

# Maharshi Dayanand University Rohtak



## Syllabus and Courses of Reading for BBA (Industry Integrated) 1<sup>st</sup> to 6<sup>th</sup> Semester Examination

Session - 2009-2010

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**MAHARSHI DAYANAND UNIVERSITY ROHTAK**

**Ordinance, Scheme of Examination and Syllabi**

for

***BBA (Industry Integrated)***

***[Under Public Private Partnership Programme]***

**2009-10**

**Ordinance**

**BACHELOR OF BUSINESS ADMINISTRATION  
(INDUSTRY INTEGRATED)**

**PROGRAMME**

1. The duration of Bachelor of Business Administration – (Industry Integrated) i.e. BBA (II) programme shall be three academic years. Each year shall be divided into two semesters. Thus the BBA (II) shall comprise of six semesters spread over three years.

Each semester shall have at least 90 teaching and industry training days as under. On successful completion of all the six semesters the students will be awarded the Bachelors Degree in Business Administration. A candidate can complete all the six semesters within a maximum period of 6 years. Thus, the maximum duration of the BBA programme shall be 6 years.

1st Semester Teaching days = 5 days per week

2nd , 3rd, 4th , 5th , & 6th Semesters Teaching days =  
3 days per week Industry days = 4 days per week

2. The examinations for the first, third and fifth semester shall ordinarily be held in the month of January and for the second, fourth and sixth semester in the month of June or on such dates as may be fixed by the Vice – Chancellor. However the practical examination / Viva - Voce shall be completed at least a week before the theory examinations.
3. The last date for receipt of admission – cum – examination

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forms and fees shall be notified by the Office of the Controller of Examination (COE), MDU Rohtak from time to time.

4. A supplementary examination for the 1st, 2nd, 3rd, and 4th semesters shall be held along- with their regular semester examination of 3rd, 4th, 5th and 6th Semesters respectively. Supplementary for 5th Semester shall be held along with regular examination of 6th semester and supplementary examination of 6th semester will be held within a period of 3 months from the declaration of 6th semester result.
5. The Director / Principal of the Coordinating Institute (appointed by the university for conducting and monitoring the program) shall forward to the COE, a list of the students along- with admission–cum–examination forms duly attested along with the fee to be prescribed by the University from time to time and original Detail Mark Card / Certificate of the qualifying examination within 15 working days of the last date of admission of each semester thereafter late fee of Rs.500/- per student shall be charged by the University.
6. Admission to the BBA (II) program shall be open to candidate who have Passed their senior secondary examination on the pattern of 10+2 from a recognized Board of Education or an equivalent examination recognized as equivalent thereto by the University with at least 50 percent marks in aggregate. In case of SC/ST candidates the eligibility requirement is minimum pass marks.
7. Each candidate shall be examined in the subject(s) prescribed by the Academic Council from time to time.
8. The medium of instruction and the examination shall be English.
9. (a) 30% marks in each written paper (s) (excluding paper

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(s) relating to computer / IT project report / Viva – Voice examination) shall be assigned for internal assessment.

Internal assessment shall be based on factor such as participation in seminar, case discussion, group activity, class test, presentation, short project and term paper, class participation, attendance and over all conduct of student at institute.

The weightage given to each of these factors shall be decided and announced at the beginning of each semester by the concerned faculty member of each paper.

The Director / Principal of the concerned ELC (Extended Learning Centre) conducted the program shall submit internal assessment marks for each required paper (s) with coordination institute which will forward to the same to the university atleast one week before the start of semester examination.

The Director / Principal of the concerned ELC shall preserved the record of internal assessment which can be inspected by the university up to one month after the date of declaration of semester examination.

Computer / IT related paper shall have written and practical examination of 50 marks each. The practical examination shall be conducted by Board of examiner consisting of one external experts to be appointed by the university and the internal faculty nominated by the Director / Principal of the concerned ELC. The panel of external examination for each such paper shall be given by the university at least three weeks before the commencement of theory examination.

10. The minimum percentage of marks to pass the examination in each semester shall be:

(a) 45% marks in each written / practical paper and internal assessment separately and 50% marks jointly.

(b) 50% marks in the external and internal evaluation separately in case of Training Report / Project Report

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and 50% in viva –voce examination.

In order to pass a semester, a candidate must pass all the paper of the semester as per criteria laid down above

(a) The 1st semester Examination shall be open to a student who has been on the rolls of the institute running the programme during the semester and has attended not less than 75% of the total lectures delivered. 2nd, semester examinations shall be open to a student who has been on the rolls of the institute during the semester, has attended not less than 75% of the total lectures delivered in semester and 80% of industry days allotted in the concerned semester

(b) The 3rd, 4th, 5th and 6th semester examinations shall be open to a candidate who has been on the rolls of the institute during the concerned semester, attended not less than 75% of the total lectures delivered and 80% of industry days allotted in the concerned semester

11. The amount of examination fee to be paid by a candidate for each semester examination shall be decided by the University from time to time.

12. A candidate whose result for a semester is declared late without any fault on his/her part may be allowed to attend classes of the next higher semester provisionally at his/her own risk and responsibility. He/she will be allowed to appear in the semester examination only on fulfilling the conditions for the same as laid down in para 10.

13. The internal assessment award of a candidate who fails in a semester examination shall be carried forward to the next examination for the same semester subject to the condition that the candidate has obtained the minimum assessment marks i.e. 45% as laid down in para 10. If the candidate does not obtain the minimum internal assessment marks in any paper(s)/practical/workshop etc. will be provided an opportunity to appear before the Committee of Examiners,

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to be constituted by the Director of the Institute, to re assess performance of the candidate. The internal assessment/ workshop/practical/viva-voce marks given by the Committee shall be final.

14. As soon as possible after the termination of the semester examination Controller of Examination shall publish the result of the candidates.

15. Every student shall have to undergo training in an industry and teaching in the institute/ as mentioned in Clause 1 above shall have to submit the training report /project report as prescribed in the scheme of examination.

16. The candidate shall be required to have an exposure of the actual functioning of a reputed organization and complete the specific project of this training. The work done by the candidate during the period of training shall be submitted in the form of a training report. The candidate shall be required to submit two copies of training report through the director/principal of the concerned ELC typed in double space to office of The Controller of Examination. The last date for the receipt of Training Report in the office of the controller of Examinations shall be within one month after the date of completion of training provided that in exceptional cases the Vice-Chancellor on the recommendation of the Principal /Director may extend the last date of the receipt of the training report with late fee to be prescribed by the University from time to time.

17. The comprehensive viva – voce examination as well as viva-voce examination for training report and project report shall be conducted by the Board of Examiners comprising the following members:

(i) One expert nominated by the university.

Director/Principal of the ELC or his nominee One Executive from a reputed business organization to be nominated by UGBOS in Management. Two members

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shall form quorum. There will be separate boards for each examination.

The practical examination(s) of the courses wherever prescribed in the scheme of examination shall be conducted by the following Board of Examiners consisting of the following two members:

(i) One internal faculty member (to be appointed by the Director / Principal of ELC and

(ii) One external examiner to be appointed by the Vice – Chancellor on the recommendations of the UGBOS in Management.

18. The list of successful candidates after the fourth semester examination shall be arranged in two divisions on the basis of the aggregate marks obtained in his Bachelor's Degree of Business Administration as under:

(i) those who obtain 60% or more marks - First Division

(ii) those who obtain 50% or more - Second Division marks but less than 60%marks.

(iii) candidate who pass all the six semester examination in the first attempt obtaining 75% or more marks of the total aggregate shall be declared to have Passed with Distinction.

19. No improvement facility shall be provided to BBA(II) students. However, grace marks may be allowed as per University Rules.

20. Notwithstanding the integrated nature of this course which is spread more than one academic year, the ordinance in force at the time a student joins the course shall hold good only for the examination held during or at the end of the academic year and nothing in this ordinance shall be deemed to debar the University from amending the ordinance and revise the fee structure and the amended ordinance and the revised fee structure if any shall apply to all the students whether old or new.

**SCHEME OF EXAMINATIONS FOR BBA (INDUSTRY INTEGRATED) PROGRAMME w.e.f. SESSION 2009-2010 (Under Public Private Partnership Scheme)**

**FIRST YEAR****1st Semester**

Paper No.	Title of the Paper(s)	External Marks (Theory)	Internal Assessment Marks	Practical Marks	Total Marks
101-II	Business Organization	70	30	-	100
102-II	Business Communication Skills - Workshop	50	50	-	100
103-II	Business Mathematics	70	30	-	100
104-II	Computer Fundamentals and Applications	50	-	50	100
105-II	Economic Policy and Analysis	70	30	-	100
106-II	Financial Accounting	70	30	-	100
107-II	Environment Management	70	30	-	100

**2nd Semester**

Paper No.	Title of the Paper(s)	External Marks (Theory)	Internal Assessment Marks	Practical Marks	Total Marks
201-II	Macroeconomic Foundations	70	30	-	100
202-II	Presentation Skills - Workshop	50	50	-	100
203-II	Principles of Management	70	30	-	100
204-II	Business Statistics	70	30	-	100
205-II	Economic and Business Legislation	70	30	-	100
206-II	Data Base Management Systems	50	-	50	100
207-II	Corporate Accounting	70	30	-	100
208-II	Training Report				100

**SECOND YEAR****3rd Semester**

Paper No.	Title of the Paper(s)	External Marks (Theory)	Internal Assessment Marks	Practical Marks	Total Marks
301-II	Business Taxation	70	30	-	100
302-II	Business Etiquette - Workshop	50	50	-	100
303-II	Disaster Management Workshop	50	50	-	100
304-II	Corporate Leadership	70	30	-	100
305-II	Business Environment	70	30	-	100
306-II	Cost and Management Accounting	70	30	-	100
307-II	Advanced Information Technology	50	-	50	100
308-II	Training Report	-	-	-	100

