

Syllabus for BBA-MBA Programme

(Five Year Integrated Programme)



SIKKIM UNIVERSITY

(A Central University Established by an Act of Parliament of India in 2007)

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Revised Course Structure for BBA Programme

Semester I (4 Credits each)

- Paper I: History and Culture of South Asia
- Paper II: English Language – Paper 1
- Paper III: Business Mathematics
- Paper IV: Eastern Himalayan Studies
- Paper V: Economics (Macro)

Semester II (3 Credits each)

- Paper VI: Indian Social Structure
- Paper VII: Environmental Studies
- Paper VIII: Statistics
- Paper IX: Foreign Language – Paper I
- Paper X: English Language – Paper 2

Winter break: Student has to do training in the Language Lab (3 Credits)

Semester III (4 credits each)

- Paper XI: Agricultural Sector and Economic Growth
- Paper XII: Manufacturing Sector and Economic growth
- Paper XIII: Services Sector and the Economy
- Paper XIV: Foreign Language - Paper 2
- Paper XV: Economics (Micro)

Semester IV (3 credits each)

- Paper XVI: Economic Environment and International Business
- Paper XVII: Business Communication
- Paper XVIII: Principles of Management

Paper XIX: Business Ethics and Human Values

Paper XX: Research Methodology

Winter Break: Student has to do 8-10 weeks Internship during Winter Break (4 Credits)

Semester V (4 Credits each)

Paper XXI: Information Technology in Management

Paper XXII: Production Management and Operation Research

Paper XXIII: Fundamentals of Entrepreneurship

Paper XXIV: Organisational Behaviour and Human Resource Management

Paper XXV: Fundamentals of Marketing

Project study based on field work begins in this semester

Summer Break – Student must carry a field study/research as part of their project study

Semester VI (3 Credits)

Paper XXVI: Management of Information Systems

Paper XXVII: Business Accounting

Paper XXVIII: Financial Management

Paper XXIX: Elective Paper - 1

Paper XXX: Elective Paper - 2

Paper XXXI: Project Report and Viva (5 credits)

1. The Revised Course Structure of MBA Programme

Semester I (24 Credits)

Paper I:	Organisational Behaviour(3)
Paper II:	Managerial Economics (3)
Paper III:	Financial Accounting (3)
Paper IV:	Quantitative Techniques in Management (3)
Paper V:	Information Technology in Management (3)
Paper VI:	Business Communication (3)
Paper VII:	Business Ethics and Corporate Social Responsibility (3)
Paper VIII:	Legal Environment of Business (3)

Semester II (24 Credits)

Paper I:	Organisational Effectiveness and Change (3)
Paper II:	Research Methodology (3)
Paper III:	Management Information Systems (3)
Paper IV:	Financial Management (3)
Paper V:	Marketing Management (3)
Paper VI:	Human Resource Management (3)
Paper VII:	Production and Operations Management (3)
Paper VIII:	International Business Environment (3)

Semester III (21 Credits)

Paper I:	Management Accounting (3)
Paper II:	Operations Research (3)
Paper III:	Project (Summer Internship) Work and Viva Voce (3)

NB: In addition, the student is required to choose **4 (four) electives of 3 credits** each from the list of Optional Papers

Semester IV (21 Credits)

Paper I:	Entrepreneurship Development (3)
Paper II:	Strategic Management (3)
Paper III:	Comprehensive Viva Voce (Seminar Course) (3)

NB: In addition, the student is required to choose 4 (four) electives of 3 credits each from the list of Optional Papers

2. Proposed List of Elective Papers with Area Specialisation

Area 1 - Environmental Management and Ecology

1. Water Resources Management
2. Floriculture and Horticulture Management
3. Tea Management
4. Disaster Management
5. Natural Resources Management

Area 2 - Economics and Entrepreneurship

1. Trade and International Relations
2. Game Theory and Decision Analysis
3. Social Entrepreneurship
4. Women and Micro-enterprises

Area 3 - Information technology and Infrastructure Management

1. Strategic Management of Information Technology
2. E-Commerce
3. Regional Cooperation and border trade management
4. Healthcare management

Area 4 - Tourism and Hospitality Management

1. Travel and Tourism
2. Sports, Leisure and Adventure Management
3. Art and Culture
4. Spirituality and life style Management

Area 5 - Banking and Financial Sector Management

1. Portfolio Management
2. Risk Management
3. Management of Financial Services
4. Micro credit Management
5. Insurance and Investment Management

Area 6 – Specialised areas for MBA programme

1. Marketing Management

2. OB and HRM
3. Systems and Operation research
4. Financial Management

Detailed unitized Syllabus for BBA Programme

Semester I

BBA 101 HISTORY AND CULTURE OF SOUTH ASIA
BBA 102 ENGLISH LANGUAGE – PAPER I
BBA 103 BUSINESS MATHEMATICS
BBA 104 EASTERN HIMALAYAN STUDIES
BBA 105 ECONOMICS (MACRO)

Semester II

BBA 201 INDIAN SOCIAL STRUCTURES
BBA 202 ENVIRONMENTAL STUDIES
BBA 203 BUSINESS STATISTICS
BBA 204 FOREIGN LANGUAGE –PAPER I
BBA 205 ENGLISH LANGUAGE – PAPER II

