

BACHELOR OF BUSINESS ADMINISTRATION (BBA)

PROGRAMME GUIDE

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INTRODUCTION

The degree is designed to give a broad knowledge of the functional areas of the company, and their interconnection, while also allowing for specialization in a particular area. Future leaders will need to balance the goals of economic success with the constraints of greater social and environmental responsibility. This career –oriented program prepares students for a variety of management careers.

ACADEMIC OBJECTIVES

BBA degree is equipped to meet the needs of dynamic national, regional and global business environments. A student studying business administration will be exposed to all fields of business education that includes general education, information systems, business and management education. The objectives of the program include:

- Enhancement of understanding of various business functions.
- To enable students to synthesize theory and practice.
- To develop in students a capacity of critical enquiry, logical thinking and analytical skills.
- To build student's general education skills in areas like management, communication skills and IT.
- To inculcate values and ethics in students through academics.
- To motivate lifelong learning by exposing them to various sources of information.

PROGRAMME CODE: 3121

DURATION OF THE PROGRAMME:

Minimum Duration: 3 Years

Maximum Duration: 6 years

MEDIUM OF INSTRUCTION/ EXAMINATION:

Medium of instruction and Examination shall be **English**

**BBA (Bachelor of Business Administration)
Scheme**

COURSE CODE	COURSE TITLE	Cr.	CA	ETE(Th.)	ETE(Pr.)
TERM 1					
DCAP101	BASIC COMPUTER SKILLS	4	20	60	20
DENG101	COMMUNICATION SKILLS -I	4	20	80	0
DMGT101	PRINCIPLES & PRACTICES OF MANAGEMENT	4	20	80	0
DMGT102	MERCANTILE LAWS -I	4	20	80	0
DMTH201	BASIC MATHEMATICS-I	4	20	80	0
TERM 2					
DECO101	MICRO ECONOMICS	4	20	80	0
DENG102	COMMUNICATION SKILLS - II	4	20	80	0
DMGT103	ESSENTIALS OF ORGANIZATION BEHAVIOUR	4	20	80	0
DMGT104	FINANCIAL ACCOUNTING	4	20	80	0
DMGT105	BUSINESS ENVIRONMENT	4	20	80	0
TERM 3					
DECO201	MACRO ECONOMICS	4	20	80	0
DMGT201	COMPANY LAW	4	20	80	0
DMGT202	COST & MANAGEMENT ACCOUNTING	4	20	80	0
DMGT203	ESSENTIALS OF MARKETING	4	20	80	0
DMGT204	QUANTITATIVE TECHNIQUES -I	4	20	80	0
TERM 4					
DMGT205	SALES MANAGEMENT	4	20	80	0
DMGT206	PRODUCTION & OPERATIONS MANAGEMENT	4	20	80	0
DMGT207	MANAGEMENT OF FINANCES	4	20	80	0
DMGT208	HUMAN RESOURCE MANAGEMENT	4	20	80	0
DMGT209	QUANTITATIVE TECHNIQUES -II	4	20	80	0
TERM 5					
DMGT301	CORPORATE GOVERNANCE & ETHICS	4	20	80	0
DMGT302	FUNDAMENTALS OF PROJECT MANAGEMENT	4	20	80	0
DMGT303	BANKING & INSURANCE	4	20	80	0
DMGT304	EVENT MANAGEMENT	4	20	80	0
DMGT305	RETAIL MANAGEMENT	4	20	80	0

TERM 6					
DMGT306	MERCANTILE LAWS -II	4	20	80	0
DMGT307	TOTAL QUALITY MANAGEMENT	4	20	80	0
DMGT308	CUSTOMER RELATIOSHIP MANAGEMENT	4	20	80	0
DMGT309	ENVIRONMENTAL STUDIES	4	20	80	0
DMGT310	ENTREPRENEURSHIP AND SMALL BUSINESS MANAGEMENT	4	20	80	0
TOTAL CREDITS				120	

Course Code:	D	C	A	P	1	0	1	Course Title:	BASIC COMPUTER SKILLS
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WEIGHTAGE		
CA	ETE (Pr.)	ETE (Th.)
20	20	60

COURSE CONTENTS:

Sr. No.	Topics
1.	Computer Fundamentals. Characteristics & Generation of Computers, Block diagram of Computer Data Representation: Binary Number System, Octal, Hexadecimal and their Conversion.
2.	Memory: Types, Units of memory, RAM, ROM, Secondary storage devices – HDD, Flash Drives, Optical Disks: DVD I/O Devices – Keyboard, Mouse, LCDs, Scanner, Plotter, Printer & Latest I/O devices in market
3.	MS Windows: Desktop, My Computer, Files and folders using windows explorer; Control Panel, Searching Files and folders.
4.	MS Word: Introduction, Environment, Help, Creating & Editing Word Document. Saving Document, Working with Text: Selecting, Formatting, Aligning & Indenting.
5.	MS Word: Finding Replacing Text, Bullets & Numbering, Header & Footer, Working with Tables, Properties Using spell checker, Grammar, AutoCorrect Feature, Synonyms and Thesaurus.
6.	MS Word: Graphics: Inserting Pictures, Clipart, Drawing Objects, Using Word Art. Setting page size and margins; Printing documents. Mail Merge Practical.
7.	MS-Excel: Environment, Creating, Opening, & Saving Workbook. Range of Cells. Formatting Cells, Functions: Mathematical, Logical, Date Time, Auto Sum
8.	MS-Excel: Formulas. Graphs: Charts. Types & Chart Tool Bar. Printing: Page Layout, Header and Footer Tab.
9.	MS PowerPoint: Environment, Creating and Editing presentation, Auto content wizard, using built-in templates MS PowerPoint: Types of Views: Normal, Outline, Slide, Slide Sorter, Slide Show, Creating customized templates; formatting presentations Graphics: AutoShapes, adding multimedia contents, printing slides
10.	Internet: Basic Internet terms: Web Page, Website, Home page, Browser, URL, Hypertext, ISP, Web Server Applications: WWW, e-mail, Instant Messaging, Internet Telephony, Videoconferencing, Web Browser & its environment

LABORATORY WORK:

1. Hardware familiarizing with various I/O Peripheral devices, storage devices.
2. Familiarity with DOS, Implementing various internal and external commands in DOS.
3. **MS Windows:** Familiarizing with windows operating system; using built-in accessories; managing files and folders using windows explorer; working with control panel; installing hardware and software.
4. MS-Office (or any other Office Suite), meaning and features , its components.
5. MS-Word (or any other word processor) : Creating Document Files, Saving, Closing Files, Page Settings and Formatting Text. Spell Checking, Thesaurus, Creating Tables, Adding rows, columns. Printing Documents, Setting Print Settings, creating labels and mail merge, taking Print outs
6. Ms-Excel-Working with worksheet, formulas & functions ,Inserting charts, Printing in Excel
7. MS Power Point-Views ,Designing, viewing, presenting & Printing of Slides.
8. Internet: Navigating with Internet Explorer; surfing the net, using search engines; using email facility.

READINGS: SELF LEARNING MATERIAL.

ADDITIONAL READINGS:

1. ITL Education Solutions Limited, "Introduction to Information Technology", Pearson Education, New Delhi
2. SAMS Teach Yourself Microsoft Office 2003 by Greg Perry.
3. Peter Norton, "Introduction to Computers", Tata McGraw Hill Company, New Delhi.
4. Alexis Leon, Mathews Leon, "Fundamentals of Information Technology", Leon Techworld.