**4th Semester**

Paper No.	Title of the Paper(s)	External Marks (Theory)	Internal Assessment Marks	Practical Marks	Total Marks
401-II	Indian Financial System	70	30	-	100
402-II	Indian Business Legends - Workshop	50	50	-	100
403-II	Developing Managerial Skills - workshop	50	50	-	100
404-II	Fundamentals of International Business	70	30	-	100
405-II	Company Law	70	30	-	100
406-II	Research Methodology	50	50	-	100
407-II	Computer Networks and Web Development	50	-	50	100
408-II	Training Report	-	-	-	100

**THIRD YEAR****5th Semester**

Paper No	Title of the Paper(s)	External Marks (Theory)	Internal Assessment Marks	Practical Marks	Total Marks
501-II	Financial Management	70	30	-	100
502-II	Operations Management	70	30	-	100
503-II	Managerial Economics	70	30	-	100
504-II	Emotional Intelligence - workshop	50	50	-	100
505-II	Organizational Behavior	70	30	-	100
506-II	System Analysis and Design	70	30	-	100
507-II	Business Process Outsourcing	70	30	-	100
508-II	Training Report	-	-	-	100

**6th Semester**

Paper No.	Title of the Paper(s)	External Marks (Theory)	Internal Assessment Marks	Practical Marks	Total Marks
601-II	Advanced Management Concepts	70	30	-	100
602-II	Banking Operations Management	70	30	-	100
603-II	Business Ethics - workshop	50	50	-	100
604-II	Marketing Management	70	30	-	100
605-II	Human Resource Management	70	30	-	100
606-II	Small Business Management	70	30	-	100
607-II	Event Management - workshop	50	50	-	100
608-II	Training Report	-	-	-	100

**NOTE :** The papers/courses relating to Training Report/Project Report/Viva-voce/ComprehensiveVivavoce/ Practicals, wherever, specified in the Scheme of Examinations will be evaluated as per the provisions given in the Ordinance.

External Marks: 70

Internal Marks: 30

Time: 3 hrs.

**BUSINESS ORGANISATION****PAPER CODE: 101-II****UNIT-I**

Business – concept, nature and spectrum of business activities, business system, business environment interface, business objectives

**UNIT-II**

Entrepreneurship – concept and nature; entrepreneurial opportunities in contemporary business environment; process of setting up a business enterprise; choice of a suitable form of business organization

**UNIT-III**

Functional aspects of business – (a) operations – business size and location decisions, plant layout, mass production and mass customization, productivity, quality control (b) Finance – money and banking, financial management and securities markets, riskmanagement and insurance

**UNIT-IV**

Functional aspects of business (c) Marketing – marketing and consumer behaviour, product planning and development, pricing decisions, channel and promotional decisions; network marketing, franchising, e-commerce and m-commerce

**SUGGESTED READINGS :**

1. Vasishth, Neeru, Business Organisation, Taxmann, New Delhi

2. Talloo, Thelma J., Business Organisational and Management, TMH, New Delhi

**NOTE:**

1. The External Examiner will set 8 questions in the Question Paper selecting at least two questions from each unit. In case, a Case Study is included it will carry marks equivalent to two questions.
2. The candidates will be required to attempt five questions in all, selecting at least one question from each unit.

External Marks: 50

Internal Marks: 50

Time: 3 hrs.

**BUSINESS COMMUNICATION SKILLS – WORKSHOP****Paper Code: 102-II****UNIT-I**

Introduction: Basics of communication, seven Cs of effective communication, barriers to communication, ethical context of communication

**UNIT-II**

Business communication at workplace: Letter writing – component, layout and process, e-mail communication, bad news messages, persuasive written communication, memos, notice, agenda and minutes of meeting

**UNIT-III**

Report Writing: Types of business reports, structure of reports, short reports, long reports, abstracts and summaries, proposals

**UNIT-IV**

Communication skills: Reading skills, listening skills, note making, persuasive speaking, body language, gestures

**SUGGESTED READINGS:**

1. Murphy, Herta A., Herbert W. Hildebrandt & Jane P Thomas, Effective Business Communication, Tata McGraw Hill, New Delhi
2. Konera, Arun, Professional Communication, Tata McGraw Hill, New Delhi

3. McGrath, E.H., Basic Managerial Skills for All, PHI, New Delhi
4. Meenakshi Raman & Prakash Singh, Business Communication, Oxford University Press, New Delhi

External Marks: 70

Internal Marks: 30

Time: 3 hrs.

**BUSINESS MATHEMATICS****PAPER CODE: 103-II****NOTE:**

1. The External Examiner will set 8 questions in the Question Paper selecting at least two questions from each unit. In case, a Case Study is included it will carry marks equivalent to two questions.
2. The candidates will be required to attempt five questions in all, selecting at least one question from each unit.

**UNIT-I**

Theory of Sets – Meaning, elements, types, presentation and equality of sets; union, intersection, complement & difference of sets; Venn diagrams; Cartesian product of two sets; applications of set theory

**UNIT-II**

Indices & logarithms, arithmetic and geometric progressions and their business applications; sum of first  $n$  natural numbers, sum of squares and cubes of first  $n$  natural numbers

**UNIT-III**

Linear and Quadratic equation; permutations, combinations and binomial theorem (positive index)

**UNIT-IV**

Matrices – Types, properties, addition, multiplication, transpose and inverse of matrix; properties of determinants, solution of simultaneous Linear Equations; differentiation and integration of standard algebraic functions; business applications of matrices, differentiation and integration

**SUGGESTED READINGS:**

1. Sancheti, D.C., A.M. Malhotra & V.K. Kapoor, Business Mathematics, Sultan Chand & Sons, New Delhi
2. Zameerudin, Qazi, V.K. Khanna & S.K. Bhambri, Business Mathematics, Vikas Publishing House Pvt. Ltd, New Delhi

3. Reddy, R.Jaya Prakash, Y. Mallikarjuna Reddy, A Text Book of Business Mathematics, Ashish Publishing House, New Delhi
4. Bali N R, Gupta P N and Gandhi C P, A Textbook of Quantitative Techniques, Laxmi Publications, Delhi

**NOTE:**

1. The External Examiner will set 8 questions in the Question Paper selecting at least two questions from each unit. In case, a Case Study is included it will carry marks equivalent to one question.
2. The candidates will be required to attempt five questions in all, selecting at least one question form each unit.

External Marks: 50

Practical Marks: 50

Time: 3 hrs.

**COMPUTER FUNDAMENTALS AND APPLICATIONS****PAPER CODE: 104-II****UNIT-I**

Introduction – Digital and analog computers, evolution of digital computers, major components of a digital computer, hardware, software, firmware, middleware and freeware, computer applications

**UNIT-II**

Decimal number system, binary number system, conversion of a binary number to decimal number, conversion of a decimal number to a binary number, addition of binary numbers, binary subtraction, hexadecimal number system, octal number system

**UNIT-III**

Input devices, output devices, printers, plotters, other forms of output devices; main memory, secondary memory and backup memory

**UNIT-IV**

Computer applications in offices, use of computers in books publication, desktop publishing system, application of computers for data analysis, application of computer in education, application of computer in banks, medical field

**SUGGESTED READINGS:**

1. Gill, Nasib, Computer Fundamental and Internet
2. Saxena, Computer Applications in Management, Vikas

Publication, New Delhi

3. B. Ram, Computer Fundamentals, New Age Publications, New Delhi
4. Rajaraman, V., Computer Fundamentals, PHI, New Delhi

**Instruction for External Examiner:** The examiner will set 8 questions (2 questions from each unit). The students will be required to attempt any five questions (selecting at least one question from each unit). All questions will carry equal marks.

External Marks: 70

Internal Marks: 30

Time: 3 hrs.

## **ECONOMIC POLICY AND ANALYSIS**

**Paper Code: 105-II**

### **UNIT-I**

Nature and significance of the study of economics; resource allocation decisions; basic nature and problems of a market economy; role of the government in an economic system; basic tools of economics analysis; assumptions and rationality of Economics

### **UNIT-II**

Nature and causes of business cycles; determinants of growth rate and economic stability; nature and working of fiscal policy for growth and stabilization; nature and instruments of monetary policy; influence of macroeconomic policies on business conditions

### **UNIT-III**

Nature, causes and measurement of inflation; effect of inflation on business sector; cost push versus demand pull inflation; economic policies for inflation control; nature and determination of exchange rate stabilization

### **UNIT-IV**

Role of foreign trade in an economic system; basic parameters of export-import policy; nature of foreign direct and portfolio investment; policy to attract FDI; economic policy for an open economy

### **SUGGESTED READINGS:**

1. L. Lipsey and A. Chrystal, Economics, Oxford University

Press, New Delhi

2. P.A. Samuelson and W.D. Nordhaus, Economics, Tata McGraw Hill, New Delhi
3. N.G. Mankiw, Principles of Economics, Thomson, New Delhi

**NOTE:**

1. The External Examiner will set 8 questions in the Question Paper selecting at least two questions from each unit. In case, a Case Study is included it will carry marks equivalent to two questions.
2. The candidates will be required to attempt five questions in all, selecting at least one question from each unit.

External Marks: 70

Internal Marks: 30

Time: 3 hrs.