Semester III

BBA 301 AGRICULTURAL SECTOR AND ECONOMIC GROWTH
BBA 302 MANUFACTURING SECTOR AND ECONOMIC GROWTH
BBA 303 SERVICE SECTOR AND ECONOMY
BBA 304 FOREIGN LANGUAGE – PAPER II
BBA 305 ECONOMICS (MICRO)

Semester IV

BBA 401 ECONOMIC ENVIRONMENT AND INTERNATIONAL BUSINESS
BBA 402 BUSINESS COMMUNICATION
BBA 403 PRINCIPLES OF MANAGEMENT
BBA 404 BUSINESS ETHICS AND HUMAN VALUES
BBA 405 RESEARCH METHODOLOGY

Semester V

BBA 501 INFORMATION TECHNOLOGY IN MANAGEMENT
BBA 502 PRODUCTION MANAGEMENT AND OPERATION RESEARCH
BBA 503 FUNDAMENTALS OF ENTREPRENEURSHIP
BBA 504 ORGANISATIONAL BEHAVIOUR AND HUMAN RESOURCE MANAGEMENT
BBA 505 FUNDAMENTALS OF MARKETING

Semester VI

BBA 601 MANAGEMENT OF INFORMATION SYSTEMS
BBA 602 BUSINESS ACCOUNTING

BBA 603 FINANCIAL MANAGEMENT

BBA 604 ELECTIVE I

BBA 605 ELECTIVE II

BBA 606 PROJECT + VIVA

Semester I

BBA 101 HISTORY AND CULTURE OF SOUTH ASIA

Unit I: South Asia – Demography, Physical geography, Cultural Heritage with reference to Art, Architecture and Religions (15 Hours)

Unit II: Countries in South Asia: Brief History – India, Bangladesh, Pakistan, Bhutan, Maldives, Nepal, Sri Lanka (15 hours)

Unit III: India: Indus Valley Civilisation, Mughal Empire, European Invasion, Expansion of Colonialism in South Asia

Unit IV: Indian National Movement: The Great revolt of 1857, Partition of Bengal, Swadeshi Movement, Non-Cooperation Movement, Quit India Movement, Towards Freedom

Unit V: India Since Independence: Politics and Economy

Essential Readings

Chandra, Bipan (ed.) *India's Struggle for Independence*

Sarkar, Sumit, *Modern India*

Mukherji, Aditya (ed) *India after Independence*

BBA 102 ENGLISH LANGUAGE – PAPER I

Unit I: Phonetics - The Basic English sound system.

Homonyms

Synonyms

Vocabulary Extension

Effective use of words

Sentence Variety/Sentence conciseness

Unit II: The English sentence Structure

Types of sentences

Tense and Concord

Voice, Direct and Indirect Speech
Prepositions

Unit III: Reading, Writing and Comprehension Skills

Précis writing
Business Correspondence
Structure of Business Letters

Essential Readings

Eats Shoots Leaves by Lynne Truss

Essential English Grammar by Raymond Murphy

BBA 103 BUSINESS MATHEMATICS

Unit I: Arithmetic Progression – Definition of A.P., Common difference, General term, summation of n terms, Sum of n natural numbers, Sum of the squares and cubes of first n natural numbers, A.M.

Unit II: Geometric Progression – Definition of G.P., Common ratio, General term, Summation of n terms, G.M.

Unit III: Theory of Quadratic equations – Quadratic equations with real roots; Relation between roots and coefficient of quadratic equations.

Unit IV: Permutations – Definition, Factorial notation, Theorem permutation of n different things taken r at a time are not all different, permutations with repetitions, Restricted permutations.

Unit V: Combinations – Definition. Theorem on combination of n different things taken r at a time things not all different, Basic identities, Restricted combinations.

Unit VI: Logarithm – Definition, Base and Index of logarithm, general properties of logarithm, Common problems.

Unit VII: Binomial Theorem – Statement of theorem for positive integral index, Proof by the method of induction, General term. Middle term, Equidistant terms

Unit VIII: Functions – Function of a single variable, idea of a function bounded in an interval, Increasing and decreasing function, Inverse function, Explicit and Implicit Function

Unit IX: Function of function; Graphical representation of functions – logarithm, exponential, absolute value, polynomial etc. (Trigonometric function not required)

Unit X: Limits and Continuity – Geometrical and intuitive approach, Algebra of limits (no proof), Limit of a function, Continuous functions.

Unit XI: Differentiation – Derivative of a function, Differentiation of a constant, x^n (n is rational), $\log x$, e^x ; Rules of differentiation of function of sum, product and quotient of two functions; Rules of differentiation of function of a function (statement only), differentiation of implicit functions, Derivative by using logarithm of a function, Higher order differentiation of a function.