Course Code:	D	E	N	G	1	0	1	Course Title:	COMMUNICATION SKILLS-I
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WEIGHTAGE	
CA	ETE (Th.)
20	80

COURSE CONTENTS:

Sr. No.	Topics
A	<p>Speaking Skills ---to enhance the basic speaking skills, one needs apt word and the correct pronunciation.</p> <ul style="list-style-type: none"> • Simple rules of pronunciation and intonation • Theme based vocabulary building • Antonyms/ Synonyms/ Homonyms
B	<p>Listening Skills – to enhance correct understanding of the language being spoken and to give apt responses in return where required.</p> <ul style="list-style-type: none"> • Types of listening and Traits of a good listener • Note taking • Exercises Practicing Listening Skills-- talk shows , commentaries, etc., followed by identifying the theme, supporting ideas, or and digressions if any
C	<p>Reading Skills---to enhance independent reading, comprehension and quick reading of any given texts & aesthetic appreciation</p> <ul style="list-style-type: none"> • Comprehension Passages • News / Magazine articles on stereotype topics and / or current topics • Poems – Abu Ben Adhem, The Tiger
D	<p>Writing Skills – to reinforce the grammatical structures</p> <ul style="list-style-type: none"> • Grammar --Kinds of sentences: Positive, negative, statement, interrogative and exclamatory [learn the functional aspects of these sentences—when are they used, how are they structured etc.] • Articles and Nouns—Countable / uncountable , Names with and without THE • Adjectives /Adverbs – [describing things, adding information, circumstances] • Prepositions of time/ place/ reason: in , on, at , into , to , for , of, about, with, after etc.
E	<p>Writing skills ----- to enhance formally structured effective official writing</p> <ul style="list-style-type: none"> • Basic cohesive paragraph writing • Note making • Resume writing • Job application writing/ acceptance letter

READINGS: SELF LEARNING MATERIAL.

Course Code:	D	M	G	T	1	0	1	Course Title:	PRINCIPLES AND PRACTICES OF MANAGEMENT
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WEIGHTAGE+	
CA	ETE (Th.)
20	80

COURSE CONTENTS:

Sr. No.	Topics
1.	Management: Definition, nature, purpose and scope of management, Skills and roles of a Manager, functions, principles; Evolution of Management Thought, Scientific Management.
2.	Planning: Types of plans, planning process, Characteristics of planning, Traditional objective setting, Strategic Management, premising and forecasting.
3.	Decision-Making: Process, Simon's model of decision making, creative problem solving, group decision making.
4.	Management by Objectives: Management by exception; Styles of management: (American, Japanese and Indian), McKinsey's 7-S Approach, Self Management.
5.	Organizing: Organizational design and structure, Coordination, differentiation and integration.
6.	Span of management, centralization and de-centralization Delegation, Authority & power - concept & distinction, Line and staff organizations. Coordination: Concepts, issues and techniques.
7.	Staffing: Human Resource Management and Selection, Performance appraisal and Career strategy, Managing Change.
8.	Leading: Human Factors and Motivation, Leadership, Communication, Teams and Team Work.
9.	Controlling: Concept, planning-control relationship, process of control, Types of Control, Control Techniques.

READINGS: SELF LEARNING MATERIAL

ADDITIONAL READINGS:

1. Robbins,S.P.and Mary Coulter, *Management*, Prentice Hall India, New Delhi, 2007.
2. Stoner, Freeman and Gilbert, *Management*, Prentice Hall India, New Delhi, 2007
3. 2.Koontz, Harold and Weihrich,Heinz, *Essentials of Management*, Tata McGraw Hill, New Delhi, 2007

Course Code:	D	M	G	T	1	0	2	Course Title:	MERCANTILE LAWS - I
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WEIGHTAGE	
CA	ETE (Th.)
20	80

COURSE CONTENTS:

Sr. No.	Topics
1.	Law of Contract: Definition, Nature and Classification of Contracts.
2.	Offer and Acceptance, Consideration.
3.	Capacity to Contract, Free Consent.
4.	Discharge of Contract, Remedies for breach of contract and Quasi Contracts.
5.	Indemnity and Guarantee, Bailment and Pledge, Agency- its creation, Personal Liability of Agent, Sub Agent and Substituted Agent, Termination of Agency.
6.	Law of Partnership: Definition and Nature, Registration of firm, Rights and Duties of a partner, types of partners, and dissolution of firm, Limited Liability Partnership.
7.	Law of Sale of Goods: Sale of Goods, Conditions and Warranties.
8.	Transfer of Ownership, Rights of Unpaid Seller.
9.	Negotiable Instrument Act-Definition, Types, Parties, Dishonour of negotiable instrument and Crossing of cheque, Bouncing of cheque.

READINGS: SELF LEARNING MATERIAL

ADDITIONAL READINGS:

1. Kapoor,N.D, Elements of Mercantile Law, *Sultan Chand and Sons*,, New Delhi, 30th Edition,2009
2. Tulsian,P.C.Business Laws,*Tata McGraw Hills*
3. Pathak,Akhileshwaer, Bsiness Laws, *McGraw Hill*,New Delhi

Course Code:	D	M	T	H	2	0	1	Course Title:	BASIC MATHEMATICS – I
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WEIGHTAGE	
CA	ETE (Th.)
20	80

COURSE CONTENTS:

Sr. No.	Topics
1.	Trigonometric Functions of Sum and Difference of Two Angles.
2.	Allied Angles. Transformation formulae, Inverse Trigonometric Functions.
3.	Matrix, Types of Matrices, Matrix Operations, Addition, Subtraction, Multiplication of Matrices, Transpose of Matrix, Symmetric and Skew Symmetric Matrix.
4.	Adjoint of Matrix, Inverse of a Matrix using Elementary operation and Determinants Method.
5.	Minors and co-factors, Determinant , Solution of system of equations, Inverse of Matrix using determinants.
6.	Distance between two points, Slope of a line, Various forms of the equation of a line.
7.	Distance of a Point from a Line, Circle.
8.	Functions, Different types of functions, Limits and Continuity, Rules and Standard Procedures.
9.	Differentiability, Derivatives of Exponential, Logarithmic and Parametric Functions, Logarithmic Differentiation.
10.	Rate of Change, Tangents and Normal, Maxima and Minima.

READINGS: SELF LEARNING MATERIAL

ADDITIONAL READINGS:

1. A text book in Mathematics for XI, XII of NCERT.

Course Code:	D	E	C	O	1	0	1	Course Title:	MICRO ECONOMICS
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WEIGHTAGE	
CA	ETE (Th.)
20	80

COURSE CONTENTS:

Sr. No.	Topics
1.	Basic concepts and principles: Definitions and scope; types of economic analysis; managerial economics; economic principles relevant to managerial decision.
2.	Demand and Supply Analysis: Introduction; Demand: Law of demand; shift and movement; exceptions of the law of demand, Law of supply: shift and movements. Market Equilibrium, Elasticity of demand: introduction; price, income and cross elasticity.
3.	Consumer preference and choice: Utility Analysis; Indifference curve analysis; consumer's equilibrium: Cardinal & Ordinal; consumer surplus, income, Price & Substitution effect.
4.	Production Theory: Types of input; production function; Isocost lines; producer's equilibrium; expansion path.
5.	Cost concepts: Introduction, kinds of cost, short & long run cost; Linkage between cost, revenue and output through optimization, Economies of Scale; internal and external
6.	Market structure: Perfect competition: Introduction, features, short run & long run equilibrium. Perfect competition: Existence in Real World
7.	Monopoly: Introduction, types; price and output determination in short run & long run. Economic inefficiency of monopoly.
8.	Monopolist Competition: Introduction, features, short run & long run equilibrium, monopolistic competition and advertising.
9.	Oligopoly: Features, Types, Kinked demand curve.
10.	Pricing Decisions: Cost based pricing; pricing based on firm's objective; competition based pricing.