**FINANCIAL ACCOUNTING**

**Paper Code: 106-II**

**UNIT-I**

Accounting – Meaning, nature, functions and types of accounting, accounting concepts and conventions, Journal, Ledger

**UNIT-II**

Subsidiary Books, Trial Balance, Rectification of Errors

**UNIT-III**

Bank Reconciliation Statement, Preparation of Final Accounts with adjustments

**UNIT-IV**

Depreciation Accounting: Concepts and methods (Straight Line and Written Down Methods only); Receipt and Payments Accounts; Income and Expenditure Accounts

**SUGGESTED READINGS:**

The list of books, cases and other specific references, including recent articles will be announced in the class by the concerned teacher.

**NOTE:**

1. The External Examiner will set 8 questions in the question paper selecting at least two questions from each unit. In case, a Case Study is included it will carry marks equivalent to two questions.
2. The candidate will be required to attempt five questions in all, selecting at least one question from each unit.

External Marks: 70

Internal Marks: 30

Time: 3 hrs.

**ENVIRONMENT MANAGEMENT****Paper Code: 107-II****UNIT-I**

Introduction – Overview of environmental crisis; Ecosystem – concept, forest, grassland and desert ecosystem, aquatic ecosystem; Biodiversity – concept and biodiversity conservation

**UNIT-II**

Renewable and non-renewable natural resources – water resources, energy resources, forest resources, land, food and mineral resources; Pollution – air and noise pollution, water, soil and marine pollution, solid waste management

**UNIT-III**

Social issues and environmental – Issues related to energy, water conservation and rain harvesting; issues concerning displacement, resettlement and rehabilitation of people; global warming and Kyoto protocol; wasteland reclamation and management

**UNIT-IV**

Environmental Legislation – Environment Protection Act, Air (prevention and control of pollution) Act, Water (prevention and control of pollution) Act, Wildlife Protection Act, Forest Conservation Act

**SUGGESTED READINGS:**

1. Rajagopalan R, Environmental Studies, Oxford University

Press, New Delhi

2. Kaushik Anubha, C.P. Kaushik, Perspective in Environmental Studies, New Age International (P) Ltd. Publishers
3. Joseph Benny, Environmental Studies, Tata McGraw Hill Publishing Company Ltd., New Delhi
4. Ubaroi, N.K., Environment Management, Excel Books, New Delhi

**NOTE:**

1. The External Examiner will set 8 questions in the question paper selecting at least two questions from each unit. In case, a Case Study is included it will carry marks equivalent to two questions.
2. The candidate will be required to attempt five questions in all, selecting at least one question from each unit.

External Marks: 70

Internal Marks: 30

Time: 3 hrs.

**MACRO-ECONOMIC FOUNDATIONS****PAPER CODE: 201-II****UNIT-I**

Nature and scope of macroeconomics, circular flow of income; national income – alternative concepts and measures, income and their interrelationship, stock and flow variables, aggregate demand, supply and macroeconomic equilibrium

**UNIT-II**

Macro analysis of consumer behaviour, cyclical and secular consumption, income consumption relationship, absolute, relative and permanent income hypothesis, simple Keynesian Model of income determination; multiplier analysis

**UNIT-III**

Nature of fiscal policy, fiscal deficits, fiscal policy and income determination, basic issues in fiscal deficit management, nature and management of public debt; business taxes types, rationale and incidence

**UNIT-IV**

Demand for money: Definition of money, functions of money, theories of money; money supply measures; credit creation process and money multiplier, promotional and regulatory role of central bank

**SUGGESTED READINGS:**

1. Gupta G.S., **Macroeconomics – Theory and Applications**, Tata McGraw Hill, New Delhi

2. Edward Shapiro, **Macroeconomic Analysis**, Galgotia, New Delhi
3. Gupta S.B., **Monetary Economics: Theory, Policy and Institutions**, S. Chand, New Delhi
4. Vaish, M.C., **Macroeconomic Theory**, Vikas Publications, New Delhi
5. D'Souza, Errol, **Macroeconomics**, Pearson Education, New Delhi
6. Deen Burg, Thamar F, **Macro Economics: Concepts, Theories & Policies**, McGraw Hill, International Ed.
7. Diulio, Eugene, **Schaum's Outline of Theory & Problems of Macro Economics**, McGraw Hill
8. Arnold, Roger A, **Macro Economics**, South Western College Publishing, Thomson Learning

**NOTE:**

1. The external examiner will set 8 questions in the question paper selecting at least two questions from each unit.
2. The candidates will be required to attempt five questions in all, selecting at least one question from each unit.

External Marks: 50

Internal Marks: 50

Time: 3 hrs.

**PRESENTATION SKILLS - WORKSHOP****PAPER CODE: 202-II****UNIT-I**

Business Communication – Nature and process, forms of communication, role of communication skills in business, communication networks, barriers to communication

**UNIT-II**

Communication Skills: Listening skills – Cognitive process of listening, barriers to listening, reading skills, speaking skills, public speaking, voice modulation and body

language

**UNIT-III**

Written Communication – Types, structures and layout of business letters; presentation letters – sales letters, claim letters, employment letters, writing memo, notice and circular

**UNIT-IV**

Business Reports – Purpose and types, framework of business reports, presentation of reports, brochures, notice and agenda of meeting and recording of minutes of meetings

**SUGGESTED READINGS:**

1. Koneru, Arun, **Professional Communication**, Tata McGraw Hill, New Delhi
2. Monipally, M.M., **Business Communication Strategies**, Tata McGraw Hill, New Delhi

3. Das, Baswajit and Ipseeta Satpathy, **Business Communication and Personality**

**Development**, Excel Books, New Delhi

4. McGrath, E.H., **Basic Managerial Skills for All**, Prentice Hall of India, New Delhi
5. Rai, Urmila and S.M Rai, **Business Communication**, Himalaya Publishing House, Mumbai

External Marks: 70

Internal Marks: 30

Time: 3 hrs.

**PRINCIPLES OF MANAGEMENT****PAPER CODE: 203-II****UNIT-I**

Introduction – nature and process of management, basic managerial roles and skills, nature of managerial work; approaches to management – classical, behavioural, systems and contingency approaches; contemporary issues and challenges

**UNIT-II**

Planning and decision making – concept, purpose and process of planning, kinds of plans, strategies, policies and planning, premises, goal setting, MBO; decision making – nature and process, types of managerial decisions, decision making conditions, forms of group decision making in organization

**UNIT-III**

Organizing – fundamentals of organizing, bases of departmentation, distribution of authority, coordination; organization structure and design; leadership – nature and significance, leading and managing, leadership styles, leadership theories

**UNIT-IV**

Management Control – nature, purpose and process of controlling, kinds of control system, prerequisites of effective control system, resistance to control, controlling techniques

**SUGGESTED READINGS:**

1. Griffin, Ricky W, **Management**, Biztantra, New Delhi
2. Stoner, Freeman and Gilbert, Jr. **Management**, Pearson Education, New Delhi
3. Wehrich, Heinz and Harold Koontz, **Management: A Global Perspective**, Tata McGraw Hill
4. Daft, **Management**, Thompson Learning, New Delhi
5. Robbins, S.P., **Management**, Pearson Education

**NOTE:**

1. The external examiner will set 8 questions in the question paper selecting at least two questions from each unit.
2. The candidates will be required to attempt five questions in all, selecting at least one question from each unit.

External Marks: 70

Internal Marks: 30

Time: 3 hrs.

**BUSINESS STATISTICS****PAPER CODE: 204-II****UNIT-I**

Statistics: Meaning, evolution, scope, limitations and applications; data classification; tabulation and presentation: meaning, objectives and types of classification, formation of frequency distribution, role of tabulation, parts, types and construction of tables, significance, types and construction of diagrams and graphs

**UNIT-II**

Measures of Central Tendency and Dispersion: Meaning and objectives of measures of central tendency, different measure viz. arithmetic mean, median, mode, geometric mean and harmonic mean, characteristics, applications and limitations of these measures; measure of variation viz. range, quartile deviation mean deviation and standard deviation, co-efficient of variation and skewness

**UNIT-III**

Correlation and Regression: Meaning of correlation, types of correlation – positive and negative correlation, simple, partial and multiple correlation, methods of studying correlation; scatter diagram, graphic and direct method; properties of correlation coefficient, rank correlation, coefficient of determination, lines of regression, co-efficient of regression, standard error of estimate

**UNIT-IV**

Index numbers and time series: Index number and their uses in business; construction of simple and weighed price, quantity and value index numbers; test for an ideal index number, components of time series viz. secular trend, cyclical, seasonal and irregular variations, methods of estimating secular trend and seasonal indices; use of time series in business forecasting and its limitations, calculating growth rate in time series

**SUGGESTED READINGS:**

1. Gupta, S.P. & M.P. Gupta, Business Statistics
2. Gupta, C.B., An Introduction to Statistical Methods
3. Gupta, B.N., An Introduction to Modern Statistics
4. Sancheti, S.C. & V.K. Kapoor, Statistical Methods
5. Ellhans, D.N., Fundamentals of Statistics
6. Gupta, S.P., Statistical Methods
7. Sharma, J.K., Business Statistics, Pearson Education, New Delhi

**NOTE:**

1. The External Examiner will set 8 questions in the question paper selecting at least two questions from each unit. In case, a Case Study is included it will carry marks equivalent to one question.
2. The candidates will be required to attempt five questions in all, selecting at least one question from each unit.

External Marks: 70

Internal Marks: 30

Time: 3 hrs.