Essential Readings

Amarnath Dikshit & Dr. Jinendra Kumar Jain, Business Mathematics

Kapoor, V. K., Business Mathematics, Sultan Chand & Sons, Delhi

Bari, Business Mathematics, New Literature Publishing Company, Mumbai

Hall, H. S. & S. R. Knight, Higher Algebra, Radha Publishing House

Dowling, Introduction to Mathematical Economics, Schaum's Outline Series

Soni, R. S., Business Mathematics, Pitambar Publishing House

Holden, Mathematics for Business & Economics, Macmillan India, New Delhi

Allen, R.G.D., Basic Mathematics, Macmillan, New Delhi

BBA 104 EASTERN HIMALAYAN STUDIES

The common syllabus of Sikkim University should be followed in this paper

BBA 105 ECONOMICS (MACRO)

Unit I: Measurement of Economic Performance

Concepts and measurement of GDP, NDP, GNP, NNP and personal income – The components of GDP – Real and nominal GDP – The GDP deflator – Consumer price index – Measuring unemployment – Okun's law

Unit II: Business Fluctuations and Policies

- a) Difference between short run and long run in macroeconomic analysis – Composition of aggregate demand – Demand-determined output in the short run – Role of investment spending, consumption spending and govt. budget in the determination of short-run output.
- b) Financial markets – Money and bonds as financial assets – The money market equilibrium – Open market operations and the interest rate – Financial markets and the LM curve.
- c) Joint determination of short run output and interest rate in the IS – LM model –Economic shocks and business fluctuations in the IS-LM model – Fiscal and monetary policies to control business fluctuations. [Theoretical expositions should be accompanied by case studies / examples]

Unit III: The Economy in the Long Run

The aggregate production function – Labour market equilibrium – Natural level of employment and output – The long run aggregate supply curve – The loanable funds theory of real interest rate.

Essential Readings

Mankiw, N.G., Macroeconomics Third edition

Oliver, Macroeconomics, Fourth edition, Pearson Education-Blanchard

Fisher and Startz, Macroeconomics, TMH Publishing- Dornbush

Evans, Michael, Macroeconomics for Managers, First edition, Blackwell Publishers

Abel and Bernanke, Macroeconomics, Pearson Education

Dipankar Dasgupta, The Macro-economy, OUP

Semester II

BBA 201 INDIAN SOCIAL STRUCTURES

Unit I: India: Unity in Diversity

Unit II: Family, Marriage and Kinship

Unit III: Tribes, Caste and Class

Tribal Life in India: Types of Marriages, Agriculture (Jhuming Cultivation)

Caste (jajmani System), Class (changes) Relationship between caste and class

Panchayati System

Unit IV: Rural and Urban India

Rural as Producer and Urban as Consumers

Rural Urban Continuum

Community Development programmes in rural areas

Migration from rural to Urban area

Unit V: Population and Society

Population and economic development

Overpopulation and socio-economic Problems

National Population Policy and Development

Unit VI: State and Society

Evolution of Indian state

India as a Welfare state

State and Planning in India

Agrarian and Industrial Development in India

Essential Readings

Bailey, F.G., *Caste and the Economic Frontier*, Manchester University Press, 1975.

Bose, N.K., *Tribal Life in India*, New Delhi, National Book Trust, India, 1971.

Desai, A.R., (ed), *Rural Sociology in India*, Bombay, Popular Prakashan, 1969.

-----, *State and Society in India: Essays in Dissent*, Bombay, Popular Prakashan, 1975.

-----, *Social background of Indian Nationalism*, Bombay, Popular Prakashan, 1948.

Dube, S.C., *Indian Society*

Fox, R., *Kinship and Marriage*, Baltimore: Penguin Books, 1967.

Ghurye, G.S., *Caste and Race in India*, Bombay, Popular Prakashan, 1969.

Haq, E., *Sociology of Population in India*, Delhi, Macmillan India Ltd. 2007.

Kapadia, K.M., *Marriage and Family in India*, Calcutta: Oxford University Press, 1964.

Karve, I., *Kinship Organisation in India*, Poona Asia Publishing House, 1953.

Mandelbaum, D.G., *Society in India*, Bombay, Popular Prakashan, 1972.

Mukherjee, R.K., *The Dynamics of Rural Society*, Berlin: Akademik, Verlag, 1957.

Premi, M.K., Ramanamma, A. and Bambawale, Usha, *An Introduction to Social Demography*, New Delhi: Vikas Publishing House, 1983.

Sharma, K.L., *Indian Social Structure and Change*, New Delhi, Rawat Publications, 2008.

----- “Caste and Class: Factors affecting social mobility among the Scheduled Castes”, The Journal of Sociological Studies, Vol. 2, January 1983

BBA 202 ENVIRONMENTAL STUDIES

The common syllabus of Sikkim University should be followed in this paper

BBA 203 STATISTICS

Unit I: Introduction - Definition of Statistics, Importance and Scope of Statistics, Limitation of Statistics.

Unit II: Collection & Representation of Statistical Data – Statistical data, Primary and Secondary data; Methods of collection of data; – Tables, Graphs and Charts, Summarization of Statistical data, Frequency distribution; Diagrammatic representation of frequency distribution.

Unit III: Measures of Central Tendency – Meaning of central tendency, Common Measures of central tendency, Relationship among A.M., G.M. and H.M., Weighted means, Quartiles, Deciles, Percentiles.

Unit IV: Measures of Dispersion – Common measures of absolute dispersion, Comparisons of different absolute measures, properties of standard deviation; Measures of relative dispersion.

Unit V: Moments, Skewness and Kurtosis – Different types of moments and their relationships. Meaning of skewness and kurtosis; different measures of skewness and kurtosis.

Unit VI: Correlation and Regression –Bivariate data, Scatter diagram, Simple correlation coefficient, Simple regression lines, simple properties of correlation and regression, Limitation of simple correlation and regression, Spearman’s rank correlation formula, Use of rank correlation

Unit VII: Index Numbers – Meaning of Index Number. Problems in construction of index numbers, Types of Index numbers; Different formulae, Cost of living index number; Uses of index numbers.