READINGS: SELF LEARNING MATERIAL

ADDITIONAL READINGS:

1. Geetika, Piyali Ghosh, Purba Roy Choudhury, Managerial Economics, Tata McGraw Hill, New Delhi, 2008.

Course Code:	D	E	N	G	1	0	2	Course Title:	COMMUNICATION SKILLS-II
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WEIGHTAGE	
CA	ETE (Th.)
20	80

COURSE CONTENTS:

Sr. No.	Topics
A	<p>Speaking Skills-- to enhance the fluency/ efficiency and confidence of using a foreign language</p> <ul style="list-style-type: none"> • Conversation building followed by • Dialogue writing based on formal / official situations, informal and regularly occurring situations. <p>Telephone skills-- [how to handle telephone calls, telephone etiquettes, making phone calls, taking incoming calls]</p>
B	<p>Reading Skills ---to enhance independent reading, comprehension and quick reading of any given texts & aesthetic appreciation</p> <p>Poems--- “Stopping by the Woods on a Snowy Evening” & “ Ozymandias”</p>
C	<p>Writing Skills --to reinforce the grammatical structures and to enhance formally structured effective official writing</p> <ul style="list-style-type: none"> • Grammar – Tenses: Present tenses – [simple & continuous] Past tenses [simple/continuous/ used to would to] Present Perfect and Past Perfect [simple/ continuous] Future [plans/ intentions/ predictions/ going to/ will present simple/ be/ about to / future continuous/ Future Perfect] • Parts of Speech – common errors in English • Use of Capitals and Basic Punctuations-- [comma, full stop, colon, semi colon, hyphen , inverted commas, apostrophe].
D	<p>Writing Skills --to reinforce the grammatical structures and to enhance formally structured effective official writing</p> <ul style="list-style-type: none"> • Basics of official correspondence-- principles of writing general and official correspondence • Format of Basic Formal letter-- placing order, cancellation, enquiry • Guidelines for writing & Planning effective Business letters • Kinds Of Business Letters-- Specimens + Exercises

READINGS: SELF LEARNING MATERIAL.

Course Code:	D	M	G	T	1	0	3	Course Title:	ESSENTIALS OF ORGANIZATION BEHAVIOUR
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COURSE CONTENTS:

WEIGHTAGE	
CA	ETE (Th.)
20	80

Sr. No.	Topics
1.	Foundations of Organisational Behaviour: The nature and determinants of organisational behaviour , Roles & Functions of Managers & need for knowledge of OB, contributing disciplines to the field, Hawthorne studies
2.	Individual Differences: individual characteristics, differences and significance Learning - Theories & Behaviour Modification, Values, Attitude, Cognitive Dissonance Theory
3.	Personality: Determinants, Trait Theory, MBTI, Big Five model, Emotions: Affective events theory & Emotional Intelligence; Perception: Perceptual process, Attribution theory, Frequently used shortcuts in judging others, Individual Decision Making & Perceptual errors,
4.	Work Motivation: Early Theories (Mc. Gregor's Theory X & Y , Abraham Maslow's Need Hierarchy Theory, Herzberg's Two Factor Theory), Contemporary Theories (Mc. Clelland's 3 Needs Theory, Goal setting theory, Equity theory, Expectancy theory, Reinforcement theory), Application of Motivation Theories.
5.	Group Behaviour: Types of Groups, Stages of Group Development, Group Decision Making, Group Properties: Roles, Norms, Status, Size and cohesiveness, Hawthorne Studies
6.	Understanding Teamwork: Types of Teams, Creating Effective teams, Turning individuals into team players, Role of Emotional Intelligence in team work
7.	Current issues in organizational communication: Gender and Cross cultural issues, Politically correct communication
8.	Leadership: Basic Approaches - Trait Theories, Behavioural Theories & Contingency Theories, LMX theory, Leadership styles, Contemporary issues in leadership, Trust and leadership, Influence of National Culture on Leadership style.
9.	Organisational Culture: Types of organisational culture, creating and sustaining culture, Changing Organizational Culture; Change Management: overcoming resistance to change, Lewin's three stage model; Stress Management: Sources and consequences of stress , stress management, role of personality in stress management. Conflict Management : types of conflict, conflict process, negotiation
10.	Power and Politics: Basis of Power, Power Tactics, Responses to organizational politics and ethics of political behaviour

READINGS: SELF LEARNING MATERIAL

ADDITIONAL READINGS:

1. Robbins S P, Timothy A. Judge & Sanghi Seema, *Organizational Behaviour*, Pearson Education, New Delhi, 2009
2. Ashwathappa K, *Organization Behaviour*, Himalaya Publishers, New Delhi, 2007
3. Luthans F, *Organizational Behaviour*, McGraw Hill, New Delhi, 2007.

Course Code:	D	M	G	T	1	0	4	Course Title:	FINANCIAL ACCOUNTING
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WEIGHTAGE	
CA	ETE (Th.)
20	80

COURSE CONTENTS:

Sr. No.	Topics
1.	Introduction to Accounting: Book-Keeping & its importance, Accounting- Meaning, Importance, Difference between Book Keeping and Accounting, Accrual Basis and Cash basis of Accounting.
2.	Generally Accepted Accounting Principles: Accounting Concepts and Conventions, Accounting terminology.
3.	Accounting Standards and Accounting Policies, Accounting Standard-1. Accounting Equation, Accounting Cycle.
4.	Preparation of Journal, Ledger and Balancing.
5.	Subsidiary Books: Cash Book and other subsidiary books. Trial Balance: Different types of errors disclosed and not disclosed by Trial Balance.
6.	Financial Statements: Capital & Revenue Expenditure and Receipts, Accounting Standard-9, Profit & Loss Account (with adjustments) & Balance Sheet.
7.	Depreciation, Provisions and Reserves, Accounting Standard -6.
8.	Bank Reconciliation Statement.
9.	Corporate Financial Statements: Nature, types, uses and limitations.
10.	Role of Computers in Accounting including introduction to Tally.

READINGS: SELF LEARNING MATERIAL.

ADDITIONAL READINGS:

1. Tulsian, P.C. Financial Accounting, Pearson Education, Third edition, 2008.
2. Shah Paresh, Basic Financial Accounting For Management, Oxford University Press, 2009.

Course Code:	D	M	G	T	1	0	5	Course Title:	BUSINESS ENVIRONMENT
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WEIGHTAGE	
CA	ETE (Th.)
20	80

COURSE CONTENTS:

Sr. No.	Topics
1.	Theoretical Framework of Business Environment: Concept, significance and nature of business environment
2.	Elements of environment- Internal and External; Changing dimensions of business environment, Techniques of environmental scanning and monitoring.
3.	Planning in India: Emergence of Planning, Planning Commission, National Development Council, Five Year plans-Achievement and Failures with special reference to 11 th five year plan
4.	Economic Environment of Business: Significance and elements of economic environment, Economic Trends: Savings and Investment, Industry, Growth of Infrastructure Balance of Payment. Inadequacies of the program of Industrialization.
5.	Problems of Growth: Unemployment, Inflation, Regional imbalances and Social Injustice.
6.	Government Policies- Industrial policy, Fiscal and Monetary policies, EXIM policy; SEZ policy, LPG 1991, Direct and Indirect Taxes with special reference to GST and VAT.
7.	Political and Legal Environment of Business: Changing dimensions of legal environment in India, Brief introduction to Competition Act, 2005, FEMA, Corporate Governance and Social Responsibility of Business
8.	Foreign Investment: FDI, FII, Determinants of Foreign Investment, Multinational Corporations: Favourable and Harmful effect of the operations of MNCs on Indian economy, Liberalization and MNC's.
9.	International Business Environment: World bank, IMF, General agreement on Tariff and trade.
10.	WTO: the WTO agreement, TRIPS, TRIMS, Non-tariff barriers and Dispute settlement mechanism, Kyoto Protocol

READINGS: SELF LEARNING MATERIAL

ADDITIONAL READINGS:

1. Shaikh Saleem, Business Environment, Pearson Education, New Delhi, 2008
2. Cherunilam Francis, *Business Environment: Text & Cases*, Himalayan Publishing House, New Delhi, 2008
3. Paul, J., Business Environment, Tata McGraw Hill Publishing Co. New Delhi, 1st Ed., 2008.