**ECONOMIC AND BUSINESS LEGISLATION****PAPER CODE: 205-II****UNIT-I**

Law of contract: Elementary knowledge of essentials of a valid contract, performance of contract, mode of discharge of contract, remedies for breach of contract Contract of agency: Definition of agent and agency, creation of agency, duties and rights of agent and principal, principal's duties towards agents and third parties; termination of agency

**UNIT-II**

Law of sale of goods: Definition and essential of a contract of sale, conditions and warrantee, passing of property in goods; performance of contract – right of unpaid seller, remedies for breach of contract

**UNIT-III**

Partnership Act: Nature of a partnership firm, duties and rights of partners, relations of partners to third parties, minor to benefit of partnership, reconstitution of a partnership firm, dissolution of a firm Information Technology Act: Meaning and scope of information technology act, digital signature, electronic governance, regulation of certifying authority, digital signature certificates, duties of subscribers, penalties adjudication and offences

**UNIT-IV**

Competition Act, 2002 – definitions, prohibition of certain agreements, abuse of dominant position, regulation of

combinations, duties, powers & functions of competition commission of India; SEBI – its objectives, establishment and management, functions & powers

**SUGGESTED READINGS:**

1. Datey, V.S., **Business and Corporate Laws**, Taxmann Publications
2. Bansal, C.L., **Business and Corporate Laws**, Excel Books
3. Kuchhal, M.C., **Mercantile Law**, Vikas Publishing Pvt. Ltd.
4. Rama Krishna Raju, V., **Business Laws and Economic Legislation**, Himalaya Publishing House
5. **Economic Laws**, Taxmann Publications

**NOTE:**

1. The external examiner will set 8 questions in the question paper selecting at least two questions from each unit.
2. The candidates will be required to attempt five questions in all, selecting at least one question from each unit.

External Marks: 50  
Internal Marks: 50  
Time: 3 hrs.

**DATA BASE MANAGEMENT SYSTEM**  
**PAPER CODE: 206-II**

**UNIT-I**

Introduction to DBMS – Concept of database, objectives, advantages, limitations, structure, functions of DBMS; entities, attributes; schemas, sub-schema, data and Database Administrator (DBA)

**UNIT-II**

RDBMS and SQL – Introduction, terminologies, database design goals, database modeling life-cycle, keys, normalization forms; SQL, Pitfalls in RDBMS; Object Oriented DBMS

**UNIT-III**

Data Modelling Architecture and Design – introduction to data models, classification of data model – hierarchical, network and relational model; queries in DBMS; Database security

**UNIT-IV**

Database System Architecture – centralized, client-server, parallel and distributed systems, recovery procedures in database system; remote backup systems

**Lab:** Working with Microsoft Access

**SUGGESTED READINGS:**

1. Navathe, Fundamental of Database System, Addison Wesley
2. Rob, Database System, Thomson Learning, Mumbai
3. Singh, C.S., Data Base System, New Age Publications, New Delhi
4. Saini, S.P.S., Anish Saini, Database Management System, Vayu Education of India, New Delhi

External Marks: 70  
Internal Marks: 30  
Time: 3 hrs.

**CORPORATE ACCOUNTING**  
**PAPER CODE: 207-II**

**UNIT-I**

Accounting for share capital transaction: Issue of share, forfeiture and surrender of shares, redemption of preference shares, buy-back of shares

**UNIT-II**

Debentures: Issue of debentures, methods of redemption of debentures; underwriting of shares and debentures; valuation of goodwill

**UNIT-III**

Statutory provision regarding preparation of company's final accounts, preparation of profit and loss account and balance sheet of company as per the requirement of Schedule VI of the companies act; acquisition of business and profit prior to incorporation

**UNIT-IV**

Banking company accounts: Meaning of banking, types of banking, capital adequacy works for banks, financial statement of banks Insurance company accounts: Meaning of insurance, types of insurance, financial statement of insurance companies

**SUGGESTED READINGS:**

1. Sehgal, Ashok & Sehgal, Deepak, **Advanced Accounting Vol. II**, Taxmann, New Delhi

2. Mukherjee & Hanif, **Corporate Accounting**, Tata McGraw Hill, New Delhi
3. Arulanandam & Raman, **Corporate Accounting**, Himalaya Publishing House, New Delhi
4. Monga, J.R., **Corporate Accounting**, Margin Paper Bank, New Delhi
5. Maheshwari, S.N., **Advanced Accounting**, Vikas Publications

**NOTE:**

1. The external examiner will set 8 questions in the question paper selecting at least two questions from each unit.
2. The candidates will be required to attempt five questions in all, selecting at least one question from each unit.

External Marks: 70

Internal Marks: 30

Time: 3 hrs.

**BUSINESS TAXATION****Paper Code: 301-II****UNIT-I**

Basic concepts of income tax, residential status and its incidence on tax liability, incomes exempt from tax; income from the had salary; income from house property

**UNIT-II**

Profits and gains of business and profession including depreciation; capital gains; income from other sources

**UNIT-III**

Clubbing and incomes, setting off and carrying forward of losses; general deductions from gross total income, assessment of individuals, computation of tax liability

**UNIT-IV**

Value added tax: Important definitions; need; merits and demerits; classification of goods and rates of tax; input tax credit; modes of computation of VAT; assessment and filling of return

Service Tax: nature and need; exemptions; registration; taxable services; assessment and filling of return

**SUGGESTED READINGS:**

1. Singhania, V.K. and Singhania, Monica, Student Guide to Income Tax, Taxman Publications
2. Ahuja, Girish and Gupta, Ravi, Income Tax, Bharat Publication

3. Singhania, V.K. and Singhania, Kapil, Direct Taxes Law and Practice, Taxman Publications
4. Singhania, V.K., Singhania, Kapil and Singhania, Monica, Direct Taxes Planning and Management, Taxman Publications
5. Lal, B.B., Direct Taxes, Pearson Education

**NOTE:**

1. One case study be discussed – per unit – in the class.
2. **Instruction for External Examiner:** The question paper will have two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

External Marks: 50

Internal Marks: 50

Time: 3 hrs.

**BUSINESS ETIQUETTE - WORKSHOP****Paper Code: 302-II****UNIT-I**

Workshop Etiquette – Office protocol and etiquette, professional conduct, use of courteous phrases in the workplace, proper way to make introduction, business dress, grooming

**UNIT-II**

Communication Etiquette – Written communication manners, listening skills, body language, voice tone and eye contact, telephone etiquette, e-mail, voice mail etiquette, ways to deal with difficult people, extending, accepting and declining invitations

**UNIT-III**

Business Meetings and Dining Etiquette – Attending business functions, etiquette in meetings, business socialization, organizing social events for business, dining manners, banquet etiquette

**UNIT-IV**

Global Manners – Importance of awareness of international customs, cultural taboos and practices, traveling etiquette, business etiquette in USA, Europe, Africa, Middle East, Latin America

**SUGGESTED READINGS:**

1. Chaney, Lillian Hunt & Jeanethe Martin, The Essential

Guide to Business Etiquette, Praeger, London

2. Fox, Sue, Business Etiquette for Dummies, Wiley Publishing Inc.
3. Dresser, Norine, Multicultural Manners, John Wiley & Sons Inc.
4. Langford, Beverly Y., The Etiquette Edge, AMACOM

**NOTE:**

Both internal as well as external workshops shall be conducted by a board of examiners to assess the performance of students. For internal evaluation, the board will be constituted by the Director, consisting of 3 senior faculty members. External board will consist 3 members – (1) Director of the Institute, (2) one academician and (3) one executive. Two members will form the quorum.

External Marks: 50

Internal Marks: 50

Time: 3 hrs.

**DISASTER MANAGEMENT – WORKSHOP**

**Paper Code: 303-II**

**UNIT-I**

Natural Disasters – Flood, Earthquakes and landslides, Cyclones, Tsunami, Drought, Heat waves and sandstorms, Cold waves

**UNIT-II**

Manmade Disasters – War, terrorism, stampedes, riots, industrial fires, nuclear power accidents, hazardous materials and toxic emission, utility failure

**UNIT-III**

Relief Operations – Saving victims, conducting medical relief operations, managing relief operations, psychological issues, rehabilitation work

**UNIT-IV**

Proactive Measures – Planning for disaster management, local disaster management cell, business recovery plan, safety management, government response to disaster

**SUGGESTED READINGS:**

1. Modh, Satish, Citizen's Guide to Disaster Management, Macmillan India Ltd., New Delhi
2. Deshmukh, L M, Industrial Safety Management, Tata McGraw Hill, New Delhi

**NOTE:**

Both internal as well as external workshops shall be conducted by a board of examiners to assess the performance of students. For internal evaluation, the board will be constituted by the Director, consisting of 3 senior faculty members. External board will consist 3 members – (1) Director of the Institute, (2) one academician and (3) one executive. Two members will form the quorum.

External Marks: 70

Internal Marks: 30

Time: 3 hrs.

**CORPORATE LEADERSHIP****Paper Code: 304-II****UNIT-I**

Introduction: Concept of leadership, trait and behavioural approaches, contingency approach, interactive framework for analyzing leadership

**UNIT-II**

Focus on Leader: Leader as an individual, power and influence, leadership and values, emotional leadership and leadership, leadership behaviour, courage and moral leadership

**UNIT-III**

Leader as relationship builder: motivation and empowerment, leader as communication champion, leading teams, leadership diversity

**UNIT-IV**

Leader as social architect: Creating vision and strategic direction, shaping culture and values, designing and leading learning organization, leadership and change

**SUGGESTED READINGS:**

1. Daft, Richard L., Leadership, Cengage Learning India Pvt. Ltd., New Delhi
2. Hughes, Richard L, Robert C., Ginnett and Gordon J, Curphy, Leadership – Enhancing the Lessons of Experience, Tata McGraw Hill Co. Ltd, New Delhi

**NOTE:**

1. One case study be discussed – per unit – in the class.
2. **Instruction for External Examiner:** The question paper will have two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

External Marks: 70

Internal Marks: 30

Time: 3 hrs.