Unit VIII: Interpolation – Introduction; Finite differences; Newton’s forward interpolation formula – Newton’s backward interpolation – Lagrange’s interpolation formula.

Essential Readings

Gupta and Gupta, Business Statistics, Sultan Chand & Sons: New Delhi
Chandan, J., Statistics for Business Economics, Vikas: New Delhi
Das, N.G., Statistical Methods , M. Das & Co.: Kolkata
Hogg, Introduction to Mathematical Statistics , Pearson: New Delhi
Miller, John E.Freud's, Mathematical Statistics with Application 7/e ,Pearson: New Delhi ,
Gupta, S.C., Fundamentals of Statistics, Sultan chand & Sons, Delhi
Elhance, D.N., Fundamentals of Statistics, Kitab Mahal, Allahabad
Satyanarayana, M., Management Operations Research, Lalitha Raman
Kapoor, V.K., Operations Research Techniques for Management- Sultan Chand & Sons, Delhi

BBA 204 FOREIGN LANGUAGE – PAPER I

BASIC/ELEMENTARY CHINESE

Unit I: Introduction to Chinese Language:

- a) Language Family.
- b) Geographical Location.
- c) Historical Background.
- d) Culture and Festivals.
- e) Chinese Politics & Contemporary China.

Unit II: Beginning on Chinese Language:

- a) Introduction to Chinese Phonetic system.
- b) Introduction to Romanization (initials and finals) and four tone graphs.
- c) Introduction to Basic/Elementary Vocabularies.
- d) Introduction to Chinese Characters.
- e) Introduction to Chinese Speaking & Oral.

Unit III: Basic/Elementary Chinese:

- a) Basic/Elementary Readings.
- b) Basic/Elementary Conversations.
- c) Basic/Elementary Comprehensions.
- d) Basic/Elementary Writings – Chinese Characters.

- e) Basic/Elementary Speaking & Oral.

Unit IV: Introduction to Chinese Grammar – Basic/Elementary:

- a) Introduction to Chinese Grammar – Basic/Elementary.
- b) Subject, predicate, verb, noun, adverb, adjective, preposition, conjunction and basic constructions.
- c) Grammatical functions of time words, reduplication of verbs and measure word.
- d) Complement of result, modal particle, aspect particle and affirmative questions.
- e) Word Formation and Basic/Elementary Sentences.

Unit V: Intermediate Chinese:

- a) Intermediate Readings.
- b) Intermediate Conversations.
- c) Intermediate Comprehensions.
- d) Intermediate Writings – Chinese Characters.
- e) Intermediate Speaking & Oral.

Unit VI: Basic/Elementary Business Chinese:

- a) Basic/Elementary Business Terminology.
- b) Basic/Elementary Business Vocabulary.
- c) Basic/Elementary Business Expressions.
- d) Basic/Elementary Business Techniques.
- e) Basic/Elementary Business negotiations in international trade and commerce.

Essential Readings

Elementary Chinese Readers, Part 01 and Part 02.

Modern Chinese Beginner's Course, Part 1 – 2.

Step By Step Chinese Speaking – Elementary Part 01 and Elementary Part 02 (With 01 CD Each).

Conversational Chinese 301 – Volume 01.

Speak Chinese Book 01 and Book 02.

Chinese Character Workbook.

Learning Chinese Measure Word (Illustrated).

A Concise Chinese Grammar.

300 Grammatical Points.

Elementary Chinese Readers, Part 03 and Part 04.

Modern Chinese Beginner's Course, Part 3.

Step By Step Chinese Speaking – Intensive Part 01 and Part 02 (With 01 CD Each).

A Brush Up Course in Modern Chinese – Intensive.

Conversational Chinese 301 – Volume 02.

BBA 205 ENGLISH LANGUAGE – PAPER II

Unit I: Fundamentals of Communication

Nature of communication

Elements of Communication

Models of Communication

Verbal and non-verbal Communication

Unit II: Effective Communication

Definition of Organizational Communication

Influencing through Communication

Effective Oral presentations

Unit III: Functional Communication

Communication with Employees

Managerial Roles and Communication

Causes for poor Managerial Communication

Cross-Cultural Communication

Interpersonal Communication

Persuasive Communication & Persuasive Sales Letters

Conflict Management

Unit IV: Professional Presentations

Organizing a presentation

Audience analysis in presentation

Effective Presentations with visual aids

Components of non-verbal communication

Unit V: Visual Aids

Designing the Presentation

Tips for preparing Visual aids

Advantages and limitations of Visual aids

Testing the Design of Presentation

Essential Readings

Phillip.G. Clampitt *Communicating for Managerial Effectiveness*, by

Mary Munter *Guide to Managerial Communications*, by

Who moved My Cheese, by Spencer Johnson

Semester III

BBA 301: AGRICULTURAL SECTOR AND ECONOMIC GROWTH

Unit I: Structure of Indian Agriculture Sector

Unit II: Distinguish features of Indian Agriculture Sector

Unit III: Problems/Issues in Agriculture – Subsidy, Supply Chain, Marketing, Cost and prices Price system, Market and Consumer, Middle man, Financing in Agriculture

Unit IV: Agro-industries and Marketing

Unit V: Emerging trends: Globalisation and Agriculture, Liberalisation, Corporate Farming

Unit VI: features of Flori-Culture and Horticulture

Unit VII: issues in agriculture Labour market

Unit VIII: global institutions and regulations

Essential Readings

1. Cuffero Nadia; Population, *Economic Growth and Agriculture in Less Developed Countries*; Routledge (London & New York).
2. Sengupta, Jati; *India's Economic Growth*; Palgrave Macmillian.
3. Mishra, S.K., and Puri, V.K.; *Indian Economy*; Himalaya Publishing House.
4. Dutt, Ruddar and Sundaram, K.P.M.; *Indian Economy*; S.Chand.
5. Kapila, Uma; *Indian Economy since Independence*; Academic Foundation.
6. Sivasubramonian, S; *The Sources of Economic Growth in India*; Oxford University Press.