Course Code:	D	E	C	O	2	0	1	Course Title:	MACRO ECONOMICS
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WEIGHTAGE	
CA	ETE (Th.)
20	80

COURSE CONTENTS:

Sr. No.	Topics
1.	Introduction to Macro Economics, its importance and scope. National Income : Concepts, Methods and Problems in measuring National Income, Circular Flow of Income in 2 ,3 and 4 sector model.
2.	Theories of Income, Output and Employment Determination: Classical and Keynesian; Principle of effective demand. Classical Vs Keynesian. Say's Law.
3.	Consumption function : Concept, Propensity to consume, factors affecting propensity to consume.
4.	Investment: Meaning and factors affecting investment decisions.
5.	Concept of Multiplier, Types of multiplier and limitation, Static and Dynamic Multiplier.
6.	Money-Meaning and Functions, Measures of Money, Factors affecting Demand for Money
7.	General Equilibrium of economy: IS – LM curve analysis.
8.	Inflation: Meaning, Theories – Demand Pull and Cost Push, Control of inflation, Phillips Curve.
9.	Balance of payments: introduction and its types, Factor responsible for imbalance in BOP and the India's Balance of Payments, Automatic adjustment in BOP
10.	Macroeconomic policies; Monetary Policy its instruments, transmission and effectiveness, Fiscal Policy its instruments, transmission and effectiveness.

READINGS: SELF LEARNING MATERIAL.

ADDITIONAL READINGS:

1. Dwivedi, D. N (2006), Macroeconomics: Theory and Policy, Tata McGraw Hill 2nd edition.
2. Edward Shapiro (2010), Macroeconomic Analysis, Galgotia Publications Pvt. Ltd.
3. Ahuja. H. L (2007) Macroeconomics Theory and Policy, S.Chand and Company Ltd.

Course Code:	D	M	G	T	2	0	1	Course Title:	COMPANY LAW
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COURSE CONTENTS:

WEIGHTAGE	
CA	ETE (Th.)
20	80

Sr. No.	Topics
1.	Definition of company, characteristics of company, lifting the corporate veil, company distinguished from partnership, kinds of companies, incorporation of company, promoter and their legal position.
2.	Memorandum of Association: contents, alteration, Doctrine of ultra virus.
3.	Articles of Association: contents, alteration, Doctrine of Indoor Management, Constructive notice of memorandum and articles, Articles and memorandum- their relation and distinction, legal effect of Memorandum and Articles.
4.	Prospectus: Definition, contents, shelf prospectus, information memorandum, red herring prospectus, abridged prospectus, Misstatements in prospectus and their consequences, statement in lieu of prospectus, underwriting commission and brokerage,
5.	Membership in a company: Members and shareholders, modes of becoming member, cessation of membership, rights and liabilities of members.
6.	Shares and share capital: kinds of share capital, alteration and reduction of capital, reorganization of capital, voting rights.
7.	Corporate Governance: Directors-Qualification; appointment and remuneration; disclosure; service contracts; removal; retirement and disqualification; powers and fiduciary duties; Role and duties of directors in relation to good corporate governance
8.	Company meetings and proceedings: general meetings of shareholders, requisites of a valid meeting, proxies, voting and poll, resolutions.
9.	Borrowing power, debentures and charges: ultra virus borrowings, Prevention of oppression and mismanagement: Principal of majority rule, remedial actions for prevention of oppression and mismanagement.
10.	Winding up: Meaning, Modes, and Consequences of winding up.

READINGS: SELF LEARNING MATERIAL.

ADDITIONAL READINGS:

1. Kapoor, N.D, Company Law, Sultan Chand & sons, New Delhi.
2. Begrail, Ashok K, Company Law, Vikas Publishing House, Delhi.
3. Avtar Singh, Company Law, Eastern publishers.

Course Code:	D	M	G	T	2	0	2	Course Title:	COST & MANAGEMENT ACCOUNTING
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WEIGHTAGE	
CA	ETE (Th.)
20	80

COURSE CONTENTS:

Sr. No.	Topics
1.	Introduction to Cost Accounting: Meaning & Definition, Scope and use of cost accounting, Relationship between Financial Accounting and Cost Accounting , Role of Cost accounting in Decision-Making, Cost concepts, Element of cost, classification of costs, Preparation of cost sheet and unit or output costing.
2.	Accounting for Material: Material Control, Pricing of material issues, Labour: labour turnover, methods of wage payment and incentive plans, Overhead: classification; absorption of Overhead; under and over absorption of Overhead.
3.	Marginal costing & Absorption Costing: CVP Analysis; P/V ratio, break even point, margin of safety
4.	Variance Analysis: Meaning & importance, Kinds of variance.
5.	Budgetary control: Meaning, objectives, Types of budgets
6.	Introduction to Management Accounting: Meaning, nature, scope and limitations, Relationship of financial, cost and management accounting.
7.	Analysis of financial statements: Tools, Comparative statements, common size statements and trend analysis.
8.	Ratio Analysis: liquidity ratios, activity ratios, solvency ratios and profitability ratios
9.	Fund Flow Analysis: meaning, preparation of statement of changes in working capital & Fund Flow statement, Cash Flow analysis (as per AS-3): Cash from operating, investing & financing activities, preparation of cash flow statement.
10.	Introduction to recent development in cost management: Human Resource Accounting, Activity Based Costing , Social Accounting.

READINGS: SELF LEARNING MATERIAL.

ADDITIONAL READINGS:

1. Arora M.N., Cost and Management Accounting, Himalaya Publishing House, 2010.
2. Pandey, IM, *Management Accounting*, Vikas Publishing House, New Delhi, 2008.
3. Khan & Jain, *Management Accounting*, Tata McGraw Hill, New Delhi, 2008.
4. Horngren, Dartar and Forter, *Cost Accounting*, Pearson Publications, Prentice Hall Publishing House: New Delhi.2008.
5. Shah Paresh, *Management Accounting*, Oxford University Press, New Delhi, 2009.

Course Code:	D	M	G	T	2	0	3	Course Title:	ESSENTIALS OF MARKETING
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WEIGHTAGE	
CA	ETE (Th.)
20	80

COURSE CONTENTS:

Sr. No.	Topics
1.	An overview of marketing, Strategic planning for competitive advantage.
2.	Social responsibility, Ethics and the marketing environment, developing a global vision.
3.	Analyzing Marketing Opportunities: consumer decision making, business marketing.
4.	Segmenting and targeting markets, Decision support systems and marketing research.
5.	Product concepts, developing and managing products, services and non profit organization marketing.
6.	Marketing channels and supply chain management, Retailing.
7.	Integrated marketing communications, Advertising and Public Relations.
8.	Sales promotion and personal selling.
9.	Pricing concepts, Setting the right price.
10.	Customer Relationship Management.

READINGS: SELF LEARNING MATERIAL.

ADDITIONAL READINGS:

1. McDaniel, Lamb and Hair, Principles of Marketing, Cengage Learning India edition, 2008.
2. Philip Kotler, Kevin Keller, Abraham Koshy and Mithileshwar Jha. Marketing management: South Asean Perspective, Pearson Education New Delhi, 13th edition.
3. Arun Kumar and N. Meenakshi, Marketing Management, Vikas Publication, New Delhi, 2007.

Course Code:	D	M	G	T	2	0	4	Course Title:	QUANTITATIVE TECHNIQUES -I
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WEIGHTAGE	
CA	ETE (Th.)
20	80

COURSE CONTENTS:

Sr. No.	Topics
1.	Statistics: Introduction, Importance , Scope and Limitations of Statistics
2.	Classification , Tabulation and Presentation of Data: Geographical, Chronological, Qualitative and Quantitative Classification, Formation of Frequency Distribution, Tabulation of Data, Types of Tables, Bar Diagrams, Pie Diagrams, Pictograms and Cartograms.
3.	Collection of Data: Primary and Secondary Data, Method of Collecting Data, Drafting the Questionnaire, Sources of Secondary Data.
4.	Measures of Central Tendency: Mean, Harmonic Mean, Geometric Mean, Median and Mode
5.	Measures of Dispersion: Range, Mean deviation, Quartile deviation, Standard deviation , Coefficient of variation
6.	Correlation Analysis and Regression Analysis: Scatter Diagram, Karl Pearson's, Rank Correlation , Regression Equations-Deviation taken from Assumed mean and Arithmetic Mean, Least square method, Graphing Regression Lines
7.	Index Number: Methods of Constructing index Number- Laspeyres, Paasche, Bowley's, Fisher and Marshall- Edgeworth method, Chain base Index Number
8.	Analysis of Time Series: Method of Semi-average, Moving average, Simple average, Ratio-to-trend method, Ratio-to-Moving average Method
9.	Probability and Expected value: Addition Theorem, Multiplicative Theorem
10.	Probability Distribution: Binomial, Poisson and Normal Distribution

READINGS: SELF LEARNING MATERIAL.