**BUSINESS ENVIRONMENT****Paper Code: 305-II****UNIT-I**

Business Environment – Nature, structure and components of business environment; country risk; political risk and corporate adjustment; international impact on business environment; nature of Indian economy

**UNIT-II**

Economic reforms; current monetary and fiscal policy environment; competitive environment and the Competition Act 2002; Consumer and Investor's protection; corporate governance

**UNIT-III**

Industrial policy of 1991; public sector reforms; public private partnership; SMEs – threats and challenges; industrial sickness; industrial relations; Industrial Financial Institutions – IDBI, IFCI and ICICI

**UNIT-IV**

Balance of Payments scenario; foreign trade pattern and policy; globalization trends; environment for international direct investment; Foreign Exchange Management Act

**SUGGESTED READINGS:**

1. Mishra S.K. and Puri V.K., Economic Environment of Business, Himalaya Publishing, New Delhi

2. Bedi, Suresh, Business Environment
3. Datt Ruddar and Sundaram, Indian Economy
4. Govt. of India, Economic Survey (latest year), Govt. of India, New Delhi
5. Sengupta N.K., Government and Business, Vikas Publication, New Delhi

**Note:**

1. One case study be discussed – per unit – in the class.
2. **Instruction for External Examiner:** The question paper will have two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

External Marks: 70

Internal Marks: 30

Time: 3 hrs.

**COST AND MANAGEMENT ACCOUNTING****Paper Code: 306-II****UNIT-I**

Cost Accounting – meaning, importance, methods, techniques; classification of costs and cost sheet; inventory valuation; an elementary knowledge of activity based costing

**UNIT-II**

CVP analysis – determination of break-even point, profit volume ratio, profit volume graph, margin of safety, CVP analysis in multiproduct firm, utility and limitation; marginal costing and its application in managerial decision making; elementary knowledge of target costing

**UNIT-III**

Budgetary control – meaning, need, objectives, essentials of budgeting, different types of budgets; standard costing and variance analysis (materials, labour)

**UNIT-IV**

Management accounting – concept, need, importance and scope; analysis and interpretation of financial statements – meaning, importance and techniques, ration analysis; fund flow analysis; cash flow analysis

**SUGGESTED READINGS:**

1. Thukaram Rao, M.E., Cost and Management Accounting, New Age Publishers
2. Singhal, A.K. and Ghosh Roy, H.J., Accounting for

Managers, JBC Publishers and Distributors, New Delhi

3. Pandey, I.M., Management Accounting, Vikas Publishing House, New Delhi
4. Horngren, Sundem and Stratton, Introduction to Management Accounting, Pearson Education, New Delhi
5. Hansen & Mowen, Cost Management, Thomson Learning
6. Mittal, S.N., Management Accounting and Financial Management, Shree Mahavir Book Depot, New Delhi
7. Jain, S.P. and Narang, K.L., Advanced Cost Accounting, Kalyani Publishers, Ludhiana

**Note:**

1. One case study be discussed – per unit – in the class.
2. **Instruction for External Examiner:** The question paper will have two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

External Marks: 50

Practical Marks: 50

Time: 3 hrs.

**ADVANCED INFORMATION TECHNOLOGY**

**Paper Code: 307-II**

**UNIT-I**

Internet: Evolution, Applications of internet; World Wide Web; Web browser, e-mail, search engine; URL and Domain name system; Internet connection options; Internet protocols – TCP/IP, HTTP, FTP, GOPHER, WAIS and Telnet.

**UNIT-II**

Intranet and extranet: Concept of intranet and extranet, applications of intranets, technical infrastructure of intranet, intranet technology resources, business value of intranets, planning an intranet; Extranet – structure of extranets, extranet products and services, benefits of extranets, business models of extranet applications.

**UNIT-III**

Networked economy: Elements of networked economy, impact of computer networks on business, using IS functions to deal with business risks; Threats to privacy, protecting privacy; Ethical issues in networked economy; Health issues in networked economy; Social and economic issues in networked economy.

**UNIT-IV**

Information Technology Applications: Enterprise resource planning – concept, benefits and applications; Supply Chain management – concept, supply chain decisions, principles of SCM; Data warehousing – concept, types of architecture,

advantages, disadvantages and applications.

### SUGGESTED READINGS

1. Desborough John. (1996). Intranet Web Development. New Riders Publishing, Indianapolis Indiana.
2. Hinriches R.J.(199) Intranet what's the bottom line. Sun Microsystems Press. A Prentice Hall Publications.
3. Dhunna and Verma. (2009). Computer Networks and Internet, Vayu Education of India, New Delhi.
4. McKeown, Information Technology and the Networked Economy, Thomson Learning
5. Mary Ann Pike et al.(1998). Using the Internet. QUE.
6. O'Brien, J.A. (2002). Management Information Systems, 4th ed., Galgotia Publication, New Delhi.
7. Elias M. Awad. (2009). Electronic Commerce: From vision to fulfillment, 3rd ed., Pearson Education, New Delhi.
8. Turban Efraim et. al. (2002). Electronic Commerce: a managerial perspective, Pearson Education, New Delhi.
9. Dewan Bhushan. (2002). Managing information technology, Vikas Publishing House, New Delhi.

**Lab :** Practice in Photo Shop & other Multimedia Packages, Working with Web Browsers.

### NOTE:

Instruction for External Examiner: The examiner will set 8 questions (2 questions from each unit). The students will be required to attempt any five questions (selecting at least one question from each unit). All questions will carry equal marks.

External Marks: 70

Internal Marks: 30

Time: 3 hrs.

## INDIAN FINANCIAL SYSTEM

**Paper Code: 401-II**

### UNIT-I

Financial System – Meaning, components and functions; reforms in the Indian Financial System; money market and its segments

### UNIT-II

Primary market; stock exchange and its function, trading in stock exchange, NSE, OTCEI, depositories and custodraus, new financial instruments, role and functions of SEBI

### UNIT-III

Commercial banks, RRBs, risk management in banks, merchant banking and its services, NBFCs

### UNIT-IV

Mutual funds, factoring and for facting, venture capital

### SUGGESTED READINGS:

1. Pathak, Bharati V (2008), The Indian Financial System, Second Edition, Pearson Education
2. Khan, M Y, Indian Financial System, Fourth Edition, Tata Mc Graw Hill
3. Machiraju, H R, Indian Financial System, Third Edition, Vikas Publications
4. Desai, Vasant, The Indian Financial System and Development, Himalaya Publishing House

**NOTE:**

1. One case study be discussed – per unit – in the class.
2. **Instruction for External Examiner:** The question paper will have two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

External Marks: 50

Internal Marks: 50

Time: 3 hrs.

**INDIAN BUSINESS LEGENDS – WORKSHOP****Paper Code: 402-II****UNIT-I**

The Pioneers – Cawasji Nanbhony Davar, JRD Tata, G D Birla, Dhiru Bhai Ambani, Verghese Kurien

**UNIT-II**

The Exemplary CEOs – Ratan Tata, Rahul Bajaj, Mukesh Ambani, Venu Srinivasan, K V Kamath, Nandan Nilkeni, Anil Ambani

**UNIT-III**

The Business Icons – Luxmi N Mittal, N R Narayana Murthy, Azim H Premji, Sunil Mittal, Kumar Manglam Birla

**UNIT-IV**

Women Business Leaders – Kiran Mazumdar Shaw, Indra Nooyi, Naina Lal Kidwai, Chand Kochhar, Amrita Patel

**SUGGESTED READINGS:**

1. Chary, S.N., Business Gurus Speale, McMillan Indian Ltd., New Delhi
2. Jayaraman, P., Management Icons, Excel Books, New Delhi
3. Pandit, Srinivas, Exemplary CEOs, Tata McGraw Hill, New Delhi
4. Piramal, Gita, Business Legends, Penguin Books, New Delhi

5. Piramal, Gita, Business Legends, Penguin Books, New Delhi
6. Piramal, Gita, Business Maharajao, Penguin Books, New Delhi

**NOTE:**

Both internal as well as external workshops shall be conducted by a board of examiners to assess the performance of students. For internal evaluation, the board will be constituted by the Director, consisting of 3 senior faculty members. External board will consist 3 members – (1) Director of the Institute, (2) one academician and (3) one executive. Two members will form the quorum.

External Marks: 50

Internal Marks: 50

Time: 3 hrs.

**DEVELOPING MANAGERIAL SKILLS****Paper Code: 403-II****UNIT-I**

Introduction: Critical role of management skills, essential management skills, approach to skill development; personal skills – developing self awareness, managing personal stress, solving problems analytically and creatively

**UNIT-II**

Interpersonal Skills: Principles of supportive communication, building positive relationship through supportive communication, strategies for gaining power and influence, fostering motivating environment, managing interpersonal conflict

**UNIT-III**

Group Skills: Concept and dilemma of empowerment, fostering empowerment and delegation, building effective teams and promoting teamwork, leading positive change

**UNIT-IV**

Key Communication Skills: Making effective oral and written presentation, planning and conducting interviews, conducting successful meetings

**SUGGESTED READINGS:**

1. Wehtten, David A and Kim S Cameron, Developing Management Skills, Pearson Education, New Delhi

2. McGrath, E H Basic Managerial Skills for All, Prentice Hall of India Pvt. India, New Delhi
3. Hurlock, Elizabeth B, Personality Development, Tata McGraw Hill, New Delhi

**NOTE:**

Both internal as well as external workshops shall be conducted by a board of examiners to assess the performance of students. For internal evaluation, the board will be constituted by the Director, consisting of 3 senior faculty members. External board will consist 3 members – (1) Director of the Institute, (2) one academician and (3) one executive. Two members will form the quorum.

External Marks: 70

Internal Marks: 30

Time: 3 hrs.