BBA302: MANUFACTURING SECTOR AND ECONOMIC GROWTH

Unit I: Rise and Growth of Industrial Sector

Structure of Indian Industry

Unit II: Types of Industries: Small , Medium and Large scale, Micro-entrepreneurs'

Unit III: Contributions to Indian Economy

Unit IV: Manufacturing Industry

Unit V: issues in production process

Unit VI: Linkages

Unit VII: Labour issues in the industrial sector

Unit: VIII: Globalisation and Prospects for Indian Industrial sector

Essential Readings

1. Plokangas, Tapio, Jensen, Bjarne S., Bos, Dieter, Corneo, Giacomo, Hjerpe, Reino and Honkatukia, Juha; *Growth, Trade and Economic Institutions*; Journal of Economics, Supplement 10; Springer Wien New York.

2. Ahmad, Shoab; *Industrial Growth and Employment in India*; Gyan Books.
3. Pendse, N.G. and Choubey, S.K.; *Globalisation and Indian Manufacturing Sector*; Sarup and Sons.
4. Andersen, A.; *India's Manufacturing Sector*; Academic Foundation.
5. Nagaraj, R.; *Aspects of Indian Economic Growth and Reforms*; Academic Foundation.
6. Ahluwalia, Ishar Judge; *Industrial Growth in India*; Oxford University Press.

BBA 303: SERVICES SECTOR AND THE ECONOMY

Unit I: Growth of Service Sector

Unit II: contribution to GDP

Unit III: Service sector and changing trends in Labour market

Unit IV: Prospects and Challenges

Unit V: Indian Service Sector in the Global Context

Unit VI: Tourism sector

Unit VII: Market and Service sector

Unit VIII: Globalisation and Service sector in India

Essential Readings

1. Keilbach, Max, Tamvada, Jagannadha Pawan, and Audretsch, David B. (Editors); *Sustaining Entrepreneurship and Economic Growth: Lessons in Policy and Industry Innovations from Germany and India*; Springer Science + Business Media.
2. Roy, Kartik Chandra and Tisdell, Clement Allen; *Tourism in India and India's Economic Development*; Nova Publications.
3. Kapila, Raj and Kapila, Uma; *India's Economy in the 21st Century*; Academic Foundation.

4. Mishra, R.K. and Sethi, Nandita; *Rethinking India's Growth Strategy – Services vs. Manufacturing*; Institute of Public Enterprise, Hyderabad.

BBA304: FOREIGN LANGUAGE – PAPER II

MEDIUM AND ADVANCED CHINESE

Unit I: Introduction to Chinese Grammar – Intermediate:

- a) Introduction to Chinese Grammar – Intermediate.
- b) Compound Sentences.
- c) Complex Sentences.
- d) Basic and Complex Syntactic Structures.
- e) Component Analysis.

Unit II: Compositions and Translations – Basic/Elementary:

- a) Basic/Elementary Translations – English to Chinese.
- b) Basic/Elementary Translations – Chinese to English.
- c) Basic/Elementary Essay Writings.
- d) Basic/Elementary Letter Writings.
- e) Basic/Elementary Report Writings.

Unit I: Advanced Chinese:

- a) Advanced Readings.
- b) Advanced Conversations.
- c) Advanced Comprehensions.
- d) Advanced Writings – Chinese Characters.
- e) Advanced Speaking & Oral.

Unit II: Intermediate and Advanced Business Chinese:

- a) Intermediate and Advanced Business Terminology.
- b) Intermediate and Advanced Business Vocabulary.
- c) Intermediate and Advanced Business Expressions.
- d) Intermediate and Advanced Business Techniques.
- e) Intermediate and Advanced Business negotiations in international trade and commerce.

Unit III: Introduction to Chinese Grammar – Advanced:

- a) Introduction to Chinese Grammar – Advanced.
- b) Double Sentences.
- c) Syntactic Constructions.

- d) Function Words.
- e) Word Order.

Unit IV: Compositions and Translations – Intermediate and Advanced:

- a) Intermediate and Advanced Translations – English to Chinese.
- b) Intermediate and Advanced Translations – Chinese to English.
- c) Intermediate and Advanced Essay Writings.
- d) Intermediate and Advanced Letter Writings.
- e) Intermediate and Advanced Report Writings.

Essential Readings

Elementary Chinese Readers, Part 03 and Part 04.

Modern Chinese Beginner's Course, Part 3.

Step By Step Chinese Speaking – Intensive Part 01 and Part 02 (With 01 CD Each).

A Brush Up Course in Modern Chinese – Intensive.

Conversational Chinese 301 – Volume 02.

Huang Weizhi, Jingmao Guoji Hanyu Kouyu (Spoken Chinese for International Business)

A Concise Chinese Grammar.