ADDITIONAL READINGS:

1. Sharma J.K, Business Statistics, Pearson Education Asia, New Delhi, 2009
2. Gupta S.P, Statistical Method, Sultan Chand and Sons, New Delhi, 2008
3. Richard I. Levin, Statistics for management, Pearson Education Asia, New Delhi, 2002
4. Hooda R. P., Statistics for Business and Economics, Macmillan India Delhi, 2008

Course Code:	D	M	G	T	2	0	5	Course Title:	SALES MANAGEMENT
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WEIGHTAGE	
CA	ETE (Th.)
20	80

COURSE CONTENTS:

Sr. No.	Topics
1.	Introduction to Sales Management and personal selling, personal selling career opportunities
2.	Personal selling: Preparation and Process
3.	Setting personal: selling objectives, determining sales related marketing policies, formulating personal selling strategies
4.	Organising Sales Effort-role of sales executive, Sales organization structures: sales department relations, Distributive-Network relations, Sales Force Management- sales personnel Management, Recruiting and Selecting Sales personnel planning
5.	Executing and evaluating sales training programme, Motivating sales personnel, compensating sales personal
6.	Managing sales personnel: managing expenses, sales meeting and sales contest.
7.	Controlling the sales effort: the sales budget, quotes, sales territories, sales control and cost analysis,
8.	Evaluating ad supervising sales personnel performance
9.	Building long term partnership through CRM
10.	International Sales Management

READINGS: SELF LEARNING MATERIAL.

ADDITIONAL READINGS:

1. Sales Management, Still R.Richard, Cundiff W. Edward, Prentice-Hall of India Pvt. Ltd,2006
2. Sales Force Management, Johnston & Marshall, Tata McGraw, 2007
3. Managing Sales force, Manning, G L & Reece, B L., Selling Today, Pearson Edu.2002
4. Sales and distribution management, Havaladar Krishna, Tata McGraw, 2008

Course Code:	D	M	G	T	2	0	6	Course Title:	PRODUCTION & OPERATIONS MANAGEMENT
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WEIGHTAGE	
CA	ETE (Th.)
20	80

COURSE CONTENTS:

Sr. No.	Topics
1.	Classification of Decision Areas in OM , Brief History , Operations Strategy , Flexibility, Modern vs. Traditional Approach . Services and Their Characteristics, Service Matrix, Service Quality, Role of services in Economy.
2.	Quality Control : What is Quality , Statistical process Control , Control Charts X Charts , R Charts, P charts , C charts
3.	Quality Management: Acceptance Sampling , Cost of Quality , Total Quality Management , History of TQM, Quality Gurus: Deming, Juran and Ishikawa , Quality Circles , Zero Defect Concept , Service Quality Model . Six Sigma
4.	Productivity: Various kinds of productivity measures, Multifactor productivity, Efficiency and effectiveness . Business Process Reengineering, Bench Marking. Pursuit of Excellence in Organisations , TATA Business Excellency Model
5.	Supply Chain Management: Purchasing, Value Analysis/ Value Engineering, Vendor Relations . Learning Curve , Forward Buying , Make or Buy Decisions
6.	Inventory Model & Safety Stocks: Optimal Order Quantity, EOQ, Economic Batch Quantity. ABC Analysis , VED Analysis
7.	Building of a supply chain: orientation & Implementation of Supply Chain functions within an organisation , Single Source vs. Multiple Sources
8.	Spatial Decisions: Plant Layout. Basic Types of Layouts and their merits & demerits. Optimisation in process layouts. Use of Schematic Diagrams and software to solve layout problems. Applications in service Industries. Introduction to Cellular Manufacturing and Group Technology. Location and factors affecting a location
9.	Timing Decisions: Production Planning and Control. Importance of time Horizon, Dovetailing of Plans, Production control, Assembly line Balancing. Scheduling. Shop loading & Index method

READINGS: SELF LEARNING MATERIAL.

ADDITIONAL READINGS:

1. Chary S N, Production and Operation Management, Tata Mc Graw Hills.
2. Adam E, E and Ebert, R.J, Production and Operations Management 6th e.d, Prentice Hall of India.

Course Code:	D	M	G	T	2	0	7	Course Title:	MANAGEMENT OF FINANCES
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WEIGHTAGE	
CA	ETE (Th.)
20	80

COURSE CONTENTS:

Sr. No.	Topics
1.	Meaning, Objectives and Scope of Financial Management; Finance Functions: Investment, Financing, Liquidity and Dividend Decisions.
2.	Sources of Finance: Evaluation of Short term and long term source of finance.
3.	Concept of Time Value of Money.
4.	Cost of Capital: Concept and its significance, measurement of cost of capital of various sources of funds, Weighted Average cost of capital using book value weights and market value weights.
5.	Capital Budgeting: meaning, importance, Risk and uncertainty, Estimation of Project Cash Flows, Discounting and non-discounting techniques of Capital Budgeting, Concept of Capital Rationing.
6.	Capital Structure Decision: Understanding debt and equity, theories of Capital Structure, Optimum Capital Structure. Leverage: Operating, Financial Leverage and combined leverage, indifferent point.
7.	Dividend Decisions: Dividend Policy; Forms of dividend, Theories of dividend, Factors affecting dividend decisions.
8.	Working Capital: Concept, operating and cash cycle, Determinants working capital requirements, Overview of management of cash, inventory and receivables.
9.	Capital Markets and Financial Institutions

READINGS: SELF LEARNING MATERIAL.

ADDITIONAL READINGS:

1. Pandey I M, Financial Management, Vikas Publishing House.
2. Chandra Prasanna, Financial Management: Theory and Practice, Tata McGraw Hill.7th ed.
3. Khan, M Y and P K Jain, Financial Management, Tata McGraw Hill.

Course Code:	D	M	G	T	2	0	8	Course Title:	HUMAN RESOURCE MANAGEMENT
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WEIGHTAGE	
CA	ETE (Th.)
20	80

COURSE CONTENTS:

Sr. No.	Topics
1.	Human Resource Management: Evolution, Functions, HRM Policies & Principles, System Approach To Human Resource Management; HR Relationship with other Departments; e-HRM, Human capital Management, Environment of HRM- Internal & external forces affecting the HR function. Global HRM
2.	Strategic Human Resource Management: HRM & Its Role In Creating Competitive Advantage; Creating Strategic HRM System.
3.	Job Analysis, Job Enrichment And Job Enlargement: Methods For Collecting Job Analysis Information, Human Resource Planning- Process, Affecting Factors & Its Link With Strategic Planning Human Resource Information System.
4.	Recruitment & Selection Process: Planning And Forecasting, Effective Recruiting, Internal And External Sources Of Candidates, Recruiting A Diverse Workforce, Employee Testing And Selection Induction And Placement: Yhe Challenges
5.	Training And Development: T&D Process, Methods Of Employee Training, Methods Of Executive Development, Evaluating The Training Effort.
6.	Performance Management: Components Of Performance Management, Performance Appraisal Methods, Potential Appraisal, Performance Counselling, Common Rating Errors, Creating The Total Performance Management Process.
7.	HRD: Need And Scope, HRD Climate, HRD Practices In Indian Organizations, Quality Of Work Life, Employee Empowerment, Career Planning, Knowledge Management, Mentoring & Reverse Mentoring.
8.	Compensation Management: Establishing Pay Plans And Rates, Job Evaluation , Pricing Managerial And Professional Jobs, Competency-Based Pay, Variable Pay Plans, Fringe Benefits.
9.	Industrial Relations: Industrial Relations & Trade Unions, Dispute Resolution & Grievance Management,; Discipline & Disciplinary Action, Employee Empowerment.
10.	Health & Safety Management: Management role in safety, causes and preventions of accident, Workplace Health Hazards: problems and remedies

READINGS: SELF LEARNING MATERIAL.