**FUNDAMENTALS OF INTERNATIONAL BUSINESS****Paper Code: 404-II****UNIT-I**

International Business: An overview; Domestic versus International Business; Major risks and challenges of International Business; International Business Environment – Components and determinants; stages of internationalization of business; international business approaches, concept of globalisation

**UNIT-II**

Modes of entering into international business; nature of multinational enterprise and international direct investment; motives and determinants of Foreign Direct Investment; Foreign Exchange Market; determination of exchange rate; Balance of Payments

**UNIT-III**

Theories of International Trade – Absolute advantage theory; comparative advantage theory; factor proportions theory; Product Life Cycle theory of trade; governmental influence on trade, rationale for government intervention, instruments of trade control; role of WTO, IMF and World Bank in international trade

**UNIT-IV**

Assessing international markets; designing products for foreign markets; branding decisions, international promotions policy; international pricing, international logistics and distribution

**SUGGESTED READINGS:**

5. Rugman Alen M and Hodgetts Richard D, International Business, A Strategic Management Approach, McGraw Hill
6. Dunning John H, The Globalisation of Business, Rontledge London
7. Omkvisil and Shaw, International Marketing
8. Daniels John D and Radebangh Lee H, International Business, Pearson Education
9. Rao P Subba, International Business, Himalaya Publishing House

**NOTE:**

1. One case study be discussed – per unit – in the class.
2. **Instruction for External Examiner:** The question paper will have two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

External Marks: 70

Internal Marks: 30

Time: 3 hrs.

**COMPANY LAW**  
**Paper Code: 405-II**

**UNIT-I**

Company – meaning and features, kinds of companies, registration and incorporation, memorandum of association, article of association, prospectus

**UNIT-II**

Share Capital – Shares, issue and allotment of shares, transfer of shares, types of shares, alteration of share capital, buy-back of shares, surrender and forfeiture of shares, bonus shares Debentures – Meaning and kinds, debenture trust deed and duties of trustee

**UNIT-III**

Company Administration and Meetings – Board of Directors – qualification, appointment, duties and remuneration Meetings – Statutory meeting, annual general meeting, extra – ordinary general meeting

**UNIT-IV**

Prevention of oppression and mismanagement Winding up – types of winding up, appointment of liquidator, powers of liquidator, conduct of winding up

**SUGGESTED READINGS:**

1. Singh, Avtar, Company Law, Eastern Book Company, Lucknow

2. Kapoor, N D, Elements of Company Law

External Marks: 50

Internal Marks: 50

Time: 3 hrs.

**NOTE:**

1. One case study be discussed – per unit – in the class.
2. **Instruction for External Examiner:** The question paper will have two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

**RESEARCH METHODOLOGY**

**Paper Code: 406-II**

**UNIT-I**

Introduction – Meaning and significance of research in management; types of research – historical studies, case studies, survey and experimental studies, criteria for good research, the manager and researcher relationship

**UNIT-II**

Research Process – Formulation of research problem, defining research problem need for research design, classification of research design, features of good research design, research proposal

**UNIT-III**

Sampling and Data Collection – Meaning and concept of sampling design, criteria of good sampling design; types of sampling design – probability and non-probability; data collection – types of data, sources and tools of data collection, questionnaire construction

**UNIT-IV**

Data Processing and Interpretation – Editing, coding, classification and tabulation of data, meaning and techniques of data interpretation; report writing – steps, layout and types

**SUGGESTED READINGS:**

1. Sekaram, Uma, Research Methods for Business – A Skill Building Approach, John Wiley & Sons (Asia) Pvt. Ltd.,

Singapore, 2003

2. Cooper, Donald R and Pamela S Schiendler, Business Research Methods, Tata Mc Graw Hill, New Delhi
3. Zikmund, G. William, Business Research Methods, Thomsom Business Information India Pvt. Ltd, Bangalore
4. Kothari, C R, Research Methodology – methods and techniques, Vishwa Prakashan, New Delhi

**NOTE:**

Both internal as well as external workshops shall be conducted by a board of examiners to assess the performance of students. For internal evaluation, the board will be constituted by the Director, consisting of 3 senior faculty members. External board will consist 3 members – (1) Director of the Institute, (2) one academician and (3) one executive. Two members will form the quorum.

External Marks: 50

Practical Marks: 50

Time : 3 hrs.

**COMPUTER NETWORKS AND WEB DEVELOPMENT**

**Paper Code: 407-II**

**UNIT-I**

Understanding Computer Networks: Uses, benefits and limitations of computer networks; Types of computer networks; Network devices; Network topologies for LANS, Ethernet (IEEE 802.3), Token Ring (IEEE 802.5); Introduction to OSI, TCP/IP reference models.

**UNIT-II**

Data Communication System: Communication modes; Communication media; Analog and digital signals; Serial and parallel transmission, synchronous and asynchronous transmission; Concept and types of modulation; Switching techniques; Multiplexing.

**UNIT-III**

Web Design and Technology: Requirements of intelligent websites; Website planning process; Website organization; Useful and attractive web pages; Website and page development tools; Testing and maintaining a website; Evaluating web site performance.

**UNIT-IV**

HTML & Web Page Design: Structure of HTML Document; HTML tags, inserting images, creating links, tables, forms and frames. Network Security: Cryptography; Digital signature; Firewall; User identification and authentication.

**SUGGESTED READINGS:**

1. Forouzan , **Data Communication & Networking**, TMH, Delhi.
2. Comer, E. Douglas, **Computer Networks and Internet 4e**, Pearson Education, Delhi.
3. Napier Albert H. et al. (2009).Creating a winning E-Business. Cengage Learning, 2nd ed., New Delhi.
4. Miller, **Data and Network Communication**, Vikas Publishing House, New Delhi.
5. Tannenbaum, **Computer Networks**, PHI, Delhi.
6. Hagg, Baltzan & Philips, **Business Driven Technology**, TMH, N. Delhi.
7. Molly, **Using HTML 4**, PHI, Delhi.
8. Joseph P.T.(2006). E-Commerce: An Indian Perspective. Prentice Hall of India, 2nd ed., New Delhi.

**Lab:**Practice in Microsoft FrontPage & HTML for web development, working with Web

**NOTE:**

Instruction for External Examiner: The examiner will set 8 questions (2 questions from each unit). The students will be required to attempt any five questions (selecting at least one question from each unit). All questions will carry equal marks.

External Marks: 70

Internal Marks: 30

Time: 3 hrs.

**FINANCIAL MANAGEMENT****Paper Code: 501-II****UNIT-I**

Financial management – scope, finance functions and its organization, objectives of financial management; time value of money; sources of long term finance

**UNIT-II**

Investment decisions – importance, difficulties, determining cash flows, methods of capital budgeting; risk analysis (risk adjusted discount rate method and certainty equivalent method); cost of different sources of raising capital; weighted average cost of capital

**UNIT-III**

Capital structure decisions – financial and operating leverage; capital structure theories – NI, NOI, traditional and M-M theories; determinants and dividend policy and dividend models – Walter, Gordon & M M Models

**UNIT-IV**

Working Capital – meaning, need, determinants; estimation of working capital need; management of cash, inventory and receivables

**SUGGESTED READINGS:**

1. Pandey, I.M., Financial Management, Vikas Publishing House, New Delhi

2. Khan M Y, and Jain P K, Financial Management, Tata McGraw Hill, New Delhi
3. Keown, Arthur J, Martin, John D Petty J William and Scott David F, Financial Management, Pearson Education
4. Chandra, Prasanna, Financial Management, TMH, New Delhi
5. Van Home, James C, Financial Management and Policy, Prentice Hall of India
6. Brigham & Houston, Fundamentals of Financial Management, Thomsom Learning, Bombay
7. Kishore R, Financial Management, Taxman's Publishing House, New Delhi

**NOTE:**

1. One case study be discussed – per unit – in the class.
2. **Instruction for External Examiner:** The question paper will have two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

External Marks: 70

Internal Marks: 30

Time: 3 hrs.

**OPERATIONS MANAGEMENT****Paper Code: 502-II****UNIT – I**

Strategic Operations Management - Decision-making in production; factors determining production planning; production planning systems; benefits of production control; elements of production control; factors determining production control; nature of strategic management; process; importance and role of operations management in strategic management; Production Processes - Selection of a process; service operations; process design; facilities planning; affecting process design; types of process design; process technology

**UNIT – II**

Plant Location - Nature; location theories; location factors; Plant Layout - Objectives of a good layout; factors influencing layout; principles of layout; types of layout; service facility layout; importance of layout; revision of layout; layout-tools and techniques; layout or building; Work Study - Method Study and Work Measurement Importance of work study; objectives of work study; relationship of time and motion study to work study; basic work study procedure; methods analysis; motion study; work measurement; techniques of work measurement; work sampling procedure

**UNIT – III**

Aggregate Planning and Master Production Scheduling - Nature and objectives of aggregate planning; operations planning and scheduling systems; aggregate production

planning; need and steps in aggregate capacity planning; approaches to aggregate planning ; capacity planning and capacity requirement planning(CRP); capacity measurement and decisions; Resource Requirements Planning - Nature; resource requirements planning system; MRP-I; MRP-II; operation of the MRP system; terms used in MRP; MRP computational procedure; issues in MRP; potential benefits from MRP; implementation of MRP; evaluation of MRP; Enterprise Resource Planning (ERP)

#### UNIT – IV

Quality Control - Statistical Quality Control(SQC); SQC for process control; Acceptance Sampling; construction of control charts for variables and attributes; Plant Maintenance - Economics of maintenance; models for maintenance management; Materials Handling - Principles; materials handling costs; factors affecting the selection of equipment; selection and design of handling system; types of handling equipment; Purchasing - Objectives; make or buy; speculative buying; vendor rating; ethics in purchasing; reciprocity; value analysis

#### NOTE:

1. One case study be discussed – per unit – in the class.
2. **Instruction for External Examiner:** The question paper will have two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

External Marks: 70

Internal Marks: 30

Time: 3 hrs.

