT- Budapest treaty-Madrid Agreement-Hague Agreement-UPOV.

UNIT -III

IPR-1 Patents: Historical Background of IPR- Introduction, definition and classification of intellectual Property, Patents-Patentable and Non patentable inventions-Legal requirements for patents-Types of patent applications- Patent document: specification and claims-Important procedural aspects-Management of IP Assets and IP portfolio-Commercial exploitation of IP.

UNIT -IV

IPR-2: Designs and Geographical Indication (GI)-Designs: Basic requirements-Procedure-Convention application-Term-Date Geographical Indication: Definition-What can be registered-Who can apply-Rights-Term - Restrictions

UNIT -V

IPR-3: Trademarks and Copy rights: Definitions-Classification of trademarks-Classifications of goods and services-Vienna classification-Trademarks procedure-Trademarks enforcement: Infringement and passing off-Remedies-Copy rights-Term of copyrights-Procedure of copyright-Assignment of copy right-Copyright infringement-Remedies.

NOTE: - At least one **Case Study** is to be discussed per unit in the class.

Suggested Books:

1. P. K. Vasudeva ,World Trade Organization: Implications on Indian Economy, Pearson Education, 2015.
2. P.Krishna Rao, WTO-Text and cases, Excel Books, 2015.
3. Caves, Frankel, Jones, World Trade and Payments-An Introduction, Pearson . Education, 2015.
4. Carlos M. Correa- Intellectual property rights , The WTO and Developing countries-Zed .books
5. Peter-Tobias stoll, Jan busche , Katrian arend- WTO- Trade -related aspects of IPR- Library of congress.

7.6.3 CROSS CULTURE BUSINESS MANAGEMENT (CCM)

UNIT I

Introduction: Concept of Culture for a Business Context; Brief wrap up of organizational culture & its dimensions; Definition of CCM Role and Significance of CCM to managerial personnel and to the organizations in the global competitive market economy; Theoretical Foundations of CCM; Horizons in Cross Culture Management; Cultural Background of business stake-holders [managers, employees, share holders, suppliers, customers and others]

UNIT II

Culture and Global Management: Global Business Scenario and Role of Culture-A Frame work for Analysis; Elements & Processes of Communication across Cultures; Communication Strategy for/of an Indian MNC and Foreign MNC [with 3 illustrations on each drawing from different geo economic and social contexts] & High Performance Winning Teams and Cultures; Culture Implications for Team Building.

UNIT III

Cross Culture-Negotiation & Decision Making; Process of Negotiation and Needed Skills & Knowledge Base-Overview with two illustrations from multi cultural contexts [India-Europe/ India-US settings]; International and Global Business Operations-Strategy Formulation & Implementation; Aligning Strategy, Structure & Culture in an organizational Context.

UNIT IV

Global Human Resources Management-Staffing and Training for Global Operations; Developing a Global Management Cadre; Motivating and Leading; Developing the values and behaviors necessary to build high-performance organization personnel [individuals and teams included].

UNIT V

Corporate Culture: The Nature of Organizational Cultures; Quality and Cross-Culture; Diagnosing the As-Is Condition; Designing the Strategy for a Culture Change Building; Adjusting in a New Culture-Stages of Cultural Adjustment and Stages of Culture Shock; Successful Implementation of Culture Change Phase; Measurement of ongoing Improvement.

NOTE: - At least one **Case Study** is to be discussed per unit in the class.

Suggested Readings:

1. Geert Hof stede, 'Cultures consequences" (2nd ed) thousand oaks', CA; sage publications 2001.
2. Heracleous.L and Devoge, S., "Bridging the gap the of relevance: Strategic management and organizational development, Long Range planning, 1998
3. Triandis, H., Carnevale, P., Gelfand, M., Robert, C., Wasti, D., Chen, X., Kim, U., Dreu, C., Vliert, E., Iwao, S., Ohbuchi, K., and P. Schmitz. (2001). Culture and Deception in Business Negotiations: A Multilevel Analysis. International Journal of Cross Cultural Management, 1(1), 73-90.
4. J. Scarborough, The Origins of Cultural Differences and Their Impact on Management. Westport, CT: Quorum, 2000
5. R. Sanyal, Upper Saddle River, NJ: Prentice Hall, 2001.

7.6.4 FUNDAMENTALS OF BUSINESS ANALYTICS (FBA)

UNIT-I

Foundations of Analytics: Introduction-Evolution-Scope-Data for Analytics-Decision models - Descriptive, Predictive, Prescriptive - Introduction to data warehousing -Dashboards and reporting-Master data management(only theory)

UNIT-II

Decision Theory: Introduction - Steps of decision-making process - types of decisionmaking environments-Decision-making under uncertainty-Decision-making under Risk-Decision tree analysis (only theory). Design of Experiments: Introduction - Simple comparative experiments - Single factor experiments-Introduction to factorial designs

UNIT-III

Descriptive Statistics: Measures of central tendency - Problems on measures of dispersion-Karl Pearson correlation, Spearman's Rank correlation, simple and multiple regression (problems on simple regression only)

UNIT-IV

Cluster Analysis: Introduction - Visualization techniques - Principal components - Multidimensional scaling-Hierarchical clustering-Optimization techniques Factor Analysis: Introduction-Exploratory factor analysis-Confirmatory factor analysis Discriminant Analysis: Introduction-Linear discriminant analysis

UNITE-V

Project Management: Introduction - Basic difference between PERT & CPM - Network components and precedence relationships - Critical path analysis - Project scheduling -Project time-cost trade off-Resource allocation Instruction: Equal weightage is given for both theory and problems in the ratio of 60:40

Practical Component:

1. Students are expected to have a basic excel classes
2. Students should be able to categorize the data and find out the basic statistical values

NOTE: - At least one **Case Study** is to be discussed per unit in the class.

Suggested Books:

1. James R. Evans, Business Analytics-Methods, Models and Decisions, Prentice Hall, 1st edition, 2013, ISBN-978-0-13-295061-9
2. J K Sharma, Operations Research - Theory & Applications, Macmillan publishers, 5th edition, 2013, ISBN 978-9350-59336-3
3. Purba Halady Rao, Business Analytics-an application focus, PHI Learning, 2013, ISBN 978-81-203-4819-6
4. N D Vohra, Quantitative Methods, Tata McGraw Hill, 4th Edition, 2010, ISBN 978-0-07-014673-0

5. S C Gupta, Fundamentals of Statistics, Himalaya Publishing House, 6th edition, 2007, ISBN 978-81-8318-755-8.
6. James Lattin, Douglas Carroll and Paul Green, Analyzing Multivariate Data, 2003, ISBN 0-534-34974-9, Thomson Learning.
7. E. Turban, R. Sharda, J. Aronson, and D. King, Business Intelligence: A Managerial Approach, Pearson Prentice Hall, 2008, ISBN-13: 978-0-13-234761-7.
8. Anderson, Sweeney and Williams, Quantitative Methods for Business, Thomson, 2005, ISBN 981-240-641-7

8th-SEMESTER

8.1 CONTEMPORARY MARKETING MANAGEMENT (CMM)

UNIT-I

Basics-Marketing, Market - Needs wants- Customer Satisfaction- Customer Delight-Marketing Mix Marketing Environment - Company's Micro and Macro Environment.

UNIT-II

Market Segmentation-Levels and Bases for Segmentation, Segmenting Consumer Markets-Business Markets- International Markets- Market Targeting - Evaluating Market Segments-Selecting Market Segments-Differentiation- Product Positioning-Positioning Strategies- Demand Measurement and Sales Forecasting Methods- Estimating Current and Future Demand.

UNIT-III

Marketing Programme and planning-Decisions Involved in Product- Branding-Packaging-Product Line and Product Mix Decisions. New Product development, Product Life Cycle-Pricing- Strategies-marketing planning-Contents of Marketing Plan - Developing Marketing Plan for variety of goods and services.

UNIT-IV

Distribution and Integrated Marketing Communication-Designing and managing distribution channels; Multi channel marketing- Direct marketing and E-commerce. Designing and Managing, Integrated Marketing Communications; Advertising- Publicity- Personal Selling- Sale Promotions.

UNIT - V

Marketing Research: - Introduction- Objectives- Marketing Research Process- Application of Marketing Research-Research proposal.

NOTE: -At least one **Case Study** is to be discussed per unit in the class.

Suggested Books:

1. Kotler Philip, Gary Armstrong, Prafullay. Agnihotri, EU Haque, "Principles of Marketing", 2010, 13th Ed, Pearson Education Prentice Hall of Indi.
2. Paul Baines, Chris fill, Kelly page, "Marketing Management", 2009, 1st Ed. Oxford University Press.
3. Roger j. best, "Market- Based Management", 2009, 1st Ed. PHI Learning Pvt. Ltd.
4. Kurtz & Boone, "Principles of Marketing", 2010, 12th Ed. Cengage Publications.
5. Tapan k panda, "Marketing Management". 2010, 1st Ed. Excel books.
6. Ramaswamy V.S. Namakumari S, "Marketing Management", 2009, The Global perspective- Indian Context Macmillan India Ltd.
7. Rajan Saxena, "Marketing Management", 2009, 4th Ed. Tata McGraw Hill.
8. Principles of Marketing 12th Edition - Philip Kotler and Gary Armstrong
9. Marketing Management - V.S.Ramaswamy and S.Namakumari
10. Analysis for Marketing Planning-Donald Lehmann & Rusell Winer, 6th ed.

8.2 CONTEMPORARY HUMAN RESOURCE MANAGEMENT (CHRM)

UNIT -I

Introduction to HRM- Definition - History of human resource management-Functions of Human Resource Management - Emerging role of Human Resource Management- Challenges of HR Professionals.

UNIT -II

Human Resource Planning - Definitions, Objectives and Process - Managing the forecasted Demand/Supply - Growing importance of Human Resource Planning.

Job Analysis and Job Design - concepts, process and methods of job Analysis - Job Description- Job Specification - Uses and Issues in Job Analysis

UNIT -III

Human Resource Management: An overview-Recruitment-Selection-Interviews - Placement- Socialization process of new employees-Employee Welfare Measures - Employee Career Management.

UNIT -IV

Employee Grievance and Grievance Handling-Disciplinary Action-Quality of Work Life-Employee Absenteeism-Employee Retention Strategies-Trade Unions.

UNIT -V

Stress-Causes, Symptoms and Stress Management techniques-Talent Management- Managing Diversity.

NOTE: - At least one **Case Study** is to be discussed per unit in the class.

Suggested Books:

1. Aswathappa K - Human Resource and Personnel Management (Tata McGraw Hill, 5th Ed.).
2. Rao VSP-Human Resource Management, Text and Cases (Excel Books, 2nd Ed.),
3. Ivancevich-Human Resource Management (Tata McGraw Hill, 10th Ed.)
4. Dessler-Human Resource Management (Prentice Hall, 10th Ed.)
5. Bernardi-Human Resource Management (Tata McGraw Hill, 4th Ed.)
6. Human Resources Management- Gary Dessler
7. Personnel Management-C.B Mamoria
8. Managing Human Resources - R.S. Dwiwedi
9. Human Resources Management-V.P.Michael
10. Human Resources Management-Dr.P.C.Pardeshi

8.3MANAGERIAL FINANCE (MF)

UNIT- I

Financial Management: An Overview-Evolution of finance-The Basic Goal-Creating Shareholder Value, Agency Issues-Business Ethics and Social Responsibility-Role of Finance manager-Time value of money.