ADDITIONAL READINGS:

1. Dessler, G. Varkkey, B.(2009), 11th . ed, Human Resource Management, Pearson Prentice Hall.
2. Ivancevich, J.M. Human Resource Management, Tata Mc Graw Hill.
3. Rao, P.S,(2008). Essentials of Human Resource Management and industrial relations, Text, Cases and Games.

Course Code:	D	M	G	T	2	0	9	Course Title:	QUANTITATIVE TECHNIQUES -II
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WEIGHTAGE	
CA	ETE (Th.)
20	80

COURSE CONTENTS:

Sr. No.	Topics
1.	Quantitative techniques for managers : quantitative decision making & its overview, An introduction to research: meaning, definition and objectives, Goals, Strategy, Tactics, Internal and External Research Suppliers, Research Method Concept, Constructs, Definitions, Variables, Propositions and Hypotheses research process
2.	Research problem: selection of problem, understanding problem, necessity of defined problem, Pilot Testing, Data Collection, Analysis and Interpretation, Reporting the Results. Review of literature in research
3.	Research design: meaning, types – descriptive, diagnostic, exploratory and experimental
4.	Sources and methods of data collection: primary and secondary sources, data collection methods, Questionnaire designing: construction, types, developing a good questionnaire, mailed questionnaire and schedule
5.	Sampling design and techniques, Scaling techniques: meaning and types, sampling distribution, Data processing operations: editing, coding, classification, tabulation,
6.	Partial Correlation: zero order, first order, second order Multiple Correlation, coefficient of Multiple correlation
7.	Multiple Regression and Correlation Analysis: Least square regression plane, linear Multiple regression analysis, Coefficient of Multiple Determination
8.	Hypothesis Testing: Statistical significance, the logic of hypothesis testing, statistical testing procedure, p-values.
9.	Test of significance: Types of tests, z-test, t-test, chi-square test, ANOVA
10.	Factor Analysis, Cluster Analysis and Conjoint Analysis

READINGS: SELF LEARNING MATERIAL.

ADDITIONAL READINGS:

1. Malhotra, Naresh K, *Marketing Research*, Pearson Education, New Delhi, 2010
2. Sharma J.K, *Business Statistics*, Pearson Education Asia, New Delhi, 2009
3. Cooper, Donald R. & Schindler, Pamela S, *Business Research Methods*, Tata McGraw Hill Publishing Co. New Delhi, 2008
4. David J. Luck, *marketing research*, Prentice-hall of India, New Delhi 2006
5. Gillbert A. Churchill, *Marketing Research Methodology foundations*, Thomson south western, Chennai, 2004
6. Sachdeva J.K. *Business Research Methodology*, Himalaya Publishing House Mumbai, 2008
7. Kothari, C.R, *Research Methodology: Methods & Techniques*, New Age International Publishers, New Delhi, 2007.

Course Code:	D	M	G	T	3	0	1	Course Title:	CORPORATE GOVERNANCE & ETHICS
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WEIGHTAGE	
CA	ETE (Th.)
20	80

COURSE CONTENTS:

Sr. No.	Topics
1.	Understanding Corporate Governance: Corporate governance – an overview, History of corporate governance
2.	Concepts of Corporate Governance: Theory & practices of corporate governance, corporate governance mechanism and overview – land marks in emergence of corporate governance
3.	Stakeholders: Rights and privileges; problems and protection, Corporate Governance and Other stakeholders
4.	Board Of Directors: A Powerful Instrument in Governance; Role and responsibilities of auditors
5.	Development of codes and guidelines and summary of codes of best conduct, Banks and corporate governance; Ganguly committee’s Recommendation
6.	Business Ethics and Corporate Governance: Corporate Social Responsibility: Justification, Scope and Indian Corporations
7.	Environmental Concerns and Corporations: Indian Environmental Policy, The Role Of Media in Ensuring Corporate Governance; Ethics in Advertising
8.	Monopoly, Competition and Corporate Governance; MRTP Act and Competition Act, The Role of Public Policies in Governing Business
9.	The Indian Capital Market Regulator: SEBI, The Role Of Government in Developing and Transition Economics
10.	Corporate Governance in Developing and Transition economies, Corporate Governance: Indian scenario, The Corporation in a Global Society,

READINGS: SELF LEARNING MATERIAL.

ADDITIONAL READINGS:

1. Corporate governance: Principles, policies and Practices, Fernando, A.C., Pearson.
2. Business ethics: Concepts & cases, velasquez, Manuel G., Pearson.
3. Corporate governance: Principles, mechanism, and practices, Parthasarthy, Biztantra
4. Mallin, A. Christine, Corporate governance, Oxford University press.
5. Bajaj and Aggarwal, Business ethics, Biztantra.
6. Crane & Matten, Business ethics, Oxford.
7. Prasad, corporate governance, PHI learning Pvt Ltd.

Course Code:	D	M	G	T	3	0	2	Course Title:	FUNDAMENTALS OF PROJECT MANAGEMENT
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WEIGHTAGE	
CA	ETE (Th.)
20	80

COURSE CONTENTS:

Sr. No.	Topics
1.	Introduction to Projects, Project management, Project manager and his responsibilities, PM as a profession, selection of a project manager, Fitting projects into the parent Organization project management team, project model, phases of Project management, Project environment, the 7S of Project management.
2.	Project Analysis and Selection : Project Initiation and resource allocation, Market analysis and Demand analysis, Technical Analysis.
3.	Project Planning: Time planning, Contents of Project plan, planning process, Work breakdown structure, process mapping.
4.	Project Budgeting: Financial Projections, time value of money, cost of capital, Appraisal criteria, Risk analysis in capital investment decisions.
5.	Environmental Appraisal of Projects: Meaning of Environment and pollution, pollution created by different industries, Methods of preventing pollution, Environmental regulations in India, Environmental impact assessment.
6.	Social Cost benefit Analysis: The rationale for Social cost benefit analysis, UNIDO approaches for Social Cost benefit analysis, Methods followed by Financial Institutions.
7.	Project Scheduling: PERT and CPM networks.
8.	Monitoring and controlling: Plan monitor control cycle, data collection and reporting, Project control.
9.	Evaluation and termination: Evaluation, Project auditing, Project termination.
10.	Miscellaneous topics: Managing E-business Projects, Future of Project management, Regulatory framework of Projects.

READINGS: SELF LEARNING MATERIAL.

ADDITIONAL READINGS:

1. Samuel J. Mantel Jr., Project Management Core Textbook, Wiley- India Edition,
2. Harvey Maylor, Project Management, Pearson Education, third edition, New Delhi, 2008.
3. Project Management, The ICFAI University Press, Hyderabad, 2006.
4. Prasanna Chandra, Project Planning, Analysis, Selection, Implementation and Review, Seventh edition, 2009, Tata McGraw Hill.
5. S. Chaudhary, Project Management, Latest Edition, Tata Mcgraw Hill.