### MANAGERIAL ECONOMICS

**Paper Code: 503-II**

#### UNIT-I

Nature, scope and significance of Managerial Economics; cardinal utility theory and indifference curve technique and theory of consumer choice; price, income and substitution effects; demand elasticities, demand estimation and forecasting; consumer's surplus; Nature of Marginal Analysis

#### UNIT-II

Law of variable proportions; laws of returns, optimal input combination, returns to scale, economies of scale; output cost relations; engineering cost curves; technological change and production decisions; revenue curves of a firm; relationship between AR, MR and elasticity of demand

#### UNIT-III

Equilibrium of the firm; price and output decisions under alternative market structures – perfect competition, monopoly, monopolistic competition and oligopoly; Product differentiation and price discrimination; Dumping

#### UNIT-IV

Alternative objectives of business firms; Baumol's Sales Maximisation Model - advertising and price output decisions; general pricing strategies; special pricing techniques – limit pricing; peak load pricing; transfer pricing; pricing of public utilities, risk analysis

**SUGGESTED READINGS:**

1. Mishra S.K. and Puri V.K., Economic Environment of Business, Himalaya Publishing, New Delhi
2. Bedi, Suresh, Business Environment
3. Datt Ruddar and Sundaram, Indian Economy
4. Govt. of India, Economic Survey (latest year), Govt. of India, New Delhi
5. Sengupta N.K., Government and Business, Vikas Publication, New Delhi

**NOTE:**

1. One case study be discussed – per unit – in the class.
2. **Instruction for External Examiner:** The question paper will have two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

Workshop Marks: 50

Internal Marks: 50

Time: 3 hrs.

**EMOTIONAL INTELLIGENCE - WORKSHOP****Paper Code: 504-II****UNIT-I**

Fundamentals of Emotional Intelligence – Role of emotion in success, relationship among emotions, feelings, attitude, behaviour and performance, complexity of human behaviour, intelligence, IQ and EI emotional hijacking

**UNIT-II**

Dimensions of Emotional Intelligence – Personality and EI, Goleman's emotional intelligence model, culture and EI, self and EI, social dimensions of EI, leadership dimensions

**UNIT-III**

Competencies of EI – Self regard, self awareness, assertiveness, interdependence, self actualization, empathy, social responsibility, interpersonal relationships, stress tolerance, impulse control, reality testing, flexibility, problem solving, optimism, happiness

**UNIT-IV**

Applications of EI – Emotional Intelligence workouts to build effective skills, building EI organization, developing EI leadership, EI for teams, EI and change

**SUGGESTED READINGS:**

1. Hughes, Marcia, L. Bonita Patterson & James Terrell, Emotional Intelligence in Action, Pfeiffer

2. Sparrow, Tim & Amanda Knight, Applied Emotional Intelligence – The Importance of Attitudes in Developing Emotional Intelligence, Jossey – Bass
3. Segal, Jeanne, The Language of Emotional Intelligence, Mc Graw Hill
4. Zeidner, Mosha, Gerald Mathews and Richard D. Roberts, What We Know About Emotional Intelligence, MIT Press
5. Bhattacharya, Mousumi & Nilanjan Sengupta, Emotional Intelligence – Myth or Reality, Excel Books, New Delhi

**NOTE:**

Both internal as well as external workshops shall be conducted by a board of examiners to assess the performance of students. For internal evaluation, the board will be constituted by the Director, consisting of 3 senior faculty members. External board will consist 3 members – (1) Director of the Institute, (2) one academician and (3) one executive. Two members will form the quorum.

External Marks: 70

Internal Marks: 30

Time: 3 hrs.

**ORGANIZATIONAL BEHAVIOUR****Paper code: 505-II****UNIT-I**

World of Organizational Behaviour – Historical perspective, contributing disciplines, challenges and opportunities for OB, managing diversity, work life balance, knowledge management; learning – theories and applications

**UNIT-II**

Individual Behaviour – Self concept, personality, abilities, values, attitudes and job satisfaction; perception, social perception and attribution; motivation – concepts and applications

**UNIT-III**

Team and Social Processes – Foundations of team dynamics, developing high performance teams, individual and group decision making, power and influence in workplace, managing conflict and negotiation

**UNIT-IV**

Organizational Dynamics – Foundations of organizational structure, organizational culture, organizational change and stress management

**SUGGESTED READINGS:**

1. Krietner, Robert and Angelo Kinicki, Organizational Behaviour, Tata McGraw Hill, New Delhi

2. McShane, Steven, Mary Glinow and Radha R Sharma, Organizational Behaviour, Tata Mc Graw Hill, New Delhi
3. Robbins, Stephen, Timothy A Judge and Seema Sanghi, Organizational Behaviour, Pearson Education, New Delhi

**NOTE:**

1. One case study be discussed – per unit – in the class.
2. **Instruction for External Examiner:** The question paper will have two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

External Marks: 70

Internal Marks: 30

Time: 3 hrs.

**SYSTEM ANALYSIS AND DESIGN****Paper code: 506-II****UNIT-I**

Overview of system concepts and environment: Characteristics of a system, Elements of a system, Types of systems, Business Organization as a system; System development life cycle; Role of a system analyst.

**UNIT-II**

System analysis: Project selection - Process of identifying and selecting projects, Sources of project requests, Managing project review and selection, Preliminary investigation, Problem classifications; Feasibility study - Types of feasibility, Investigative study, Cost/benefit analysis.

**UNIT-III**

System requirement specifications and design: Data flow diagrams, Data dictionaries, HIPO, Decision tables, Decision trees, Warnier-orr diagrams; System design considerations; Input and output Design and control, Form design and control; Design of Distributed systems.

**UNIT-IV**

System implementation and maintenance: Implementation, Testing, Installation and Documentation of a system; Training and supporting users; Organizational issues in systems implementation; Process of maintaining systems; Types of maintenance, Cost of maintenance, Managing maintenance.

**SUGGESTED READINGS:**

4. Awad, Elias M. Systems Analysis and Design. 2nd ed., Prentice Hall of India, New Delhi, 1990.
5. Hawryskiewycz, I T. Introduction to Systems Analysis and Design. 2nd ed., New Delhi, Prentice Hall of India, 1991.
6. Hoffer, J. A., George J. F., Valacich, J.S., and Panigrahi, P.K., Modern Systems Analysis and Design, 4th ed., Pearson Education, 2006.
7. Marco, T.d. Structured Analysis & System Specification, New Delhi. Yourdon Press, 1989.
8. Rajaraman, V. Analysis and Design of Information Systems. New Delhi, Prentice Hall of India, 1991.
9. Van Over, David. Foundations of Business Systems. Fort Worth, Dryden Press, 1992.
10. Whitten, J L., Bentley, L.D., and Dittman, K.C., System Analysis and Design Methods, 5th ed., Tata McGraw-Hill, New Delhi, 2001.

**NOTE:**

1. One case study be discussed – per unit – in the class.
2. **Instruction for External Examiner:** The question paper will have two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

External Marks: 70

Internal Marks: 30

Time: 3 hrs.

**BUSINESS PROCESS OUTSOURCING****Paper Code: 507-II****UNIT-I**

Introduction – Concept and history of outsourcing, BPO as socio-technical invention, drivers of business process outsourcing, sector's growth; types of BPOs – offshoring, onshoring, nearshoring, emerging trends in BPO, reverse outsourcing, business transformation outsourcing, stages of outsourcing

**UNIT-II**

Designing Outsourcing Project: Identify and select outsourcing opportunity; elements of strategic assessment – business value assessment, operational assessment, financial assessment, risk assessment

**UNIT-III**

Executing Outsourcing Projects: Vender assessment and selection, negotiation and executing contract, project initiation and transion; managing BPO – vender relationship infrastructure consideration and challenges continuing, modifying or terminating the contract

**UNIT-IV**

Key Dimensions: HR outsourcing, outsourcing of financial services, Knowledge Process Outsourcing, call centre and help desk outsourcing, future of BPO

**SUGGESTED READINGS:**

1. Click Rick L and Thomas N Duening, Business Process Outsourcing: The Competitive Advantage, John Wiley & Sons, Inc.
2. Power Mark J, Kevin C Desouza, Carlo Bonifazi, The Outsourcing Handbook: How to Implement a Successful Outsourcing Process, London and Philadelphia
3. Corbett Michael F, The Outsourcing Revolution: Why it Makes Sense and How to Do it Right, Dearborn Trade Publishing, A Kaplan Professional Company
4. Patel Alpesh B, Hemendra Aran, Outsourcing Success: The Management Imperative, Palgrave Macmillan

**NOTE:**

1. One case study be discussed – per unit – in the class.
2. **Instruction for External Examiner:** The question paper will have two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

External Marks: 70

Internal Marks: 30

Time: 3 hrs.