UNIT -II

Investment Decisions: Capital Budgeting Process and Techniques - Payback period, Accounting rate of return, NPV, IRR, MIRR, Profitability index, Discounted payback period, Estimation of cash flows, NPV vs. IRR, Risk analysis in Capital Budgeting - Sensitivity analysis, Certainty Equivalent Approach Cost of Capital: Meaning and Concept, Calculation of WACC, The CAPM Approach, Adjusting cost of capital for risk (including problems).

UNIT- III

Financing Decisions: Capital Structure Theories and Value of the firm -Net income approach, Net operating income approach, Traditional approach, Modigliani Miller model, Determining the optimal capital structure, Costs of Bankruptcy and Financial Distress, Pecking Order Theory. Leverage and EBIT-EPS Analysis: Concept of leverage, Types of leverage: Operating leverage, Financial leverage, Combined leverage; EBIT-EPS Analysis, Guidelines for capital structure planning, Link between capital structure and capital budgeting.

UNIT- IV

Dividend Decisions: Factors determining Dividend Policy-Forms of Dividend-Cash Dividend, Bonus shares, Stock split Theories of Dividend - Gordon model, Walter model, MM Hypothesis,- Dividend policies in practice.

UNIT -V

Working Capital Management: Working capital policies, Risk-Return trade off, Cash management, Receivables management, Inventory management, Credit management, Working capital financing.

NOTE: - At least one **Case Study** is to be discussed per unit in the class.

Suggested Readings:

1. Bhalla, V.K. (2009). Financial Management. New Delhi: Anmol Publications
2. Brealey, R. R., Myers. S., Allen, F., & Mohanty, P. (2009). Principles of corporate finance (8th ed.). New Delhi: Tata Mc-Graw Hill.
3. Brigham, E. F., & Houston, J. F. (2007). Fundamentals of financial Management (11th ed.). USA: Thomson.
4. Chandra, P. (2008). Financial management (7th ed.). New Delhi: Mc-GrawHill.
5. Hickman, K. A., Hunter, H. O., & Byrd, J. W. (2008). Foundations of corporate finance (2nd ed.). USA: South Western.
6. Horne, V. (2008). Fundamentals of financial Management (12th ed.). New Delhi: Pearson Education.
7. Keown, A. J., Martin. J. A., & Petty, J. W. (2010). Foundations of finance (7th ed.) USA: Pearson Prentice Hall.
8. Laney, M. (2009). Business finance: Theory and practice (8th ed.) New Delhi: Pearson Education.
9. Pandey, I M. (2008). Financial management (9th ed.). New Delhi: Vikas Publishing House.
10. Ross, S. F. (2007). Fundamentals of corporate finance (8th ed.). New Delhi: Tata Mc-Graw Hill.

8.4 BUSINESS RESEARCH METHODS (BRM)

UNIT- I

Research - Meaning - Scope and Significance - Types of Research-Research Process - Characteristics of good research - Scientific method - Problems in Research - Identifying Research Problem-Concepts and Theoretical Framework.

UNIT- II

Hypothesis: - Meaning - Sources - Types - formulation Research design - Types - features of good design - measurement - meaning - need Errors in measurement - Tests of sound measurement - Techniques of measurement - scaling Techniques - meaning - Types of scales

UNIT -III

Sampling design - meaning - concepts - steps in sampling - criteria for good sample design - Types of sample designs - Probability and non-probability samples-Data collection- Types of data - sources - Tools for data collection methods of data collection - constructing questionnaire - Pilot study-case study - Data processing- coding - editing - and tabulation of data-Data analysis.

UNIT- IV

Test of Significance- Assumptions about parametric and non-parametric tests - Non Parametric Test - U Test- Kruskal Wallis- sign test-Multivariate analysis-factor-cluster-MDS-Discriminant analysis- (NO Problems)-concept of SPSS and its applications.

UNIT -V

Interpretation - meaning - Techniques of interpretation - Report writing- Significance - Steps in report writing - Layout of report-Types of reports - Oral presentation - executive summary - Mechanics of writing research report - Norms for using Tables- charts and diagrams - Appendix- Norms for using Index and Bibliography.

NOTE: - At least one **Case Study** is to be discussed per unit in the class.

Suggested Books:

1. Rao K.V.Research methods for management and commerce - sterling
2. Zikmund, Business Research Methods
3. Kothari C.R.- Research methodology
4. Donald R.Cooper and Pamela S.Schindler - Business Research Methods - Tata McGraw Hill.
5. Uma Sekaran, Research Methods for Business, Wiley Publications.

8.5 INFORMATION TECHNOLOGY FOR MANAGERS

UNIT-I

Hardware Management:

(a) Historical Review-Types of Computers-Computer Peripherals-Input Technologies and Devices-Output Technologies and Devices-Storage Technologies and Devices-Future Scenario-Managerial consideration in acquisition, maintenance, controlling, replacement of Hardware.

(b) System Software Management:Overview of Operating Systems, Network Management Programs, Database Management Programs, Servers, System Utilities, Performance and Security Monitors, System Development Programs, Managerial Consideration in Selection, Maintenance, Controlling, Replacement of Software.

(c) Application Software Management:Overview of General Purpose Application Software such as Software, Suites, Messaging, Groupware, Conferencing Commercial and Corporate Tools and Overview of Application Specific Software such as Programming languages, ERP, e-commerce, CRM, Scientific and Engineering Programs.

UNIT-II

(a) Networking Management-Networking Trends-Internet Basics-Intranet and Extranet-Overview of Networking Alternatives, Networking Types, Networking Media, Networking Processors, Networking Software, Networking Architecture and Networking Protocols.

(b) Data Management-Database Concepts and Development-Types of Databases-Application Development through DBMS-Database Administration. Database Resource Management-Data Warehouse and Data Mining-Data Recovery Practices and Technologies.

UNIT-III

(a) Security Management: Need, Case Studies-Types of Computer Crime-Cyber Law-Tools of Security Management-Security Defenses-System Controls and Audit

(b)People Management: I.T Organization of a large corporation-Selection and Recruitment-Training-Retention-Performance Measurement.

UNIT-IV

(a)MS-Word-Creation of Document- Format Document-Text Editing and Saving, Organising Information with Tables and Outlines-Mail Merge-Publishing Documents on Web.

(b)MS Excel-Creating and Editing Worksheets-Cell Formatting-Creating and using Formulas and Functions-Use of Macros -Sorting and Querying Data-Working with Graphs and Charts.

(c) MS Power Point-Creation of Slides-Use of Templates and Slide Designs for Creating Power Point Slides- use of Drawings and Graphics. Developing a Professional Presentation on Business Plans, Institutions, Products, and People etc.

UNIT-V

(a) Introduction to ERP packages: Various ERP'S, Implementation of ERP, Introduction to SAP

(b) Internet Basics: Types of Connections, Internet Protocol, IP address, Connectivity to Internet, Wi-Fi Connectivity, Effective Googling, Creation of Web Pages using HTMLS.

Suggested Books:

1. Management Information System Laudon, Laudon and Dass 11th Edition Pearson
2. Management Information System Obrien, Marakas, Behl 9th Edition Tata
3. Management Information System WS Jawadekar, 4th Edition Tata McGraw Hill
4. IT System Management by Rich Schiesser Enterprise Computing by Alan. R. Simpson
5. The Influence of IT Management Practice on IT Use in Large Organizations Journal MIS Quarterly Author. Boynton Andrew, Zmud Robert & Jacobs Gerry
6. www.csus.edu Whatis.techtarget.com
7. MIS Quarterly, University of Minnesota (Journal)
8. CSL Communications, Computer Society of Indian (Journal).

8.5.1 INFORMATION TECHNOLOGY FOR MANAGERS (LAB)

PRACTICAL: ITFM LAB

Disk Operating System: Internal and External Commands-Wild Card Characters. Windows operating system - Desktop, Start menu, Control panel, Windows accessories.

MS-WORD-Toolbars-Creating, Saving and closing a Document-Opening and Editing a Document - Moving and Copying Text - Text and Paragraph Formatting, Applying Bullets and Numbering-Find and Replace- Insertion of Objects, Date and Time, Headers, Footers and Page Breaks - Auto Correct - Spelling and Grammar Checking - Graphics, Templates and Wizards -Mail Merge : Meaning, Purpose and Advantages - Creating Merged letters, Mailing labels, Envelops and Catalogs- Working with Tables-Format Painter.

MS-EXCEL: Spread Sheet / Worksheet, Workbook, Cell, Cell Pointer, Cell address etc., - Parts of MS Excel Window - Saving, Opening and Closing Workbook - Insertion and Deletion of Worksheet - Entering and Editing Data in Worksheet - Cell Range - Formatting - Auto Fill -Formulas and its Advantages - References : Relative, absolute and mixed - Functions: Meaning and Advantages of functions, different types of Functions available in Excel - Templates -Charts-Graphs-Macros : Meaning and Advantages of Macros, Creation, Editing and Deletion of Macros- Data Sorting, Filtering, Validation, Consolidation, Grouping, Pivot Table and Pivot Chart Reports.

Financial Analysis using MS-Excel:

- Depreciation Case Study
- Capital Budgeting Case Study
- Income Tax Case Study-Part I
- Income Tax Case Study- Part II
- Cash Budgeting Case Study
- EMI Case Study

MS-POWER POINT : Parts of MS Power Point Window - Menus and Tool bars - Creating Presentations through Auto Content Wizard, Templates and manually - Slide Show - Saving, Opening and Closing Presentation-Inserting, Editing and Deleting Slides -Types of Slides -Slide Views-Formatting -Insertion of Objects and Charts in Slides- Custom Animation and Transition.

INTERNET: Surfing various Websites, Creation of E- Mail Id, Sending Receiving Mails, and Uploading file, Uploading Resumes in job sites, Downloading files and Software.

8.6.1.PROJECT MANAGEMENT

UNIT I

Introduction: Project Management- Significance of Project Management-Need for Project Management-Project Life Cycle-Today's Project Management- Future trends in Project Management- Organisation structure-Stake holder Management-Creating Organisation culture for Project Management.

UNIT II

Project Planning-Need & Importance of Project Planning- Approaches to project screening & Selection-Work breakdown structure-Financial Module-Compiling a project Charter-Setting up a monitoring & Controlling Process

UNIT III

Project Execution-Initiating the Project-Controlling & Reporting Project Objectives-Project Evaluation-Risk Management-Cost Management-Creating a project Budget

UNIT IV

Project Teams: Building a project team-Characteristics of Effective Project Team-Cross functional cooperation -Virtual Project Teams-Conflict Management

UNIT V

Performance Measurement: Project Control Cycle- Monitoring Project Performance-Earned Value Management-Project Termination-Types of project Terminators.

NOTE: - At least one **Case Study** is to be discussed per unit in the class.

Suggested Books:

1. Gray, Larson: Project Management - Tata McGraw Hill - 2015
2. Jeffery K.Pinto: Project Management - Pearson Education - 2015
3. Enzo Frigenti: Project Management - Kogan, 2015
4. R. Panneerselvam, P. Senthilkumar: Project Management, PHI, 2015
5. Thomas M.Cappels: Financially Focused Project Management, SPD,2008.