Qiao Haiqing, Fanyi Xinlun (New Theories of Translation).

Developing Chinese Writing Skills.

Zu Renzhi & Ren Xuemei, Gaoji Hanyu Kouyu (An Advanced Course in Spoken Chinese).

Pan Zhaoming (ed.), Hanyu Gaoji Tingli Jiaocheng (An Advanced Audio Course in Chinese).

A Brush Up Course in Modern Chinese – Advanced.

English Words and Expressions you need abroad.

Zhang Li (ed.), Shangwu Kouyu Jiaocheng (A Course in Commercial Chinese).

Li Yinmin (ed.), Guoji Shangwu Hanyu (International Business Chinese).

A Concise Chinese Grammar.

Error Analysis 900 Sample Sentences.

Business Writings in Chinese.

BBA 305 ECONOMICS (MICRO)

Unit I: Meaning, Nature and Scope of Business Economics – Micro and Macro, Basic Economic Problems, Market forces in solving economic problems.

Unit II: Demand: Law of demand and its exceptions; Elasticity of demand- Own price elasticity, Income elasticity and Cross price elasticity of demand, Measurement of elasticity Arc Price elasticity and Point price elasticity, Different Revenue concepts, Relations concerning AR, MR and Price Elasticity.

Unit III: Production and cost: Production function; Law of variable proportions – Total product, Average product, marginal product and their relations; Isoquant, Isocost lines and choice of optimum input combination, Expansion path, Returns to Scale; Cost Function; Short-run and long-run costs – Different cost concepts and costs curves; Classification of costs.

Unit IV: Market - Different market structures; Short-run and Long-run, Equilibrium under Perfect Competition, Supply Curve of a competitive Firm; Equilibrium under Monopoly, Price Discrimination, Price and Output Determination under Monopolistic Competition.

Essential Readings

Lipsey, Richard G., Introduction to Positive Economics

Girijashankar , Business Economics (Micro), Atharva Prakashan, Pune.

Seth, M. L., Micro Economics

Jhingan, M. L., Micro Economics, Vrinda Publications, New Delhi.

Mithani, D. M., Managerial Economics: Theory and Application

Samuelson and Nordhaus, Economics , McGraw Hill.

Lipsey, An Introduction to Positive Economics, ELBS.

Hague, Managerial Economics, Longman.

Varshney and Maheshwari, Managerial Economics, Sultan Chand

Mukherjee, Modern Economic Theory, Wishwa Prakashan

BBA 401 ECONOMIC ENVIRONMENT AND INTERNATIONAL BUSINESS

Unit I: Indian Business Environment: Concept, components and importance.

Unit II: Economic Trends: Income; Savings and investment; Industry; Trade and Balance of Payments, Money; Finance ; Prices.

Unit III: Problems of Growth: Unemployment; Poverty; Regional imbalances; Social injustice; Inflation, Parallel economy; Industrial sickness.

Unit IV: Role of Government: Monetary and fiscal policy; Industrial licensing, Privatization; Devaluation; Export-import policy; Regulation of foreign investment; Collaborations in the light of recent changes.

Unit V: Industrial Policy: Industrial Policies since Independence, New Industrial Policy and its Effect.

Unit VI: The Current Five Year Plan: Major policies; Resource allocation.

Unit VII: International Environment: International trading environment; Trends in world trade and the problems of developing countries; Foreign trade and economic growth; International economic groupings; International economic institutions – GATT, WTO, UNCTAD, World Bank, IMF; GSP; GSTP.

Unit VIII: Major Industry Associations: FICCI, CII, ASSOCHAM, PHDCCI, Role of Industry Associations.

Essential Readings

Sundaram and Black: The International Business Environment; Prentice Hall

Chidambaram, P., Business Environment; Vikas Publishing

Dutt R and Sundharam KPM: Indian Economy; S. Chand

Misra SK and Puri VK: Indian Economy; Himalaya Publishing

Upadhyay, S: Business Environment, Asia Books

Chopra, BK: Business Environment in India, Everest Publishing

Suresh Bedi: Business Environment, Excel Books

BBA 402 BUSINESS COMMUNICATION

Unit I: Introduction to Communication

Meaning and Definition - Process - Functions - Objectives - Importance - Essentials of good communication - Communication barriers - Overcoming communication barriers

Unit II: Types of Communication

Written - Oral - Face-to-face - Silence - Merits and limitations of each type

Unit III: Business Letters

Need and functions of business letters - Planning & layout of business letter - Kinds of business letters - Essentials of effective correspondence -

Unit IV: Drafting of business letters

Enquiries and replies - Placing and fulfilling orders - Complaints and follow-up - Sales letters - Circular letters - Application for employment and resume - Report writing - Notices, Agenda and Minutes of the Meetings - Memos

Unit V: Oral Communication

Meaning, nature and scope - Principles of effective oral communication - Techniques of effective speech - Media of oral communication (Face-to-face conversation - Teleconferences – Press Conference – Demonstration - Radio Recording - Dictaphone – Meetings - Rumor -

Demonstration and Dramatisation - Public address system - Grapevine - Group Discussion – Oral report - Closed circuit TV). The art of listening - Principles of good listening.

Unit VI: Application of Communication Skills

Group Decision-Making - Conflict and Negotiations - Presentation and Interviews - Speeches - Customer Care/Customers Relations - Public Relations (Concept, Principles, Do's and Don'ts etc. to be studied for each type).