Course Code:	D	M	G	T	3	0	3	Course Title:	BANKING & INSURANCE
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WEIGHTAGE	
CA	ETE (Th.)
20	80

COURSE CONTENTS:

Sr. No.	Topics
1.	Indian Banking System: Nature, Public and Private sectors Banks in India, Reserve Bank of India: Organisation, Role and functions, Techniques of credit control
2.	Concept of Retail Banking, Corporate Banking and Wholesale banking, Treasury Management, banking Sector reforms
3.	Commercial Banking Operations: Payment and settlement system- New age clearing and New age payment, RTGS, SWIFT, NTGS, KYC Norms and Anti- Money Laundering, FEMA.
4.	Negotiable Instruments: An overview of - Endorsements, Cheques: Payment and collection, Bills of Exchange and Promissory Notes. Loans and Advances, Priority sector lending
5.	Non Performing Assets: Introduction, Provision for NPAs, Management of NPAs, Basel I & Basel II Norms.
6.	Innovations in Banking: E-banking, Mobile banking, Overview of Micro Finance, New Products & Services- Factoring, Securitisation, Banc assurance, Mutual Funds etc.
7.	Insurance: Definition & nature, its scope and significance, Indian Insurance Industry, Salient features of IRDA Act, Life insurance: Annuities, Measurement of risk and Morality Table,
8.	General Insurance: Meaning and origin, Nature and growth.
9.	Fire Insurance: Meaning, nature, Policies and conditions of fire insurance. Subrogation and Reinsurance; Marine insurance: Meaning, nature, Principles of marine insurance, Policies and conditions to marine insurance,
10.	Accident and motor insurance, Concept of health insurance and Catastrophe insurance

READINGS: SELF LEARNING MATERIAL.

ADDITIONAL READINGS:

1. Iyengar G. Vijayaragavan, Introduction to Banking, Excel Books, 1st Edition (Revised) 2009
2. Mishra, M.N., S.B., Insurance Principles and Practice, Sultan Chand, Seventh Edition, 2010
3. Varshney, P.N., Banking Law and Practice, Sultan Chand & Sons, 2008
4. Tripathy Nalini Prava, Pal Prabir, Insurance Theory and Practice, PHI, Fourth Edition, 2007
5. Harrington Scott E., Niehaus Gregory R., Risk Management and insurance, Tata McGraw-Hill, Seventh Edition, 2008

Course Code:	D	M	G	T	3	0	4	Course Title:	EVENT MANAGEMENT
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WEIGHTAGE	
CA	ETE (Th.)
20	80

COURSE CONTENTS:

Sr. No.	Topics
1.	Event Management: Introduction: size of event, types, event team, code of ethics, concept and design of events.
2.	Event feasibility and legal compliance.
3.	Marketing and promotion of the event.
4.	Financial and risk management.
5.	Planning for events-preparation for event proposal.
6.	Protocol and staging.
7.	Staffing, Leadership.
8.	Operations, Logistic, Safety & Security management, Crowd Management and evacuation.
9.	Monitoring, control and evaluation.
10.	Careers in Event Management.

READINGS: SELF LEARNING MATERIAL.

ADDITIONAL READINGS:

1. Wagen lynn and Carlos Brenda, Event management for tourism, cultural, business and sporting event, Pearson education, second impression, New Delhi, 2009
2. Anton Shone & Bryn Parry, *Successful Event Management*, Thomson Publication (second edition), New Delhi, 2007.

Course Code:	D	M	G	T	3	0	5	Course Title:	RETAIL MANAGEMENT
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WEIGHTAGE	
CA	ETE (Th.)
20	80

COURSE CONTENTS:

Sr. No.	Topics
1.	Introduction to Retail: Meaning, Scope, Functions, Marketing-Retail Equation, Rise of the Retailer, Global Retail Market, Retail as career.
2.	Retail In India: Organised Retail, Evolution of Retail in India, Drivers of Retail change in India, Size of Retail in India, Challenges to Retail development in India.
3.	Theories of Retail Development & Business Models in Retail: Evolution of Retail Formats, Theories of Retail Development, Concept of life cycle in Retail, Business Models in Retail, Traditional Business Models in Indian Retail.
4.	Understanding the Retail Consumer: Need for studying Consumer Behaviour, Factors Influencing the Retail Shopper, Customer Decision-Making Process.
5.	Retail Strategy: Concept of Business world, Strategy-The Retail Perspective, International Expansion, The Retail Value Chain.
6.	Store Site Selection: Types of Retail Locations, Steps Involved in choosing a Retail Location, Methods of Evaluating a Trading Area.
7.	Merchandise Management: Basics of Retail Merchandising, Process of Merchandise Planning, Methods of Merchandise Procurement, Retail pricing and Evaluating Merchandise Performance.
8.	Human Resource Management in Retail, Store operations and Profitability, Store Design and Visual Merchandising.
9.	Retail Marketing and Branding, Retail Management Information Systems.
10.	Private Labels, Retail Franchising, Supply Chain Management.

READINGS: SELF LEARNING MATERIAL.

ADDITIONAL READINGS:

1. Swapna Pradhan, Retailing Management, Text and Cases, Tata Mcgraw Hill, 3rd Edition
2. Levy, Michale and Barton .A. Weitz, Retailing Management, Tata Mc Graw Hill. New Delhi, 2008
3. Berman Barry, Evans, Jeol, Retail management, Prentice Hall of India. Ninth Edition. 2007
Gilbert David, Retail marketing management, Pearson, New Delhi, 2007.

Course Code:	D	M	G	T	3	0	6	Course Title:	MERCANTILE LAWS - II
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WEIGHTAGE	
CA	ETE (Th.)
20	80

COURSE CONTENTS:

Sr. No.	Topics
1.	The Factories Act,1948: Definition of Factory, Adult,Adolescent,Young person, Competent person, Object and Scope of Act, Approval, Licensing and registration of Factories, Provisions regarding Health, Welfare, Safety, Working hours for Adults, Employment of young persons, Annual Leave with Wages, Penalties under the Act.
2.	The Workmen Compensation Act, 1923: Definition of Commissioner, Workman, Disablement, Rules regarding Workmen's compensation, Defences available to employers, Amount and Distribution of Compensation, Enforcement of Act
3.	Employees Insurance Act,1948: Definition of Appropriate government, Benefit Period,Corporation,Contribution,Insurable Workman, Scope and Object of Act, Administration of Act, Benefits conferred by Act, Adjudication of Disputes, Penalties under the Act.
4.	Employees Provident Fund Act, 1952: Definitions of Pension fund, Pension Scheme, Superannuation, Employees Pension Fund Scheme and Fund, Employees Provident Fund Scheme, Employees Deposit Linked Insurance Scheme. Determination and Recovery of money due from employer, Penalties under the Act.
5.	Payment of Gratuity Act,1972: Definition of gratuity, Completed year of service,Continuous service, Scope and Object of Act, Provisions regarding Payment and forfeiture of Gratuity, Determination and Recovery of Gratuity, Penalties under act
6.	Payment of Wages Act,1936: Definition of Wages, Scope and Object of Act, Rules regarding Payment of Wages, Deductions of Wages, Penalties under the Act, Minimum Wages Act,1948- Object and Scope of Act, Provisions regarding Fixation and Revision of Wages, Safeguards available in Payment of Minimum Wages.
7.	Industrial Dispute Act,1947: Definition of Industrial Dispute, Object and Extent of Act, Modes of Settlement of industrial Dispute, Causes of Industrial Dispute, Strikes vs .Lock-outs, Lay -off vs. Retrenchment, Unfair Labour Practices under Fifth Schedule
8.	Trade Union Act,1926: Definition of Trade Dispute, Trade Union, Scope and Object of Act, Registration of Trade Union, Rights and Liabilities of Registered Trade Union, Amalgamation of Trade Union, Dissolution of Trade Union, Penalties under the Act.
9.	Payment of Bonus Act,1965: Definition of Accounting Year, Allocable Surplus, Available Surplus, Eligibility and Disqualification of Bonus, Computation of Bonus, Powers of Inspectors Offences and Penalties under the Act.
10.	Consumer Protection Act, I.T Act.

READINGS: SELF LEARNING MATERIAL.