8.6.2. MSMEs POLICY FRAMEWORK

UNIT I

Policy Environment for Small Scale Sector, Pre and Post 1991 Industrial Policy, New Policy Measures, Reports of various Working Groups on SSIs: Kothari Committee 2,000, Ganguly Committee 2004.

UNIT II

Policy Support Mechanism: Reservation of Items for Small Scale Industries, Rationale, Procedures, Criticism, De-reservation, Removal of Quantity Restrictions, Government's Purchase Preferences Policy for Small Industries Products, Price Preference Policy for SSI products.

UNIT III

Policy of Priority Credit, Equity Participation, Equity issues by small enterprises through OCTEI, Policy of Technology Upgradation in small enterprises, Technology Bureau for Small Enterprises.

UNIT IV

Taxation Benefit to SSI: Need for tax benefits, Tax Holiday, Rehabilitation Allowances, Expenditure on Scientific Research, Amortization of certain Preliminary Expenses, Tax concession to SSI in rural and backward areas, Expenditure on acquisition of Patents and Copyrights.

UNIT V

Policy on Handling Sickness in Small Industries: Causes and consequences of Sickness, Measures to prevent sickness in small units Measures for Export Promotion: Export Processing Zones (EPZs), Special Economic Zones (SEZ), Measures for Export Promotion, Organizational support for Export Promotion.

NOTE: - At least one **Case Study** is to be discussed per unit in the class.

Suggested Readings:

1. Personal Finance by Jack R. Kapoor, Les R. Dlabay and Robert J. Hughes, Tata McGraw Hill Publishing Company Ltd. New Delhi.
2. Personal Finance columns in The Economic Times, The Business Line and Financial Express Daily News Papers
3. Kothari Committee Report
4. SSI Policy
5. Sick Industries Companies Act'
6. www.iasb.org
7. Internet Sources- BSE, NSE, SEBI, RBI, IRDA, AMFI etc

8.6.3. ADVANCED EXCEL

UNIT-I

Introduction to Spread Sheets, Various Spread Packages, Understanding Microsoft Excel - Excel Workbook Windows - Basic Spreadsheet Skills - Excel Help System - Opening and Closing Workbooks - Understanding Workbook File Formats - Creating New Workbooks - Selecting Cells - Auto Sum and Auto Fill Function - Cell Referencing and Request - Formatting Cells - Formatting Numbers - Placing Cell Alignment - Cell, Rows and Columns - Understanding Worksheets - Editing, Copying and Moving Cells - Page Layouts in Excel - Proofing Workbooks - Basic Options, Ribbons and Toolbar.

UNIT-II

Defining Names in Excel - Sorting Data - Using Excel Tables - Filtering Data in Excel - Understand Charts - Chart Design Options and Tools - Chart Format Tools - Combo Charts - Find and Replace - Headers and Footers - Adding Comments - Conditional Formatting.

UNIT-III

Introduction to Excel Advanced - Using Text to Columns - The Paste Special Function - Data Validation - Subtotals and Grouping - Consolidating Data - Scenario Analysis Data Tables in Scenario Analysis

UNIT-IV

What-if Analysis - Functions within Excel Understanding Date Function - Information Functions - Logical Functions - Financial Functions ,Mats and Trig Functions - Text Functions in Excel - Using Lookup Functions-Lookup-Vlookup-Hlookup - Using Statistical Functions - Database Functions - Formula Auditing and Error Tracing - Hyperlinks in Excel - Linking Data - Workbook Properties - Protecting and Sharing Worksheets - Data Encrypting and Finalizing Workbooks

Unit-V

Understanding to Macros - Working with Templates - Tracking Changes in Excel - Merging and Compare Excel Workbooks, Understanding Pivot Tables - Using Pivot Charts.

Suggested Books:

1. Excel 2010 Bible [with CD ROM] by John Walkenbach, John Wiley & Sons, 2010 Edition
2. Excel 2007 for Dummies by Greg Harvey New Perspectives on Microsoft Office Excel 2007
3. www.hrdiap.gov.in/Downloads/04.MS%20Excel.pdf
www.microagecs.com/apps/training/courseware/excel.pdf
www.ifpl.org/jobshop/docs/intermediate-Excel.pdf
4. <http://office.microsoft.com/en-us/>
<http://office.microsoft.com/en-us/excel-help/excel-help-and-how-to-FX102693827.aspx>
<http://office.microsoft.com/en-us/excel/>
<http://office.microsoft.com/en-us/excel-help/excel-functions-by-category-HP005204211.aspx>
<http://baycongroup.com/el0.htm>

[http://spreadsheets about.com/od/tipsandfaqs/f/excel_use.htm](http://spreadsheets.about.com/od/tipsandfaqs/f/excel_use.htm)

<http://www.computerhope.com/shortcut/excel.htm>

<http://www.techonthenet.com/execl/formulas/>

<http://www.functionx.com/excel/>

<http://people.usd.edu/~bwjames/tut/excel/>

<http://www.computergaga.com/excel/functions/>

5. <http://www.elijournals.com/products/showproduct.asp?prodID=24&catID=1> (Journal)

<http://www.spyjournal.biz/views/excel> (Journal)

8.6.3. (a). ADVANCED EXCEL LAB

PRACTICALS: Advanced Excel Lab

- 1) Create a workbook, Enter data in a worksheet, Format a worksheet, Format numbers in a worksheet, Create an Excel table, Filter data by using an AutoFilter, Sort data by using an AutoFilter. Essential Worksheet Operations: Using Help(F1), Keyboard Shortcuts, Working with Cells and Ranges: Formatting Cells, Name Manager, Visualizing Data Using Conditional Formatting: Apply Conditional Formatting, Printing Your Work: Print a worksheet, Using Print Preview & Other Utilities. Using Custom Number Formats: Right Click, Format Cells Window
- 2) Working with Date, Time and Text, Creating Charts and Graphics: Chart your data, Creating Spark line Graphics, Using Insert Tab Utilities.
- 3) Using Data Tab and Data Validation: Getting External Data, Remove Duplicates, Apply Data Validation and using Utilities from Data Tab.
- 4) Creating formulas that manipulate Text-Upper, Proper, Lower, Concatenate, Text to Column, Creating Formulas that Count, Sum, SubTotal: Create a formula, Use a function in a formula, Creating Formulas that Look Up Values: VLookup, HLookup, Match and Index, Creating Formulas for Financial Applications: Introduction to formulas e.g PV, PMT, NPER, RATE, Creating Balance Sheet, Investment Calculations, Depreciation calculations. Performing Spreadsheet What-if Analysis: Create a macro, Activate and use and add-in, Analyzing Data with the Analysis Tool Pack: Anova, Correlation, Covariance, Descriptive Statistics, Histogram, Random Number Generation, Rank and Percentile, Regression, t-Test, Z-Test.
- 5) Protecting you work: using Review Tab utilities, Using Pivot Tables for Data Analysis: Create Data Base of Pivot, Analyzing Data with Pivot Tables, and Producing Report with a Pivot Table. Creating Macros, Merging workbooks, Creating Templates.

8.6.4. CORPORATE SOCIAL & ENVIRONMENTAL RESPONSIBILITY (CSER)

UNIT - I

Understanding Social Issues

Social Issues: Concept, Characteristic and Causes of Social Problems Social Issues *vis-a-vis* corporate environment: Casteism, Agitation in Youth, Corruption, Black money, Terrorism, Sexual Harassment at Workplace & their impact on Society, Social Cost of Development

UNIT - II

Business Ethics

Values, norms & beliefs, Culture, Cultural differences, Hofstede's Dimensions of Cultural Differences, cultural discrimination, Concept of Ethics Morality & Moral Standards, Factors affecting Business Ethics, Professional Ethics: Ethics in Marketing, Ethics in HRM, Ethics in Finance & Accounting, Ethics in Information Technology, Ethics in Production

UNIT - III

Ethical Decision Making

Ethical D/M Process, Ethical norms for business decisions
Ethical consistency, Ethical Dilemma, Role & Qualities Of CEO Business ethics & CEO

UNIT-IV

Corporate Social Responsibility (CSR) -Meaning; corporate philanthropy; CSR-an overlapping concept; corporate sustainability reporting; CSR through triple bottom line; relation between CSR and corporate governance; environmental aspect of CSR; CSR models; drivers of CSR; major codes on CSR; initiatives in India.

UNIT-V

Environmental Responsibility – Economic Development and Pollution, Increased Pollution Levels, Changing role of Government, Regulations and its impact on business & industry, Green Marketing, Environmental Technology, Ecological implications of technology, Sustainable Development.

NOTE: - At least one **Case Study** is to be discussed per unit in the class.

Suggested Books:

1. Mallin, Christine A., Corporate Governance (Indian Edition), Oxford University Press, New Delhi.
2. Blowfield, Michael, and Alan Murray, Corporate Responsibility, Oxford University Press.
3. Francesco Perrini, Stefano, and Antonio Tencati, Developing Corporate Social Responsibility-A European Perspective, Edward Elgar.
4. Sharma, J.P., Corporate Governance, Business Ethics & CSR, Ane Books Pvt Ltd, New Delhi.
5. Sharma, J.P., Corporate Governance and Social Responsibility of Business, Ane Books Pvt.Ltd, New Delhi.

9th-SEMESTER

9.1 PRODUCTION OPERATIONS MANAGEMENT (OM)

UNIT - I

Introduction to - Role of Operations Management in Decision Making- Interface between Operations Management and other functional areas- Process Planning and Process Design - Characteristics of Process Technologies- Project-Job Shop- Assembly-batch and Continuous - Plant layout-Different types of layouts-Location and the factors influencing location.

UNIT-II

Production Planning and Control - Basic functions of Production Planning and Control- Production Cycle- Maintenance Management- Objectives-Failure Concept- Reliability- Preventive and Breakdown maintenance - Replacement Policies and Models- Replacement of Capital Cost items without Considering time value of money - Replacement of Capital Cost items Considering time value of money (Including Problems).

UNIT-III

Quality Control-Standards and Specifications- Quality Assurance and Quality Circles-Statistical Quality Control -Control Charts for Variables- Average-Range - Control charts for Attributes-Fraction Defectives and Number of Defects- Acceptance Sampling - OC Curve. (Including Problems)

UNIT-IV

Work Study - Objectives -Various Techniques in the Methods Study for identifying the most appropriate method- Work Measurement - Uses and Methods for work Measurement - Computation of allowance and allowed time.

UNIT-V

Materials Management-Need and Importance - Materials Requirement Planning - Stores Management-Objectives of Stores Management-Requirements for efficient- Management of Stores-safety stock -Inventory Control -Types of Inventory- Costs associated with inventory - Techniques of inventory control-ABC Analysis (Including Problems).

NOTE: - At least one **Case Study** is to be discussed per unit in the class.