**ADVANCED MANAGEMENT CONCEPTS****Paper Code: 601-II****UNIT-I**

High Impact Concepts – Six Sigma, Balanced Score Card, CMM, Value Chain, Core Competence, Business Process Reengineering

**UNIT-II**

Marketing – Guerrilla Marketing, Affiliate Marketing, Viral Marketing, Niche Marketing, Cross Selling, Mass Customization

**UNIT-III**

Learning Organization, Matrix Management, Virtual Organization, Open Book Management, Portfolio Working

**UNIT-IV**

Finance and Operations – Activity Based Costing, Economic Value Added, Micro Financing, Just in Time, Lean Production, Kanban, Kaizen

**SUGGESTED READINGS:**

1. The A –Z of Management Concepts
2. Guide to Management Ideas
3. Kaplan, R and D Champy, Reengineering the Corporation: A Manifesto for Business Revolution, Harper Business, New York

4. Barlett, C and S Ghoshal, Matrix Management: Not A Structure, A Frame of Mind, Harvard Business Review, July-August, 1990
5. Case, J, Open Book Management: The Coming Business Revolution, Harper Business
6. Grigg, J, Portfolio Working: A Practical Guide to Thriving in the Changing Workplace, Kogan Page
7. Handy, C, The Empty Raincoat, Hutchinson
8. Chowdhury, Subir, Power of Six Sigma, Pearson Education

**NOTE:**

1. One case study be discussed – per unit – in the class.
2. **Instruction for External Examiner:** The question paper will have two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

External Marks: 70

Internal Marks: 30

Time: 3 hrs.

**BANKING OPERATIONS MANAGEMENT****Paper Code: 602-II****UNIT-I**

An overview of banking sector-growth and structure; functions and operations; sources of bank funds; sources of bank incomes; CAMEL approach and disclosure requirement for bank's financial health; key performance indicators; current trends in designing of bank deposits; role and importance of CIBIL & BCISIBI; RBI guidelines on KYC policy

**UNIT-II**

Risk management and Basel-II; risk based capital standard and application of capital adequacy; principles and objectives of credit management; role of bank credit; credit process; types of loans and their features; credit evaluation & financial appraisal of credit decisions; modes of loan pricing & customer profitability decisions; modes of charging securities; modes of credit delivery; recovery management and monitoring; changing trends in bank credit

**UNIT-III**

Meaning and types of credit risk; Basel committee principles on credit risk; credit risk models; methods of credit risk transfer; exposure norms, prudential norms for assets and provisioning; treatment of credit risk; market risk measurement and basic feature of VaR calculation; bank investment-valuation & prudential norms

**UNIT-IV**

Sources of liquidity risk; key principles for liquidity management; approaches of liquidity management; interest rate risk management concept and functions; gap analysis and duration gap analysis; treasury management concept and function; instruments in the treasury market; control and supervision of treasury management

**SUGGESTED READINGS:**

1. Credit Management, ICFAI Press
2. Bank Management, Indian Institute of Banking and Finance McMillan Publication
3. Justin Paul Management of Banking and Financial Services Pearson Publications

**NOTE:**

1. One case study be discussed – per unit – in the class.
2. **Instruction for External Examiner:** The question paper will have two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

External Marks: 50

Internal Marks: 50

Time: 3 hrs.

**BUSINESS ETHICS – WORKSHOP****Paper Code: 603-II****UNIT-I**

Introduction – Nature, scope, objectives, need and importance of business ethics, characteristics of business ethics, factors influencing business ethics, arguments for and against business ethics, Indian Models of business ethics

**UNIT-II**

Corporate culture and business ethics, reputation management, employment relationship, affirmative actions, code of conduct, gender issues, ethics audit

**UNIT-III**

External Context – Dimensions of pollution and resource depletion, ethics of conserving depletable resources

**UNIT-IV**

Contemporary Issues – Ethical implications of technology, ethics in global economy, cross cultural and cross religious issues, ethical investment, insider trading, ethical dilemma regarding competitive intelligence

**SUGGESTED READINGS:**

1. Hartman, Laura P, Perspective in Business Ethics, Tata McGraw Hill, New Delhi
2. Chakraborty , S.K., Ethics in Management, Oxford University Press, New Delhi

3. Bajaj, P S and Raj Aggarwal, Business Ethics, Biztantra, New Delhi

**NOTE:**

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External Marks: 70

Internal Marks: 30

Time: 3 hrs.

**MARKETING MANAGEMENT****Paper Code: 604-II****UNIT I**

Marketing Concepts and Tasks, Defining and delivering customer value and satisfaction - Value chain - Delivery network, Analysing Marketing environment, Indian Marketing Environment, Marketing Research, Marketing Information System, Strategic marketing planning and organization.

**UNIT II**

Analysing Consumer Market and Buyer Behaviour, Analysing Business Market and Business Buyer Behaviour, Market Segmentation and Targeting, Positioning and differentiation strategies, Product life cycle strategies, New product development, Product Mix and Product line decisions, Branding and Packaging.

**UNIT III**

Pricing objectives and strategies, Price adapting policies, Initiating and responding to price changes, Marketing channel system - Functions and flows; Channel design, Channel management and Channel dynamics; Market logistics decisions.

**UNIT IV**

Integrated marketing communication process and Mix; Advertising, Sales promotion, Personal selling and Public relation decisions. Direct marketing and Telemarketing; Global Target market selection, standardization Vs adoption,

Product, Pricing, Distribution and Promotional Policy.

External Marks: 70

Internal Marks: 30

Time: 3 hrs.

### **SUGGESTED READINGS:**

1. Stanton, William J, Michael J Etzel, Marketing Concepts and Cases, TMH 13th Edition
2. Panda, Tapan K, Marketing Management, Text and Cases, Excel Books, 2nd Edition
3. Kumar, Arun, Marketing Management, Vikas Publishing House
4. Kotler, Philip, Kevin Lane Keller, Abraharm Koshy and Mithileshwar Jha: Marketing Management, Pearson Education Inc., New Delhi

### **NOTE:**

1. One case study be discussed – per unit – in the class.
2. **Instruction for External Examiner:** The question paper will have two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

## **HUMAN RESOURCE MANAGEMENT**

**Paper code: 605-II**

### **UNIT-I**

Introduction – Evolution of HR function, contemporary perspective of HRM, goals of HRM, strategic role of HRM, financial impact of HRM activities

### **UNIT-II**

Talent Acquisition – Analysis of work and human resource planning, recruitment, selection, placement, employee leasing, recruitment process outsourcing, outplacement, human resource information system

### **UNIT-III**

Development and Assessment – HR assessment and development, institutionalizing performance management system, performance review, assessment centres, potential appraisal, career management, work force training, designing and administering employee and executive development programmes

### **UNIT-IV**

Compensating HR – Philosophies regarding rewards, components and objectives of organizational reward system, policy issues in pay administration, individual and organization wide incentives, employee benefit plans, employee health and safety, labour relations and collective bargaining

**SUGGESTED READINGS:**

1. Cascio, Wayne F, Managing Human Resources, Tata McGraw Hill, New Delhi
2. Dessler, Gary and Biju Varkkey, Human Resource Management, Pearson Education, New Delhi
3. DeNisi, Angelo and Ricky W. Griggin, Human Resource Management, Biztantra – Houghton Migglin
4. Ivancevich, John, Human Resource Management, Tata Mc Graw Hill
5. Noe, Raymond, John Hollenbeck, Barry Gerhart and Patrick M Wright, Human Resource Management – Gaining Competitive Advantage, Tata Mc Graw Hill, New Delhi
6. Snell, Scott and George Bohlander, Human Resource Management, Cengage Learning

**NOTE:**

1. One case study be discussed – per unit – in the class.
2. **Instruction for External Examiner:** The question paper will have two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

External Marks: 70

Internal Marks: 30

Time: 3 hrs.

**SMALL BUSINESS MANAGEMENT****Paper code: 606-II****UNIT-I**

Genesis – The entrepreneurial life, choosing the right business, buying an existing business, franchises, understanding market, calculating start up costs, structuring business

**UNIT-II**

Developing Business Plan – Visualizing the dream, location plan, branding the business management, projecting financial requirements, sources of funds, small business technology, handling tax and legal requirements

**UNIT-III**

Growing the business – Customer relationship, product and supply chain management, pricing and credit decisions, advertising and promotion strategies

**UNIT-IV**

Managing the Small Business – Management human resources, managing operations, managing risks, managing assets, evaluating financial performance

**SUGGESTED READINGS:**

1. Longneckar, Moore, Petty and Palich, Managing Small Business, Cengage Learning India Pvt. Ltd.
2. Strauss, Steven, The Small Business Bible, John Wiley and Sons, Inc.
3. Kishel, Gregory and Patricia Kishel, How to Start, Run and Stay in Business, John Willy & Sons, Inc.
4. Hisrich, Robert, Small Business Solutions, Mc Graw Hill, Inc.
5. Morris, Michael, Starting a Successful Business , Kogan Page, London

**NOTE:**

1. One case study be discussed – per unit – in the class.
2. **Instruction for External Examiner:** The question paper will have two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

External Marks: 50

Internal Marks: 50

Time: 3 hrs.

**EVENT MANAGEMENT - WORKSHOP****Paper code: 607-II****UNIT-I**

Events – Nature, definition and scope, C's of events, designing, interaction and importance; As a marketing tool – various needs addressed by events, focusing and implementing events, advantages and disadvantages of events

**UNIT-II**

Elements of Events – Event, infrastructure, target audience, organizers, venue, media activities to be carried out; concept of market in events, segmentation and targeting of the market events

**UNIT-III**

Positioning in events and the concept of event property; events as a product, methods of pricing events, events and promotion, various functions of management in events

**UNIT-IV**

Strategic alternatives arising from environment, competition and defined objectives; pricing objectives; evaluation of event performance – measuring performance and correcting deviations

**SUGGESTED READINGS:**

1. Gaur, S.S. and Saggere, S.V., Event Marketing Management
2. Panwar, J.S., Marketing in the New Era, Sage Publications, 1998

3. Kotler, P., Marketing Management, Analysis, Planning, Implementation and Control, Prentice Hall, 1997
4. Avrich, Barry, Event and Entertainment, Delhi, Vision Books, 1994

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