ADDITIONAL READINGS:

1. Kapoor, N.D, Elements of Mercantile Law, *Sultan Chand and Sons*, New Delhi, 30th Edition, 2009.
2. Misra, Surya Narayan, *Central Law Publications*.
3. Gupta, Dr. C.B, Human Resource Management, *Sultan Chand and Sons*, 5th Edition.

Course Code:	D	M	G	T	3	0	7	Course Title:	TOTAL QUALITY MANAGEMENT
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WEIGHTAGE	
CA	ETE (Th.)
20	80

COURSE CONTENTS:

Sr. No.	Topics
1.	TQM framework , Historical Review , Gurus of TQM , Obstacles and Benefits of TQM
2.	Leadership for TQM, 7 Habits, The Deming Philosophy, Quality Council, Core Values.
3.	Customer Satisfaction , Perception of Quality , Service Quality , Customer Retention
4.	Employee Involvement, Surveys, Empowerment , Suggestion System , Performance Appraisal
5.	Process Improvement
6.	Benchmarking
7.	Environmental Management Systems ISO 14000 series standards
8.	Quality Function Deployment
9.	Failure mode and Effect Analysis
10.	Total Productive Maintenance

READINGS: SELF LEARNING MATERIAL.

ADDITIONAL READINGS:

1. Total Quality Management, 3rd Edition, Besterfield, Pearson India.
2. Quality Management by Kanishka Bedi , Oxford University Press.
3. Total Quality Management, Principles , Practice and Cases , Dr DD Sharma, Publisher : Sultan Chand and Sons , New Delhi.

Course Code:	D	M	G	T	3	0	8	Course Title:	CUSTOMER RELATIONSHIP MANAGEMENT
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WEIGHTAGE	
CA	ETE (Th.)
20	80

COURSE CONTENTS:

Sr. No.	Topics
1.	Introduction to CRM: Definition, Scope, Evolution and transformation of customers, touch point analysis
2.	Customer Value: Customer relationship styles, Types of customer value, value co-creation
3.	Analysing Profitability of Customers: Lifetime customer value, Base profit analysis, Value chain analysis, customer defection. Customer retention: Importance, stages, measurement, Customer expectations: Managing and delivering
4.	Closed loop marketing (360 degree marketing) and, data mining, , cross-selling/up selling
5.	Technology for customer relations: Contact centre technology, Front desk management technology, CRM technology, Customer data management. e-CRM ; Its importance; Recognising barriers to internet adoption
6.	Managing customer relationship: Stages, techniques to manage relations, customer experience management. Creating a customer profile; Knowing your customers; Segmenting & Targeting Customers; Tools used for Segmenting & Targeting Customers
7.	Delivering the customer Offer: Developing and deploying CRM strategy: CRM program life cycle, Building blocks
8.	CRM measurement: CRM Metrics, Loyalty programs, Types of customer metrics, customer indices: composite and values, Application of metrics
9.	Customer Privacy: Need, importance and its various elements. Analysis of CRM strategies and approaches practised by successful business houses in India and Abroad
10.	Emerging Trends in CRM, sales force automation

READINGS: SELF LEARNING MATERIAL.

ADDITIONAL READINGS:

1. Kumar, Sinha and Sharma, *Customer Relationship Management, Biztantra Publication*, New Delhi, 2008.
2. Ed Peelen, *Customer Relationship Management, Pearson Education*, New Delhi, 2005.
3. Chapter-1, 4, 17, 20, 22, 23 in Judith W. Kincaid, *Customer Relationship Management*, Pearson Education, New Delhi, 2007.
4. Chapter-3, 4,6 in S. Shajahan, *Relationship Management*, Tata McGraw Hill, New Delhi, 2008.

Course Code:	D	M	G	T	3	0	9	Course Title:	ENVIRONMENTAL STUDIES
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WEIGHTAGE	
CA	ETE (Th.)
20	80

COURSE CONTENTS:

S. No.	Topics
1.	Environmental Science: Meaning, Scope, Importance and need for public awareness
2.	Natural resources and associated problems: Forest resources: deforestation and over exploitation Water resources: over utilisation of surface and underground water, floods, drought, Benefits and problems of dams.
3.	Mineral resources: effects of extracting mineral resources on environment Food resources: world food problems, Effects of modern agriculture and problem of fertilizers & pesticides.
4.	Energy resources: crisis of growing energy needs, Renewable and non- renewable resources of energy, Alternative energy resources. Land resource: Land as a resource, land degradation, soil erosion and desertification. Role of individual in conservation of natural resources and equitable use of resources for sustainable life.
5.	Meaning, structure and functions of eco system, Energy flow on eco system, Food chain and food web, Ecological pyramid.
6.	Environment pollution: meaning, causes effects and control measures of air pollution, water pollution, soil pollution, marine pollution, noise pollution.
7.	New sources of pollution: Thermal pollution, Nuclear pollution Role of individual in prevention of pollution, Disaster management in case of floods, earthquake, cyclone and landslides.
8.	Environment and social issues: From unsustainable to sustainable development, Energy related problems of urban people, rain water harvesting, Climate change and global warming, Acid rain and ozone layer depletion, Environment Protection Act.
9.	Environment and human population: Population growth and population explosion, Family welfare programmes, Effects of environment on human life, Human rights, HIV/AIDS, women and child welfare Role of information technology in environmental awareness

READINGS: SELF LEARNING MATERIAL.

ADDITIONAL READINGS:

1. Bhamrucha, Erach: Text Book of Environment Studies, Universities Press Private Limited, New Delhi.
2. Rajagopalan, R : Environmental Studies, Oxford University Press, New Delhi.
3. Sharma, R.A.: Environmental Studies, Surya Publication, Merrut, 2001.
4. Joseph, Benny: Environment Studies, Tata Mcgraw- Hill Publishing Company Limited, New Delhi.
5. Sirohi, Prof. Surindr Singh: Environmental Education, Tondon Publication, Ludhiana.

Course Code:	D	M	G	T	3	1	0	Course Title:	ENTREPRENEURSHIP AND SMALL BUSINESS MANAGEMENT
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WEIGHTAGE	
CA	ETE (Th.)
20	80

COURSE CONTENTS:

Sr. No.	Topics
1.	Entrepreneurship: meaning, importance of entrepreneurship, concepts, Characteristics, classifications of entrepreneurship, problems faced by entrepreneurs in India.
2.	Entrepreneur v/s intrapreneur, entrepreneurial models, Legal issues for Entrepreneur: Intellectual property rights: Copyrights, Trademarks, Trade secrets, Patents.
3.	Women Entrepreneurs, working environment, challenges in the path of women entrepreneurs, empowerment, Grassroots entrepreneurs through self help groups (SHG).
4.	Building the business plan- Feasibility study: Setting up of Small business enterprises,
5.	Financial Considerations: Basic financial statements, Managing Cash Flows, Preparation of projected financial statements, Applications of Business ratios, Sources of finance: Debt and Equity.
6.	Marketing: Marketing considerations- selecting the target market, market strategy. Pricing strategies and marketing of services, export marketing.
7.	Production management in Small business: production and material management, Break even analysis.
8.	HRM in Small business: Importance of HRM, HRD, Industrial relations, labour laws, pollution control laws.
9.	Institutions supporting small business enterprises: Introduction, Central level institutions, state level institutions, other agencies.
10.	Sickness in small business enterprises: Definition and status of Sickness of SSI's in India, causes of sickness, Symptoms and cure of sickness.

READINGS: SELF LEARNING MATERIAL.

ADDITIONAL READINGS:

1. Charantimath P, "Entrepreneurship development small business enterprises", 4th edition, Pearson Education, New Delhi, 2009.
2. Hisrich D Robert, Peters P Michael & Shepherd A Dean, "Entrepreneurship", 6th edition, Tata McGraw-Hill, New Delhi, 2008
3. Roy Rajeev, "Entrepreneurship", Oxford University Press, 2008
4. Zimmerer W. Thomas, Scarborough," Essentials of entrepreneurship and small business management", 4th edition, Prentice Hall of India Pvt Ltd, New Delhi.