Suggested Books:

1. Mahadevan. B, "Operations Management", 2010, Pearson Education.
2. Stevenson J. William, "Operations Management", 2009, 9th Ed. Tata McGraw-Hill.
3. James R Evans, David A. Collier, "Operations Management", 2007, Cengage Learning.
4. Aswathappa K. and Sridhara Bhat, "Production and Operations Management", 2010, HPH.
5. Danny Samson and Prakash J.Singh, "Operations Management-An integrated approach", 2009, 1st Ed. Cambridge press.
6. Ray Wild, "Operations Management, 2003, Thomson Learning.
7. Kanishka Bedi, "Production and Operations Management", 2007, 2nd Ed. Oxford University Press.
8. Everett. Adam, Jr. and Ronald J. Elbert, "Production and Operations Management Concepts, Models and Behaviour", 2003, Prentice Hall of India, 5th Ed.
9. Donald Waters, "Operations Management", 2010, Kogan page India.
10. Upendra Kachru, "Production and Operations Management", 2010, Excel Books.

9.2 ORGANIZATIONAL BEHAVIOR THEORY & PRACTICE (OBTP)

UNIT: I

Definition of organizational behavior: Concept- Importance-Theoretical Approaches Cognitive Approach-Behavioral Approach, Social Learning Approach, - Challenges and opportunities for organization behavior, International Organizational Behavior: Conditions affecting Multinational Operations-How culture influences International OB-Managing Global workforce.

UNIT: II

Individual in the organization: Individual - nature of man - Models of man, Personality: Stages of development of personality - Determinants of Personality, Other personality attributes that influence OB. Perception - Factors influencing perception, Perceptual Selectivity. Motivation theories.

UNIT: III

Groups in organization: Nature of Groups, types of groups, stages of group development, group structure. Group Cohesiveness. Teams: Understanding work teams - Types of teams-Essential for building effective teams..Conflicts - Types and sources of Conflicts - Strategies for resolution of Conflicts in Groups-.Meaning of Grievances, Grievance Handling Process.

UNIT: IV

Group Dynamics: Communication- Hindrances in achieving effective communication. Decision making: Nature-types and techniques of decision making. Leadership theories. Basis of power-Organizational Culture: Concept- types-Implications of organizational Culture.

UNIT: V

Organizational Change:Resistance to change - Introducing change in large organizations - Organizational stress- Factors contribute to Stress- Coping strategies- Stress and performance.

NOTE: - At least one **Case Study** is to be discussed per unit in the class.

Suggested Readings:

1. P. SubbaRao:Organizational Behavior (Text, cases & Games)
2. Dr. Niraj Kumar: Organizational Behavior(A new look concept, theory & cases)
3. Robbins: Essentials of Organizational Behaviour, Pearson Education, 2008.
4. Gordon. J.R: Diagnostic approach to Organizational behaviour: Allyn and Bacon: New York, 1987.
5. Lorbch J.W. (Fd.) Handbook of Organization Behaviour: Englewood Cliffs: Prentice Hall.
6. Fred Luthans, OrganisationalBehaviour, 9th edition, Tata McGraw Hill publishing company Ltd., New Delhi, 2005.
7. Stephen P.Robins, Organisational Behavior, 9th edition, Prentice Hall of India, New Delhi, 2001.
8. Harrison M.LK.: Diagnosing Organizations: Methods, Models and Processes: Sage Publishers, New Delhi, 1987.
9. Ford. R.C.: Organization Theory- An Integrative Approach: Harper & Row Publishers: New York, 1988.
10. Robbins P. Stephen: Organizational Behaviour, Concepts, Controversies and Applications, Pearson Education.

9.3 OPERATIONS RESEARCH FOR MANAGERS (ORM)

UNIT-I:

Introduction to OR- Origin-Nature- Definitions-Techniques of OR- Business applications of OR-Linear Programming (LPP)- Formulation of LPP- Solution by the Graphical Method.

UNIT-II:

LPP - Simplex Method - Big M Method - Two Phase Method - Solution to LPP problems for Maximization and Minimization Cases-Degeneracy - Concept of Duality.

UNIT-III:

Transportation Problem (TP) - IBFS using Northwest Corner Method-Least Cost Entry Method (LCM) and Vogel's Approximation Method (VAM) - Unbalanced TP- Degeneracy- Optimality Test using MODI method and SSM- Business applications of TP.

UNIT-IV:

Assignment Problem (AP): Optimal Solution- Hungarian Method- Unbalanced AP-Restricted AP-Travelling salesman problem- Business applications of AP- Simulation- Process of simulation-Applications of simulation to different management Problems-Waiting Line Simulation Model-Inventory Simulation Model.

UNIT-V:

Waiting Lines - Concepts of Queue/Waiting Line- Basic structure of Queuing Models- Kendall-Lee Notations - Operating characteristics of Queue System - Cost Associated with Queuing - Single Channel Queuing model with Poisson Arrivals and Exponential Service rate.

NOTE: - At least one **Case Study** is to be discussed per unit in the class.

Suggested Books:

1. N.D. Vohra, "Quantitative Techniques in Management", 2010, 4th Ed. TMH.
2. J.K. Sharma, "Operations Research Theory and Applications 2009, 4th Ed. Macmillan.
3. Kasana, HS & Kumar, KD, "Introductory Operations Research theory and applications", 2008, Springer.
4. Chakravarty, P, "Quantitative Methods for Management and Economics", 2009, 1st Ed. HPH.
5. Barry Render, Ralph M. Stair, Jr. and Michael E. Hanna, "Quantitative analysis for Management", 2007, 9th Ed. Pearson.
6. Pannerselvam, R, "Operations Research", 2006, 3rd Ed. PHI.
7. Selvaraj, R, "Management Science Decision Modeling Approach", 2010, 1st Ed. Excel.
8. Ravindren, A, Don T. Phillips and James J. Solberg, 2000, "Operations Research Principles and Practice", 2nd Ed. John Wiley and Sons.
9. G.V. Shenoy, U.K. Srivastava and S.C. Sharma. "Operations Research for Management", New Age International Limited.
10. N.V.S. Raju "Operations Research" 4th Edition, BS Publication.

9.4 STRATEGIC MANAGEMENT (SM)

UNIT: I

Strategic Management: Definition- Strategic Management Process- Developing a Strategic Vision- Mission Statement - Establishing objectives- Policies-Factors that Shape a Company's Strategy- Crafting a Social Responsibility Strategy.

UNIT: II

Strategic Position: Evaluating a company's external environment- Framework for Competitor Analysis- Evaluating Company's Resources and Competitive Capabilities-SWOT Analysis- Value chain Analysis- Sustaining Competitive Advantage - Core Competencies.

UNIT: III

Strategic Alternatives: Porter's Generic Strategies- BCG Matrix- GE Model-TOWS Matrix-IE Matrix-The Grand Strategy Matrix- Creating Value through Diversification- Different Types of Diversification Strategies- Related and Unrelated Diversification- Vertical Integration and Horizontal Strategies-Offensive and defensive Strategies- Product and Market Diversification-Merger and Acquisition Strategies - Strategic Alliances.

UNIT: IV

Strategy Formulation: Strategies for Competing in Emerging Industries, Fragmented Industries-Maturing Industries - Stagnant Industries - Weak and Crisis Ridden Firms-Turnaround Strategy.

UNIT: V

Strategy Implementation: Strategy and Structure- Strategy and Leadership- Strategy and Culture - Strategy Evaluation and Control: Establishing Strategic Controls for Measuring Performance - Qualitative and Quantitative Bench Marking to Evaluate Performance.

NOTE: - At least one **Case Study** is to be discussed per unit in the class.

Suggested Books:

1. Gerry Johnson, Kevan Scholes, Richard Whittington, "Exploring Corporate Strategy", 2009, Pearson Ed Ltd,
2. Arthur A Thompson Jr, Strickland A.J., John E. Gamble and Arun K. Jain, "Crafting and Executing Strategy, - The Quest for Competitive Advantage-Concepts and Cases", Tata McGraw Hill
3. Michael Hitt, Ireland, Hoskission, "Strategic Management", 2010, Cengage Learning, New Delhi.
4. Fred R. David, "Strategic Management - Concepts and Cases", 2010, PHI Learning, New Delhi.
5. Subba Rao, P, "Business Policy and Strategic Management (Text and Cases)", 2010, HPH
6. V.S.P. Rao and V., Hari Krishna, "Strategic Management", 2010, Text and Cases, Excel Books,
7. U.C. Mathur, "Text Book of Strategic Management", 2005, Macmillan Publisher India Ltd,
8. Upendra Kchru, "Strategic Management, Concepts and Cases", 2010, Excel Book,s New Delhi.
9. Gregory G. Dess, G. T. Lumpkin, Alan B. Eisner, "Strategic Management - test and cases", 2009, Tata McGraw Hill.
10. Gr.Capt.H.Kaushal, Case study solutions: Corporate/strategic planning. Mac millan, 2011.

9.5.1.(a) SECURITY ANALYSES AND PORTFOLIO MANAGEMENT (SAPM)

Objective

The objective of this course is to impart knowledge to the participants regarding the theory and practice of Security Analysis and Investment Decision Making Process.

UNIT I

Introduction to Investment theory; Investment objectives, constraints and policies, Investment initiatives, Attributes of an Investible instrument, Investment, VS. Speculation Markets for various Investment alternatives and recent developments.

UNIT II

Approaches to investment valuations; Stock Market Analysis-Fundamental Approach, Technical Approach, Efficient Market Theory and Behavioural Theory- Valuation of Equity - shares: capitalisation of Dividends, growth conditions, P/E approach. Valuation of Preference Shares.

UNIT III

Valuation of Fixed Income Securities-Features and Types of Debt Instruments- Measuring Bond Yield -current Yield- Holding Period Yield- Yield To Maturity- Yield To Call- Bond Valuation- Capitalization of income method- Bond Price Theorems- Bond Duration- Macaulay's Duration- Modified Macaulay's Duration- Bond Convexity- Managing Bond Portfolio- Considerations in managing bond portfolio- Bond Immunization- Active and Passive Bond Portfolio management Strategies.

UNIT IV

Introduction to Portfolio theory; Investor's objectives, constraints and policies; Return-Risk analysis; Markowitzian Portfolio Theory; Leveraged and Unleveraged Portfolios; Multiple security portfolios; Capital Asset Pricing Model; Arbitrage Pricing Theory and Multifactor models; Optimum risky portfolio using Single Index Model.

UNIT V

Portfolio Evaluation- Need for Performance Evaluation- Sharpe's reward to Variability Index- Treynor's Reward to Volatility Index- Jensen's Differential Index- Fama's Decomposition of Returns. Managed Portfolios in India;

NOTE: - At least one **Case Study** is to be discussed per unit in the class.

Suggested Books:

- a. Bodie, Z. A., Kane, A., & Marcus, A. J. (2007). Essentials of investments (7th ed.). UK: McGraw Hill.
- b. Chandra, P. (2008). Investment analysis and portfolio management. New Delhi: Tata McGraw Hill.
- c. Fischer, D. E., & Jordan, R. J. (1995). Security analysis and portfolio management (6th ed.). India: Prentice Hall.
- d. Kevin, S. (2006). Security analysis and portfolio management. New Delhi: Prentice Hall.
- e. Ranganathan, M., & Madhumathi, R. (2006). Investment analysis and portfolio management. New Delhi: Pearson Education.
- f. Reilly, F. K., & Brown, K. C. (2008). Investment analysis and portfolio management (9th ed.). UK: South Western College.
- g. Vishwanath, S. R., & Krishnamurti, C. (2009). Investment management: A modern guide to security analysis and stock selection.