Topics Prescribed for workshop/lab

Group Discussion

i) Mock Interview

- ii) Interview
- iii) Public Speech
- iv) Conflict Situation
- v) Decision-making in a group
- vi) Written Communication

Essential Readings

Sinha, K. K., Business Communication, Galgotia Publishing Company, New Delhi.

Rayudu, C. S., Media and Communication Management, Himalaya Publishing House, Bombay.

Pal, Rajendra, and J. S. Korlhalli, Essentials of Business Communication, Sultan Chand & Sons, New Delhi.

Singh, Nirmal, Business Communication, Principles, Methods and Techniques, Deep & Deep Publications Pvt. Ltd., New Delhi.

Kadvekar, S.V., C. N. Rawal and Prof. Ravindra Kothavade, Business Communication, Diamond Publications, Pune.

Sharma, R. C. and Krishna Mohan, Business Correspondence and Report Writing, Tata McGraw-Hill Publishing Company Limited, New Delhi.

Richard Denny, Kogan, Communicate to Win, Page India Private Limited, New Delhi.

Gartside, L., Modern Business Correspondence, The English Language Book Society and Macdonald and Evans Ltd.

Balasubrahmanyam M., Business Communication, Vani Educational Books.

Siman Howard, Creating a Successful CV, Dorling Kindersley publishers.

BBA 403 GENERAL PRINCIPLES OF MANAGEMENT

Unit I: *Introduction to Management:* Definition, Nature, Types of Managers, Managerial skills and Levels, Basic Functions of Management

Unit II: *Evolution of Management Theory:* Scientific Management—F.W. Taylor, Henry L Gantt, Frank and Lillian Gilbreth, Theory of Henry Fayol, Fayol's vs Taylor's comparison,

Behavioural Model of Management (Hawthorne studies), Modern Theories of Management (Systems Management School , Situational Approach School)

Unit III: *Planning*: Definition, Nature, Importance, Types of Planning (from *Koontz-Weihrich*), Steps in Planning (from *Koontz-Weihrich*), Planning Premises

Unit IV: *Organising*: Concept, Definition, Formal and Informal Organisation, Organisational Structure (Functional Organisation, Product/ Market Organisation and Matrix Structure), Span of Management (concept and factors influencing the Span of Management), Delegation of authority

Unit V: *Staffing*: Definition, Factors affecting Staffing—The External and Internal Environment Identification of Job Requirements Job Design, Recruitment, Selection (process and limitations of Selection Process)

Unit VI: *Leadership*: Definition, Leadership Characteristics

Unit VII: *Directing*: Meaning of Motivation, Primary Motives, Secondary Motives, General Motives

Unit VIII: *Controlling*: Meaning, Need of Control, Control Process, Traditional Control Devices

Essential Readings

Koontz, Harold and O'Donnell, Cyril (Eds), *Management: A Book of Readings*, McGraw Hill Inc. New York.

Stoner, James A. F. and Freeman, R. Edward, *Management*: Prentice Hall of India, New Delhi.

Chhabra, T. N., *Principles and Practices of Management*, Dhanpat Rai & Co., New Delhi.

Gupta C.B., *Management: Theory and Practice*, Sultan Chand and Sons, New Delhi.

Morgan, M.S., *Management : Principles and Practices*, New Age International Publishers, New Delhi.

Robins Stephen P., *Organizational Behavior*, PHI.

Fred Luthans, *Organizational Behavior*, McGraw Hill Inc.

Harsey, Paul & Kenneth H. Blanchard, *Management of Organizational Behavior* –PHI.

Koontz, H. and Weihrich, H., *Essentials of Management*, Tata McGraw Hill: New Delhi

Bose, D. Chandra, Stoner, Freeman and Gilbert, *Principles of Management and Administration*, Prentice Hall India: New Delhi

Luthans, F., Organization Behaviour, McGraw Hill: New Delhi

BBA 404 BUSINESS ETHICS AND VALUES

Unit I: Introduction to HVE:

Explanation and Definition, Conceptual Framework in Understanding the Complementarity between Values and Skills, what is there in HVE for us?

Unit II: Values vs. Skills:

Universal vs. Local, Durable vs. Changing, Roles of Feeling, Reasoning and Willing for Constructive Appreciation of Values and Skills

Unit III: Ethics:

The Different Theoretical Perspectives

Unit IV: Deeper Insights into Ethics:

Voluntary Unethicality vs. Induced Unethicality and their Consequences

Unit V: Human Values Explored Further:

Secular and Sacred, Duties and Rights, Freedom and Discipline, Affluence and Poverty, the Psychology of Competition

Unit VI: Codes of Ethics:

Medicine, Journalism, Engineering, Politics, Government Service, Accounting, Indian Army, Judiciary and Athletic Coaching

Unit VII: Codes of Conduct:

Tata, Aditya Birla Group, Reliance Industries Limited and Infosys Technologies

Essential Readings

Chakraborty S.K. and Chakraborty D. *Human Values and Ethics; Towards Holistic Excellence* (ICFAI: Hyderabad)

Sekhar, RC, *Ethical Choice* (Response: New Delhi)

Modh, S., *Business Ethics*

BBA 405 RESEARCH METHODOLOGIES

Unit I: Terminology: Data and Information, Validity and Reliability, Deduction and Induction, Quantitative and Quantitative Methods.