9.5.1. (b) MANAGEMENT OF FINANCIAL SERVICES (MFS)

UNIT-I

Indian Financial System-Financial Services-Meaning and concepts-scope and features-classification-growth and problems of financial services sector -Role of Financial Services in Economic Development.

UNIT: II

Banking Institutions: Commercial Banks: Concept and Evolution-Public and Private Sector Banks-Structure and NPAs- Capital Adequacy Norms- Risk Management Practices - Strategies of Commercial banks : Gap Analysis and Asset Liability Management (ALM), Systems.

UNIT: III

Non- Banking Financial Companies (NBFCs): Operational Policies and Performance-. Development Banking: Concept-Evolution- Functions and activities. Investment Banking: Concept-Functions and activities-Underwriting-Bankers to an Issue- Portfolio Managers-Challenges faced by Investment Bankers.

UNIT-IV

Insurance Companies: Structure and Investment Pattern of LIC, GIC and other Insurance Companies-Competition and Innovation- Role of IRDA- Challenges of Insurance Sector - Credit Rating: Objectives-Types-Rating Methodology-Credit Rating Agencies-SEBI guidelines.Factoring: meaning-types-functions - Factoring Vs. Forfeiting-Securitization- - Housing finance, Lease Financing Meaning-Features-Types-Merits and Demerits-Lease or Buy Decision Hire Purchasing: Concepts-Salient Features - Leasing Vs. Hire Purchasing.

UNIT V

Mutual Fund: concept, types, Growth of Mutual Funds and its Regulation- Venture Capital: Concept- emergence-features-stages of venture capital-present scenario-Private Equity.

NOTE: - At least one **Case Study** is to be discussed per unit in the class.

Suggested Books:

1. Khan M.Y.: Financial Services, Tata McGraw Hill Education Private Limited, New Delhi.
2. Vasant Desai: Financial Markets and Financial Services, Himalaya Publishing House, Mumbai.
3. Gordon & Natarajan: financial Markets and Services, Himalaya Publishing House, Mumbai.
4. Tripaty Nalini Prava: Financial Services, Prentice Hall of India, New Delhi.
5. Guruswamy.S: Financial Services, Tata McGraw-Hill Education Pvt. Ltd., New Delhi.
6. V. Avadhani: Financial Services in India, Himalaya Publishing House, Mumbai, 2009
7. Shashi K. Gupta & Nisha Aggarwal: Financial Services, Kalyani Publishers, New Delhi.
8. Sasidharan. K & Alex K. Mathews: financial Services and System, Tata McGraw-Hill Publishing Company Ltd.,
9. Vyuptakesh Sharan: International Financial Management, Prentice Hall India Ltd., New Delhi.
10. V.A. Avadhani: International Financial Management, Himalaya Publishing House, Mumbai.

9.5.2.(a) PRODUCT & BRAND MANAGEMENT (PBM)

UNIT: I

Introduction to Product Management:-Classification of Products-Characteristics of FMCG-Product Mix and Product Line Decisions-Responsibilities of Product Managers-Characteristics of a Successful Product Managers.

UNIT: II

Portfolio Management-- BCG-GE- Porter's Model-Customer Analysis, Market Potential and Sales Forecasting.

UNIT: III

New Product Development-Test Marketing-Product Differentiation and Positioning Strategies-Perceptual Mapping-Product Market Analysis of Packaged Drinking water, Mobile Phones, Fairness Creams, Digital Cameras.

UNIT: IV

Branding-Definition-Advantages and Benefits of Branding-Criterion for a Good Brand Name-Brand Strategy Decisions-Brand Identity-Brand Image-Brand Loyalty.

UNIT: V

Branding Challenges and Opportunities-Brand Equity Concept-Strategic Brand Management Process-Customer Based Equity-Building a Strong Brand and its Implications-Identifying and Establishing Brand Positioning-Defining and Establishing Brand Values.

NOTE: - At least one **Case Study** is to be discussed per unit in the class.

Suggested Books:

1. Chandrasekar.K.S, "Product Management-Text, Applications and Cases", Himalaya Publishing House, 2011.
2. Chitale.A.K, Ravi Gupta,"Product Policy and Brand Management-Text and Cases", PHI, 2011.
3. Keller Kevin Lane, Parameswaran.M.G, Jacob Isaac, "Strategic Brand Management", 3 rd edition, Pearson, 2011.
4. Lehman.R.Donald, Winer.S.Russel, "Product Management",4 th edition, Tata Mc Graw Hill,2005.
5. Majumdar Ramanuj, "Product Management in India",3 rd edition,PHI,2007.
6. Ranjeet Verma, "Brand Management", University Science Press, 2009

9.5.2. (b) CONSUMER BEHAVIOUR (CB)

UNIT-I

Consumer Behaviour and Marketing Action - An overview - Consumer involvement - Decision-Making Processes - Purchase Behaviour and Marketing Implications - Consumer Behaviour Models.

UNIT-II

Environmental influences on Consumer Behaviour - Cultural influences - Social class-Reference groups and family influences - Opinion leadership and the diffusion of innovations-Marketing implications of the above influences.

UNIT-III

Consumer buying behaviour - Marketing implications - Consumer perceptions-Learning and attitudes - Motivation and personality-Psychographics - Values and Lifestyles, Click-o-graphic.

UNIT-IV

Strategic marketing applications - Market segmentation strategies - Positioning strategies for existing and new products, Re-positioning, Perceptual Mapping - Marketing communication - Store choice and shopping behaviour - In-Store stimuli, store image and loyalty - Consumerism - Consumer rights and Marketers' responsibilities.

UNIT-V

The Global Consumer Behaviour and Online buying behaviour - Consumer buying habits and perceptions of emerging non-store choices - Research and applications of consumer responses to direct marketing approaches - Issues of privacy and ethics.

NOTE: - At least one **Case Study** is to be discussed per unit in the class.

Suggested Books:

1. Bennet And Kassarjian, Consumer Beha Viour, Prentice Hall Of India, New Delhi.
2. Michael R. Solomon, Consumer Behaviour, Phi Learning Private Limited, New Delhi, 2011
3. Ramanuj Majumdar, Consumer Behaviour, Prentice Hall Of India, New Delhi, 2011
4. Loudon And Della Bitta, Consumer Behaviour: Concepts And Applications, TataMcgraw Hill. New Delhi,2007.
5. Berkman & Gilson, Consumer Beha Viour:Concepts And Strategies, Kent Publishing Company.

9.5.3.(a) ORGANIZATIONAL DEVELOPMENT & CHANGE MANAGEMENT (ODCM)

UNIT: I

Organisational Development (OD): - Definition and concept-Nature of Organisational Development-Foundations of Organisational Development-Client-Consultant Relationship.

UNIT: II

OD Interventions: Sensitivity Training-Survey Feedback-Process Consultation Interventions- Intergroup team - Building Interventions- Third-Party Peacemaking Intervention-Structural Interventions.

UNIT: III

Leadership: Leadership through self awareness and self discipline-Leadership Development Programs- Evaluation of Leadership Development Efforts-Leadership Practices that Foster Total Quality Management. Leadership Challenges in Managing Transformational Change in a Strategic Organization.

UNIT: IV

Change: Introduction to change-Need for Change-Forces for Change-Understanding of Change, Types of Change-Incremental Change -Radical Change-Participative Change-Directive Change.

UNIT: V

Change Management: Models of Organisational Change - Sources of Change-Resistance to Change-Planning and Implementing Change-Managing Change Effectively - Key Roles in Organisational Change - Visionary Leadership and Change Management.

NOTE: - At least one **Case Study** is to be discussed per unit in the class.

Suggested Books:

7. Dr. D.K. Tripathi: Team Building Leadership with Text & Games.
8. Daft, Richard: The Leadership Experience, Thomson.
9. Gary Yukel, 2006, Leadership, Pearson Education.
10. A.M. Sharma : Personal and Human Resource Management, Himalaya Publication.
11. Dubrin, Andrew, ' Leadership', Biztantra.
12. Lussier, Robert and Christopher Fachua 'Leadership' Thomson.
13. P. Subba Rao: Essentials of Human Resourcer Management and Industrial Relations (text, cases and Games), Himalaya Publication.
14. B.R. Virmani, 2006, Challenges in Indian Management, Response Books.
15. C.S.V. Murthy, Change Management, Himalaya Publishing house.
16. Northouse, 2006, Leadership, Response Books.

9.5.3. (b) RECRUITMENT & SELECTION (RS)

UNIT: I

Concept of Recruitment-Factors effecting Recruitment - Recruitment Challenges - How to make recruitment efforts succeed - Recruitment Sources - Innovative recruitment sources - Electronic Recruitment - Electronic resumes - Career web sites, Proactive and reactive recruitment-Recruitment Techniques-Evaluation of Recruitment program.

UNIT: II

Selection: concepts of Selection-Selection Procedures-Selection Standard methods -e-selection - Ensures competitive advantage - Application form-Evaluation of application forms-Ethical issues in application form design.

UNIT: III

Selection tests - Ability Tests-Intelligence test-aptitude test-Achievement test-situational test-interest test-Mental Ability, Mechanical ability test, Personality Measurement Test, Personality Assessment- Performance tests - Computer based testing - Graphology - testing advantages and disadvantages - test validation.

UNIT: IV

Interviewing-Interview Process-Types of Interviews - Planning basic questions - competency based questions - Probing questions - physical examination-Reference checking

UNIT: V

Placement: Employee placement process - Induction-Orientation-Objectives of orientation-orientation policy-orientation program.

NOTE: - At least one **Case Study** is to be discussed per unit in the class.

Suggested Books:

1. P. Subbarao: Essentials of Human Resource Management and Industrial Relations(Text, Cases and Games), 3rd revised and Enlarged Edition-2008, Himalaya publishing house.
2. T.K. Rashmi: Recruitment Management
3. Phillips: Strategic Staffing, Pearson, 2009.
4. DaineArthur:Recruiting, Interviewing, Selecting & Orienting New Employee, PHI, 4/e, 2007.
5. Robert Edenborough: Assessment Methods in Recruitment, Selection and
6. Performance, Kogan, 2006.
7. Sanjay Srivastava: Case Studies in HRM, Excel,2009.
8. Gatewood, Field,Barrick: Human Resource Selection, Cengage, 2008.
9. Gareth Robert: Recruitment and selection, Jaico, 2008.
10. N.K.Chanda: Recruitment and Selection, Paragon International, 2009

9.5.4. (a) CONCEPTS OF ENTERPRISE RESOURCE PLANNING (ERP)

UNIT-I

Enterprise Resource Planning: What is ERP: - Features of ERP (Basic and Advanced)-ERP Architecture-ERP Need Analysis-Return on Investment for ERP.

UNIT-II

ERP Implementation and Support: ERP Life Cycle, Methodologies and Strategy-Vendor and Software Selection-Business Process RE-Engineering related to ERP-Implementation Process-change management-post implementation support, maintenance, security.

UNIT-III

ERP Functional Modules:Human Resource Management-Accounting and Finance-Procurement, Inventory Control-Production, Planning, Operations-Sales, Customer Relationship Management-e-Commerce

UNIT-IV

ERP Technology Areas, Enterprise Applications:Portal and Content Management, Data Warehousing and Data Mining, Business Intelligence and Analytics-Emerging Trends in ERP Applications.

UNIT-V

ERP Case Studies:Case Studies of ERP Implementation in Manufacturing and Service Sectors.

Suggested Books:

1. Enterprise Resource Planning, Ray Tata McGraw Hill.
2. ERP Demystified, Alexis Leon, Tata McGraw Hill enterprise Resource Planning, A Managerial Perspective, Goyal, Tata McGraw Hill.
3. Enterprise Resource Planning (ERP): A review of the literature by Young B. Moon, International Journal of Management and Enterprise Development, Vol.4, No.3
4. WWW.Sap.com erp.iitkgp.emet.in
5. Journal of Enterprise Resource Planning Studies.

9.5.4. (b) MANAGEMENT INFORMATION SYSTEM

UNIT-I

- a) Management Information Systems: Need, Purpose and Objectives-Data, Information, Knowledge-Types of Information Systems-Information as a strategic resource-Use of information for competitive advantage.
- b) Information Technology Infrastructure: Information Systems Architecture-Mainframe, Client Server, and Web Based, Distributed, Grid, Cloud-Overview of Hardware, Software, Storage and Networking Devices-Network Types-Topologies of Networks.

UNIT-II

- a) Introduction to Data Base Management Systems: Data Models-Database Manager-Data Administrator-Database Users. Introduction to SQL, Use of SQL in Database Management.
- b) Systems Engineering Analysis and Design: Systems Concept-Systems Development Life Cycle-Assessing Enterprise Information requirements-Alternative System Building Approaches-Prototyping-Rapid Development Tools-CASE Tools-Object oriented systems (only introduction to these tools & techniques)

UNIT-III

Decision Support Systems: Data Warehousing and Data Mining-Business Intelligence and Analytics-Group Decision Support Systems-Executive Information Systems-Executive Support Systems-Geographical Information Systems-Expert Systems and Knowledge Based Expert Systems- Artificial Intelligence.

UNIT-IV

- a) Digital Firm Perspective: MIS Model for a Digital Firm-Organization Structure for Digital Firm-E-Business Models and Applications-Mobile Computing, Call Centers, BPO
- b) Management Issues in MIS: Information Security and Control-Quality Assurance-Ethical and Social Dimensions-Intellectual Property Rights as related to IT Services / IT Products.

UNIT-V

Application of Information Systems in Business areas

Accounting-Inventory Management-Finance-Marketing-Human Resource Management.

Note:

Emphasis should be given on management oriented problems and cases as compared to technical orientation expected from computer science / computer management students.

Suggested Books:

1. Management Information Systems by Obrien, Marakas and Ramesh Behl, TMGH.
2. Management Information Systems by Jawadkar, TMGH, 4th Edition.
3. Management Information Systems by Kaiswal and Mittal, Oxford University Press

4. Decision Support System and Intelligent System by Turban and Aronson, Pearson Education Asia.
5. Management Information Systems by C.S.V.Murthy
6. Management Information System Laudon, Laudon Dass 11th Pearson Education Asia 11th Edition.
7. Management Information System by Davis and Olson, Tata McGraw Hill
8. MIS Quarterly, University of Minnesota (Journal)
CSI Communications, Computer Society of Indian, Mumbai (Journal)

9.5.4.(b1) MANAGEMENT INFORMATION SYSTEM LAB

PRACICALS : MIS LAB

- 1) **Accounting-** Introduction to Accounting Software, Creation of Company, Preparation of Ledger, Maintaining Inventory, Voucher Posting, Trial Balance, Profit and loss account, Balance Sheet (Sole Traders). **(Using Accounting Packages Latest Version)**
- 2) **Finance:** - Capital Budgeting Decisions, Calculations of NPV, IRR, Profitable Index, Preparation of Budget, and Calculation of Cost of Capital. **(Using MS-Excel)**
- 3) **Data Types** in SQL,DDL,DML,TCL,DCL Commands, Creating Tables, Inserting-Deleting-Updating Rows, Clauses in SQL,Integrity Constraints, Functions-Selecting Rows, Joins **(Using Oracle)**
- 4) **Marketing:-**Creating Customers,Sales,Dealers,Products,Gepgraphical Areas and Tables ,Retrieving Data **(Using SQL&MS-Excel)**
- 5) **Human Resource Management:** - Employees data base and salary administration. **(Using Ms-Excel and Oracle)**

10th SEMESTER

10.1 INTERNATIONAL BUSINESS (IB)

UNIT-I:

An Introduction to Global Business: Meaning, nature and significance of international Business, Drivers of International Business, players in international business- MNC - benefits and problems to host country and home country -challenges of international business. Modes of Entering International Business

UNIT - II:

Theories of International Trade:Balance of PaymentsIntroduction, Theory of Absolute Cost Advantage-Comparative Cost Advantage Theory, Relative Factor Endowments Theory-Country Smilarity Tehory-Product Life Cycle Theory-Global Strategic Rivalry Tehory-Porter's National Competitive Advantage - Balance of payments and its components-International flow of goods-services and capital-Copying with current account deficit.

UNIT - III:

Global Business & National Regulation: Rationale for Government Intervention-Forms of Trade Regulation-Tariff and Non-Tariff Barriers- Regional Economic Integration-Levels of Economic Integration-Benefits & Costs of Economic Integration-Major Trading Blocks: EU, NAFTA, ASEAN and SAARC- World Trade Organization - Structure and functions-TRIPs & TRIMs-WTO & India-UNCTAD.

UNIT-IV

Foreign Exchange Markets: Determining exchange rates; Fixed and flexible exchange rate system; Exchange rate theories-Participants in the foreign exchange markets; Foreign exchange market - cash and spot markets; Exchange rate quotes; LERMS-Factors affecting exchange rates - spot rates, forward exchange rates, forward exchange contracts-Foreign exchange and currency futures-Exchange rate arrangement in India-Exchange dealings and currency possession; information and communication-Foreign exchange trades.

UNIT-V

International Financial Markets and Instruments: International capital and money markets - GDRs, ADRs, IDRs, Euro bonds, Euro loans, Repos, CPs, floating rate instruments, loan syndication and Euro deposits.- FDI-Theories-Factors inferring FDI,

NOTE: - At least one **Case Study** is to be discussed per unit in the class.

Suggested Books:

1. Apte, P.G, International Financial Management, Tata Mcgrawhill, New Delhi.
2. Buckley, Adrian, Multinational Finance, Prentice Hall, New Defhi.
3. Eitman, D.K. And A.I Stenehilf, Multinational Business Cash Finance, Addison
4. Wesley, New York.
5. Henning, C.N., W Piggot And W.H Scott, International Financial
6. Management, Mcgraw Hill, International Edition.
7. Levi, Maurice D, International Finance, Mcgraw-Hill, International Edition.

10.2 PRACTICAL ENTREPRENEURIAL (PE)

UNIT-I

Introduction: Concept of Entrepreneur & Entrepreneurship Characteristics of an Entrepreneur- Distinction Between an Entrepreneur and a Manager- Functions of an Entrepreneur- Theories of Entrepreneurship- Role of Entrepreneurship and Economic Development Problems, - Recent Trends of Women Entrepreneurship- Need for Rural and social Entrepreneurship

UNIT-II

Entrepreneurial Growth: Economic and Non-Economic Factors- Government Actions; Entrepreneurial motivation; Entrepreneurial competencies; Entrepreneurial mobility; EDP- Need objectives, evaluation methods of EDPs.

UNIT-III

Small Enterprises: Definition- Characteristics- Relationship with large units- Rationale- Objectives- Scope - Role of Small Enterprises in Economic Development- problems-

UNIT-IV

Institutional Finance to Entrepreneurs: Commercial Banks- Other Major Financial Institutions such as IDBI, IFCI, IIBI, LIC, UTI, NABARD, SFCs, SIDCs, SIDBI, and EXIM Bank; Need for Institutional support to Entrepreneurs- Role of NSIC, SSIB, SSICs, MSMEDI, DICs, Industrial Estates, Specialized Institutions, and TCOs, Microfinance institutions.

UNIT-V

Venture Capital: Venture Capital Financing Concept and features, Need, relevance and Structure and regulatory framework of venture capital in India. Investment process and evaluation dead Structuring. Exit Strategies of venture capital funds concept of private equity.

NOTE: - At least one **Case Study** is to be discussed per unit in the class.

Suggested Books:

1. Vijay Sathe, "Corporate Entrepreneurship" 1st edition, 2009, Cambridge
2. S.S. Khanka, "Entrepreneurial Development", 2007, S. Chand & Co. Ltd.
3. Vasanth Desai, "Dynamics of Entrepreneurial Development and Management", 2007, HPH,
4. Dr. Vasant Desai, "Small Scale Industries and Entrepreneurship", 2006, HPH.
5. P. Narayana Reddy, "Entrepreneurship-Text and Cases", 2010, 1st Ed. Cengage Learning.
6. S. R. Bhowmik and M. Bhowmik, "Entrepreneurship", 2007, New Age International.
7. David H. Hott, "Entrepreneurship New Venture Creation", 2004, PHI.
8. A. Sahay and A. Nirjar, "Entrepreneurship", 2006, Excel Books.
9. Poornima. M Charantimath, "Entrepreneurial Development and Small Business Enterprises", 2006, Pearson Education.
10. Morse.E.A., Mitchell.R.K., "Cases in Entrepreneurship", 2006, Sage Publications.
11. T. Satyanarayana Chary-venture Capital : Concepts & Application-Laxmi Publication.

10.3 COST AND MANAGEMENT ACCOUNTING

UNIT:I

Cost and Management Accounting: Concept- Scope and Objectives of Cost and Management Accounting-Management Accounting Vs Cost Accounting Vs Financial Accounting- Costing as an Aid to Management- Methods and Techniques of Costing-Cost Sheet (Including Problems)

UNIT:II

Marginal Costing: Introduction- Break-Even Analysis- Application of Marginal Costing: Profit Planning- Selection of Suitable Product Mix- Closing or Suspending Activities- Make or Buy Decisions- Dropping a Product Line-Differential Costing. (Including Problems)

UNIT: III

Budgetary Control: Meaning and Objectives- Budget Manual- Types of Budgets: Fixed and Flexible Budget -: Zero Based Budgeting -Standard Costing: Concept and Need -Types of Standards- Analysis of Variance: Material and Labour Variances. (Including Problems)

UNIT:IV

Responsibility Accounting: Responsibility Centers- Need- Types- Performance Reports-Segmented Performance Evaluation (simple Problems) - Transfer Pricing.

UNIT:V

Strategic Cost Management : Activity Based Cost Management-Meaning- Cost Drivers- ABC costing Vs Traditional Costing (Including Problems)- Product Life Cycle Costing- Target Costing- Total Cost Management (TCM).

NOTE: At least one **Case Study** is to be discussed per unit in the class.

Suggested Books:

1. Arora M.N, "Cost Accounting-Principles and Practices", Vikas Publishing House.
2. Jain S.P & Narang K.L, "Advanced Cost Accounting", Kalyani Publishers.
3. Arora M.N, "Cost & Management Accounting", Himalaya Publishing House.
4. Allen, "Cases in Management Accounting& Control System", Pearson
5. Sahaf M.A, "Management Accounting-Principles and Practices", Vikas Publishing House.
6. Khan M.Y & Jain P.K, "Management Accounting-Text, Problems and Cases, Tata McGraw Hill.
7. Anthony and Deardon, "Management Control System", Tarapore wala.
8. Horngorn C.T." Cost Accounting a Managerial Emphasis, Prentice Hall of India.
9. Asish K. Bhattacharya, "Cost Accounting for Business Managers", Elsevier.
10. Hansen and Mowen," Management Accounting", Cengage Learning.

10.4 PROJECT WORK

Project Work

Every student will be assigned a project topic at the end of the second semester and it will be pursued by him/her under the supervision of an internal supervisor. The Project work along with soft copy will be submitted by the students in their respective institutions. The student shall be required to submit Project reports as per the schedule to be announced by the University for Assessment. The Project work shall be evaluated by External and Internal Examiners separately. The internal assessment (50 marks) shall be done by the internal faculty/guide on the basis of a presentation by the student as per the assessment schedule to be decided and announced by the University. The external assessment (50 marks) shall be done by the External Examiner on the basis of Viva Voce and the report. The students must attend the classes of Project work to get proper guidance in preparing and presenting the project report.

10.5.1.(a) FINANCIAL DERIVATIVES (FD)

UNIT-I:

Introduction to Derivatives:- Introduction-Evolution and significance-functions of Derivatives Markets-Types of Financial Derivatives-Players in Derivatives Market -- Trading Mechanism-Risk in Derivatives Trading - Types of Orders - Regulation of Derivatives Markets-Derivative Markets in India.(Theory Only)

UNIT-II:

Forward & Future Contracts : Concept-Features-Forward Contract-Future Contracts-Trading in Future Contracts-Comparison between Badla & Futures-Specifications of Future Contracts-Forwards Vs. Futures - Pricing of futures-Yielding no income, known income, known dividend-Hedging strategies using futures (including Problems)

UNIT-III:

Options: Concepts-Options Vs. Futures-Types-Trading with options-Basic principles-Hedging strategies using options. (Theory Only) - Valuation of Options-Factors determining option value-Binomial Option Pricing Model-single period -Black-Scholes Option Pricing Model-non dividend and dividend paying strategies-The Greeks of Black Scholes Model. (Including Problems)

UNIT-IV:

Swaps: Introduction-concept, Nature, Evolution, Features, Major Types of Swaps- Interest Rate Swaps-Currency Swaps-Commodity Swaps-Equity Index Swaps-Credit Risk in Swaps-Credit Swaps-Swaps to Manage Risk-Pricing and valuing Swaps (including problems).

UNIT -V

Financial Engineering: Construction of option strategies in various market situations and their pay off; Betting on a large price decrease, betting on a small price increase. Exotic options: Compound, binary, barrier and Asian options, options involving several assets. Value at risk: Normal linear VaR, Historical simulation, value at risk for option portfolios.

NOTE: - At least one **Case Study** is to be discussed per unit in the class.

Suggested Readings:

1. S.L.Gupta: Financial Derivatives-Theory, Concepts and Problems, Prentice-Hall of India Pvt. Ltd., New Delhi, 2008
2. Bishnupriya Mishra & Satya Swaroop Debasish: Financial Derivatives, Excel Books, New Delhi.
3. John C. Hull: Options, Futures, and Other Derivatives, Pearson Education, Seventh Edition.
4. G.Koteshwar: Risk Management-Insurance and Derivatives, Himalaya Publishing House, Mumbai, 2007
5. Somanathan T.V: Derivatives, Tata McGraw-Hill Publishing Co.Ltd., New Delhi,2008
6. ND Vohra & BR Bagri: Futures and Options, Tata McGraw-Hill Publishing Co.Ltd., New Delhi.
7. S.S.S.Kumar: Financial Derivatives, PHI Learning Pvt. Ltd., New Delhi, 2008
8. D.C. Patwari & Anshul Bhargava: Options & Futures, Jaico Publishing House, Mumbai
9. N.R.Parasuraman: Fundamentals of Financial Derivatives, Wiley India Pvt. Ltd.
10. Jayanth Rama Varma: Derivatives and Risk management, Tata McGraw-Hill Publishing Company Ltd., New Delhi.

10.5.1.(b) RISK MANAGEMENT

UNIT I:

Risk Management: Introduction to risk and uncertainty-introduction to Risk Management-Rationale for Risk Management in organizations.

UNIT II:

Risk Assessment: Risk identification-risk analysis-Exposures- physical assets-financial assets-human assets-legal liability-work-related injury- Risk measurement - Risk control Tools-Risk financing techniques-Risk Management Decisions-Data Organisation and Analysis.

UNIT III:

Insurance Markets And Functions: Insurance Industry- Pricing of Insurance-Insurance Regulation (IRDA)-Financial assessment-Legal Aspects of Insurance Contracts-Insurance Contract Analysis-property and liability coverage-Classification of Policies-Annuities-Surrender Values-Valuation and Surplus.

UNIT IV:

Types of Insurance: Life Insurance-Marine Insurance-Fire Insurance-Motor Insurance-Fidelity Insurance-Double Insurance-Re-insurance- Business Insurance Programs-Health Care financing-Health Care insurance-Employee Benefit Plans.

UNIT V:

Insurance Accounts: Valuation Balance Sheet-Life Insurance Accounts-Fire Insurance Accounts-Marine Insurance Accounts-Essential Elements of Insurance Contract-Practical Problems.

NOTE: - At least one **Case Study** is to be discussed per unit in the class.

Suggested Readings:

1. Scott Harrington and Gregory Niehaus, RiskManagement and Insurance, Tata Mc Graw Hill.
2. Arthur.C. Williams and Richard M. Heins, Risk management and Insurance, Mc Graw Hill.
3. Mishra, M.N., Insurance-Principles, and practices, S. Chand & Co.
4. IRDA publications.
5. Patterson, Edwin, W., Essentials of Insurance Law, Mc Graw Hill.

10.5.2 (a) SERVICES MARKETING

UNIT-I

Marketing of Services: Introduction -The Concept of Service-Nature - Characteristics of Services - Classification of Services-Nature-Service Economy.

UNIT-II

Marketing Mix in Services Marketing: The seven Ps - Product Decisions, Pricing Strategies and Tactics, Promotion of Services and Placing or Distribution Methods for Services - Additional Dimensions in Services Marketing - People, Physical Evidence and Process.

UNIT-III

Consumer Behaviour in Services: Search-Experience and Credence property, Customer Expectation of Services, Factors influencing customer expectation of services, Customer perception of services- Factors that influence customer perception of service, Service encounters Customer Satisfaction.

UNIT-IV

Service Quality-The dimensions of quality-GAP model of service quality-Measuring service quality using SERVQUAL- SERVPERF, Strategies for services marketing. Strategies for Dealing with Intangibility, Inseparability and Perish Ability.

UNIT-V

MARKETING OF SERVICES WITH SPECIAL REFERENCE TO

- (a) Financial Services
- (b) Health Services
- (c) Hospitality Services (Travel, Hotels and Tourism.)
- (e) Insurance Services
- (f) Communication and IT Services
- (g) Educational Services

NOTE: - At least one **Case Study** is to be discussed per unit in the class.

Suggested Books:

1. Bhattacharjee, C, "Services Marketing", Excel books, 2008.
2. Jha.S.M, "Services Marketing", Himalaya Publishing House, 2011.
3. Rampal.M.K, Gupta.S.L, "Services Marketing-Concepts, Applications, Cases, Gollgotia Publishing Company, 2004.
4. Lovelock Christopher, Wirtz Jochen, Chatterjee Jayanta, "Services Marketing-People, Technology, Strategy", 5th edition, 2007.
5. Ravi Shanker," Services Marketing-The Indian Perspective", Excel Books, 2002.
6. Zeithmal.A.Valarie,BitnerJoMary,Gremler.D.Dwayne,Pandit Ajay, "Services Marketing-Integrating Customer Focus Across The Firm",4 th edition, Tata Mc Graw Hill,2008.

10.5.2. (b) RETAILING MANAGEMENT

UNIT: I

Introduction to Retail: What is Retail? - Functions of a retailer-Evolution of Retail in India-Challenges to Retail Development in India-Retail marketing mix-Franchising-Types of retailing.

UNIT: II

The Evolution of Retail formats-Theories of retail development-Environmental, Cyclical and Conflict Theory-The Concept of life cycle in Retail-Innovation, accelerative growth- Maturity-Divide-Phases of growth in retail markets-Business models in retail-Classification based on ownership /Merchandise offered/Franchising /Non Store Retailing/Direct selling/Direct response marketing

UNIT: III

Retailing And Customers-introduction-Retailing and consumption-Changing consumer-demographics-Life style changes-Consumer buying process- Shopping behavior-Retail outlet choice--The factors influencing the retail shopper -The buying decision process and the implications for retail management-Retail marketing strategy

UNIT: IV

Retail store locations-Types of retail locations-Steps involved in choosing a location-Retail Merchandising-Definition-Role and responsibilities of merchandiser, buyer- the process of Merchandise planning- the methods of merchandise procurement.--Category management.

UNIT: V

International Retailing-Concept-Eclectic, Push-Pull,Strategic Management theories of internationalization-Market entry strategies-Factors determining choice of entry methods-Leading international retailers in the world.

NOTE: - At least one **Case Study** is to be discussed per unit in the class.

Suggested Books:

11. Bhatia.S.C, "Retail Management", Atlantic Publishers,2008.
12. Gilbert David,"Retail Marketing Management",2nd edition, Pearson Education Limited,2003.
13. Levy.M, Weitz.B.A, Pandit.A, "Retailing Management",6thedition, Tata Mc Graw Hill,2008
14. Swapna Pradhan, "Retailing Management-Text and Cases",2 nd edition, Tata Mc Graw Hill,2007.
15. Swapna Pradhan, "Retailing Management-Text and Cases",3 rd edition, Tata Mc Graw Hill,2009

10.5.3. (a) PERFORMANCE MANAGEMENT (PM)

UNIT: I

Performance Appraisal: Introduction-objectives-uses-approaches - components-process-benefits and limitations of performance appraisal, Concerns and Issues in appraisal Reengineering Performance Appraisal - Needs for performance planning- Problems of performance appraisal - planning individual performance.

UNIT: II

Measuring performance: Principles of measure-Classification of performance measure-Measurement scale system-Approaches to measure Organizational Performance-Information for measurement purpose.

UNIT: III

Methods for Performance Appraisal: Traditional and Modern methods- Managerial appraisal-Errors in Performance appraisal-Performance Appraisal assessment - Performance Review and feedback - Legal issues - Strategies to improve performance- Responsibilities in performance appraisal-Performance Audit.

UNIT: IV

Conceptual Approach to Performance Management: Need for Performance management in Indian organizations. Determinants of job performance: Person and system factors. Linkage between human resource strategy and organizational performance. Role of personality factors in job performance. Performance planning and role clarity. Key Performance Areas: Performance Targets - Components of effective Performance Management. Performance management cycles.

UNIT: V

Developing and Designing Performance Management Systems:Designing Performance Appraisal as a framework for Performance Management - A realistic model for Performance Management - Using PMS data for HR decisions and performance improvements - PMS and Appraisal practices in India and other Asian countries - Policy and strategy initiatives in improving HR performance.

NOTE: - At least one **Case Study** is to be discussed per unit in the class.

Suggested Books:

1. Ram Kumar Balyan, Vikramender singh Balyan, Suman Balyan: Performance Management
1. A.M. Sharma, seventh revised edition 2011, Personal and Human Resource Management, Himalaya Publishing House.
2. G K Suri, C S Venkata Ratnam, N K Gupta, 2004, Performance Measurement and Management -- Excel Books Pvt Ltd.
3. Dinesh K Srinivastava, 2005, Strategies for performance Management -- Excel Books.
4. T V Rao, 2006, Performance Management and Appraisal Systems-Response Books.
5. Richard S Williams, 2006, Managing Employee Performance-Thomson Publishers.
6. Agwnis, 2006, Performance Management-Pearson
7. Prem Chadha, 2006, Performance Management-Macmillan India Ltd
8. T V Rao, 2006, Redesigning Performance Appraisal System-Tata McGraw Hills.
9. Editor Mike Walter, 2006, The Performance Management Hand Book : - Jaico Publishing House.
10. King P, 2006, Performance Planning and Appraisal - Tata McGraw Hills.

10.5.3. (b) TRAINING AND DEVELOPMENT (TD)

UNIT: I

Training: Definition-Meaning - Purpose-Objectives-Functions and benefits of Training, Concepts of Education, Training and Development, Performance appraisal and Training needs.

UNIT: II

Training Strategy: Steps in Training Design-Modular approach to program design. Training Methods and Techniques: Factors in the selection of Training Methods-Training Methods. Trainer and Training Styles: Trainers Roles, Personality and Behavior, Attributes of Training Program. Trainer's Styles.

UNIT: III

Evaluation of Training Program: Objectives, Purpose, Criteria, Process, approaches of Training Evaluation - Reasons contributing to Training Evaluation Failures, Evaluation of Training program and Return on Investment - Criteria for measuring Training Success.

UNIT: IV

Training and Development Effectiveness: Factors for effective training - Evaluation of Impact of Training Program-measurement of Trainee behavior before and after training program-steps to maximize the effectiveness of trainee. Training and System Design: Task of training system - dynamics of developing training system-training environment-action research for training.

UNIT: V

Management development program: concept - process-Organizing and implementing management development programs and Executive Development programs - Methods and evaluation of management development and executive development programs-Pre-requisites to effective management development program - Emerging trends in training and development: Computer assisted Training (CAT) - Computer Based Training (CBT)-Technology based training (TBT) - Multimedia Training - E-Learning/Online Learning.

NOTE: - At least one **Case Study** is to be discussed per unit in the class.

Suggested Books:

1. Raymond A Noe: Employee Training and development, TMH, 4/e, 2008.
2. Rolf P Lynton, Udai Pareek: Training for Development, Vistaar Publications, 2008.
3. G Pandu Naik: Training and development, Excel Books, 2007.
4. P.Nick Blanchard, James Thacker: Effective Training, Pearson Education, 3/e, 2009.
5. Stephen P.Robins: Training in Interpersonal Skills, PHI, 4/e, 2008.
6. R K Sahu: Training for Development: Excel Books, 2006.
7. Employee Training And Development - Raymond Noe
8. Every Trainers Handbook- Devendra Agochia
9. Training And Development- S.K. Bhatia
10. HRM-Biswajeet Pattanayak

10.5.4. (a) E-COMMERCE

UNIT-I:

Introduction to E-Commerce: Meaning, nature and scope; Channel of e-commerce; Business applications of e-commerce; Global trading environment and adoption of e-commerce. Business Models of E-commerce and infrastructure: B2B, B2C, B2G and other models of e-commerce; Application of e-commerce to supply chain management; product and service digitization; Remote Servicing procurement, and online marketing and advertising E-commerce resources and infrastructure planning.

UNIT-II:

Business to Consumer E-commerce Applications: Cataloging, Order planning and order generation; Cost estimation and pricing; Order receipt and accounting Order selection and prioritization: Order scheduling, fulfilling and delivery, Order billing and payment management; Post sales services.

UNIT-III:

Business to Business E-Commerce: Need and alternative models of B2B e-commerce; Using Public and Private computer networks for B2B trading: EDI and paperless trading: characteristic features of EDI services arrangement; Internet based EDI: EDI architecture and standards: VANs; Costs of EDI infrastructure; Reasons for slow acceptability of EDI for trading; E-Marketing-Traditional web promotion ; Web counters; Web Advertisements.

UNIT-IV:

Electronic Payment Systems and Order Fulfillment: Types of payment systems-e-cash and currency servers, e-cheques, credit cards, smart cards, electronic purses and debit cards; Operational, credit and legal risk of e-payment, Risk management options of e-payment systems; Order fulfillment for e-commerce.

Security Issues in E-Commerce: Security risks of e-commerce-Types and sources of threats; Protecting electronic commerce assets and intellectual property; Firewalls; Client server network security; Data and message security; Security Tools; Digital identity and electronic signature; Encryption approach to e-commerce security.

UNIT-V:

Regulatory Environment of E-Commerce: Borders and Jurisdiction contracting and contract enforcement; International cyber laws -aims and salient provisions; cyber laws in India and their limitations; Taxation and e-commerce; Ethical Issues in e-commerce.

Suggest Books:

1. Bajaj, Deobyani Nag, E-Commerce, Tata McGraw Hill Company, New Delhi, 2000.
2. Diwan, Prag and Sunil Shama, Electronic Commerce –A Manager's Guide to E-Business, Vanity Books International, Delhi.
3. Greestein, M, and T.M Feinman, Electronic Commerce: Security, Risk Management and Control, Tata McGraw hill, 2000.
4. Agarwal, kamlesh N., Amit Lal and Deeksha Agarwala, Business on the Net: An Introduction to the Whats and Hows of E-Commerce, Macmillan Indian Ltd., 2000.
5. Fitzgerald, Business Data Communication Network, McGraw Hill, 1998.
6. Kalakota, Ravi and Andrew P. Whinson, Frontiers of Electronic Commerce, Addison Wesley.
7. Kosiur, David, Understanding Electronic Commerce, Prentice Hall of India Private Ltd., New Delhi.
8. Schneider, Gray P. and James T. Perry , Electronic Commerce, Thompson Learning, Cambridge, 2001.
9. Turban, E, et. Al., Electronic Commerce: A Managerial Perspective, Pearson Education Asia.
10. Whiteley, David, E-Commece, McGraw hill, New York, 2000
11. Young, Margaret Levine, The Compete Reference to Internet, Tata McGraw Hill, New Delhi, 1999.

10.5.4. (b) E-ACCOUNTING

UNIT-I:

Computer Fundamental & MS-Office Computer Hardware & Software, Windows 7/8/10. MS-Office: Word, Excel, PowerPoint, Access & Outlook. Internet Concept, Surfing, Mailing & Social Media. Using PC Tools: WinRar, PDF Readers, Teamviewer, Skype etc.

Advanced Excel / MIS about Excel 2010/13, Tabs & Ribbons, Workbook, Workspace & Sheets Cell Referencing: Relative, Mix & Fix, Creating & Formatting Options. Conditional Formatting, Data Sorting & Searching, Filter & Data Validation. IF Conditions, Vlookup, Hlookup, Index, Match, Sumproduct, Text Functions. Financial Functions, Data Analysis, Pivots & Charts, Name Manager & Trace. What if Analysis, Text to Columns, Consolidate, Subtotal, External Data. Freeze Panes, Print Setup, Share Workbook, Security Features etc.

UNIT-II:

Financial Accounting q Accounting Fundamentals, Accounting Terms, Principals & Equations. Accounting Cycle & Golden Rules of Accounting, Journal Entries & Ledger. Subsidiary Books, Cash Book, BRS, Depreciation & Error Rectifications. Final Accounts: Trial Balance, Balance Sheet and Profit & Loss A/c. Practical Accounting Vouchers and Documentation.

UNIT-III:

E-Commerce E-Commerce, Using Job Portals, Online Shopping, Ticketing & Payment. Accessing Government sites and services, Employment Registration etc. Online Application for: Pan Card, Voter ID, UID Etc. Surfing Internet, Downloading Apps, Softwares, Music , Games & E-Books.

UNIT-IV:

Tally.ERP9 - Complete Business Accounting About Tally.ERP9 : Latest Updates, Installation, Company Setup & Features. About TDS, TDS Entries & Challans, VAT & CST, Voucher Type & Classes Creating Masters: Groups, Ledgers, Cost Centre, Stock Details, Budgets etc. Automatic Interest Calculation, Cheque Printing, BRS and Discounts. Passing Transactions/ Voucher Entries: Payment, Receipt, Contra Journal etc. Service Tax Entries, Dealer Excise Setup and Transactions, Vat on CG. Sales/Purchase Order Process Entries, Making Challans, Rejection & Billing. Payroll Setup, Payroll Masters, Pay Heads & Dept., Attendance & Pay Slip. MIS Reports, Print Setup, Import-Export, TallyODBC, Backup Restore etc.

UNIT-V:

Taxation Direct Tax Indirect Tax Basic Concepts of Income Tax. Heads of Income and Slab Rates. Income from Salary, House Property, Business, Profession, Other Sources. Capital Gain. Deduction under U/A. Agricultural Income, Return of Income, Advance Tax & TDS. Value Added Tax(VAT). Central Sales Tax(CST). Service Tax (ST). Central Excise Duty. About Goods & Service Tax(GST).

Suggested Books:

1. Computerised Accounting: A.Murali Krishna, Vaagdevi publications
2. Aakash Business Tools: Spoken Tutorial Project IIT Bombay
3. Mastering Tally: Dinesh Maidasani, Firewal Media
4. Implementing Tally ERP 9: A.K Nadhani and K.K Nadhani, BPB Publications
5. Computerised Accounting and Business Systems: KalyaniPublications
6. Manuals of Respective Accounting Packages
7. Tally ERP 9: J.S. Arora, KalyaniPublications.
8. Business accountingusing Tally ERP.9 by Tally Education
9. Excel 2010 Bible by John Walkenbach, John Wiley & Sons, 2010 Edition
10. Excel 2007 for Dummies by Greg Harvey
11. Accountancy-I: Haneef and Mukherjee, Tata McGraw Hill Company.
12. Accountancy-I: S.P. Jain & K.L Narang, Kalyani Publishers.
13. Accountancy–I: Tulasian, Tata McGraw Hill Co.
14. Introduction to Accountancy: T.S.Grewal, S.Chand and Co.

10.5.4. (b1) E-Accounting Lab Syllabus

1. Ms-Office:

- a. Ms-Word: Formatting of Documents, Mail-Merge, etc
- b. Ms-Excel: Entering and Formatting Excel Worksheet, Data Validation and Report, What-if Analysis, Charts, Etc
- c. Ms-PowerPoint: Preparation of Presentations

2. E-Commerce:

- a. Browsing various Job Portals, Online Shopping, Ticketing & Payment. Accessing Government sites and services, Employment Registration etc

3. Using Tally ERP Latest Software:

- a. Creating Masters: Groups, Ledgers, Cost Centre, Stock Details, Budgets etc. Automatic Interest Calculation, Cheque Printing, BRS and Discounts.
- b. Passing Transactions/ Voucher Entries: Payment, Rcpt, Contra Journal etc.
- c. Payroll Setup, Payroll Masters, Pay Heads & Dept., Attendance & Pay Slip
- d. MIS Reports