Unit II: Research Project: Choice of Topic, Writing a Research Proposal – Objective, Hypothesis, Methodology, Timeframe.

Unit III: Survey Methods: Survey Design – Sampling, Qualitative Data, Quantitative Data, Scaling Technique.

Unit IV: Research Methods: Interview Method, Observational Method, Questionnaires, Case Studies, Action Research, Documentary Sources.

Unit V: Data Analysis: Types of Research Data, Frequency Distributions, Bar Charts, Histograms, Pareto Charts; Statistical Tools of Data Analysis – Mean, Median, Mode, Correlation, Regression.

Unit VI: Report Writing: Formatting, Title Page, Abstract, Body, Introduction, Methods, Sample, Measures, Design, Results, Conclusions, References, Tables, Figures, Appendices.

Unit VII: Presentation of Report: Skills and Methods, Practice Sessions on Assignments (Two per student).

Essential Readings

Taylor, Bill, Sinha, G and Ghoshal, Taposh: Research Methodology, Prentice Hall of India.

Trochim, W.M.K.: Research Methods, Biztantra

D.K. Bhattacharjee: Research Methodology, Excel Books

Kumar, M.S. & Prakash, M.: Project Work – Guidelines, Himalaya

Kothari, C.R.: Research Methodology – Methods and Techniques, Wiley Eastern.

Sadhu, A.N. & Singh, A Research Methodology for Social Sciences, Sterling.

BBA 501 INFORMATION TECHNOLOGY IN MANAGEMENT

Unit I: Introduction to Computer Definition of Computer System; Evolution of Computer a brief history; Classifications of Computer; Generation of Computers.

Computer System Architecture – Definition of Hardware, Basic Units of Computer System; CPU – Control Unit, ALU; Memory Module – Primary Memory, Secondary Memory – definition, classification, features and functions; measuring unit of memory – Bit, Byte, KB, MB, GB; Input Devices – Keyboard, Mouse, Scanner; Output Devices – Monitor, Printer.

Unit II: Introduction to Number System – Positional and Non-positional number system; various number system-decimal, Binary, Octal, Hexadecimal; Number system conversions – working with integer and fractional number; simple binary arithmetic – addition, subtraction, multiplication, division.

Unit III: Introduction to Software – Definition of Software; Classification of Software; Booting process; working concept of word processing S/W, Spreadsheet S/W, Accounting S/W and DTP (Desk Top Publishing) S/W.

Unit IV: Introduction to Operating System – Definition of OS; Functions of OS; basic concept of different type of OS – batch processing OS; Multitasking OS, Multi-user OS, Network OS; working knowledge of MS-DOS, concept of file, Directories in DOS, Internal Commands and some important external commands – FORMAT, DISKCOPY, ATTRIB, SORT, CHKDSK, working knowledge of Window's family OS-WIN-98, WINDOWS XP.

Unit V: Basic concept of Flowcharts and Computer Languages – Definition of Algorithm and Flowchart; Symbols of Flowchart technique; Advantages and Disadvantages of flowchart; how to draw flowchart of simple mathematics problems; definition of Computer language; Classification of programming languages; concept of Machine Level Language, Assembly languages and High Level Language.

Unit VI: Practical Application (For the purpose of internal Assessment) – MS-OFFICE XP, WINDOWS'98, WINDOWS XP, TALLY, DTP SOFTWARE.

Spreadsheet software: Microsoft Excel – Creating a new spreadsheet document and editing an existing document; Using the different tools available in MS Excel. Performing mathematical calculations using MS Excel including various types of statistical measures.

Unit VII: Relationships - How to link multiple tables together; Forms and Reports; Creating Mail Merge Labels using a Wizard.

Presentation Software: Microsoft PowerPoint – The different functionalities of

Microsoft PowerPoint. Creating a PowerPoint presentation; Creating and inserting a new slide; Creating a title slide; Applying a design template; Creating a hierarchy, Using a two-column text; Slide Sorter view; Running the slide show; Printing the slides.

Essential Readings

Fundamentals of Computers – U. Rajaraman.

Computers Fundamentals – P.K. Sinha.

Computer Concepts and Applications – Sanders H. Donald.

Management Information System – W.S. Jawadekar; Tata McGraw Hill.

Computer Fundamental and Programming in C – Pradip Dey & Manas Ghosh.

Management Information System, Kenneth C. Laudon & Jane P. Laudon; Pearson Books.

Management Information System – M. Jaiswal, Oxford University Press.

Introduction to Computers with MS-Office, Leon, TMH

A First Course in Computers 2003, Saxena, VIKAS

Windows '98 in easy steps, Harshad Kotecha, Wiley Dreamtech

Office 2000 in easy steps, Stephen Copestake, Wiley Dreamtech

Windows and MS Office 2000, Krishnan, SCITECH

Microsoft Project 2000 in 24 hours, Tim Pyron, Techmedia

An Introduction to Database Systems - C.J. Date, Pearson Education

BBA 502 PRODUCTION MANAGEMENT AND OPERATION RESEARCH

Unit I: Introduction: Concept of O.R. – It's importance and Scope in Managerial Decision Making – Methodology – O.R. Models.

Unit II: Linear Programming: Concept – Importance – Scope – Formulation of LPP and their solution under Graphical Method and Simplex Method – Concept of Duality and Post – optimality Analysis.

Unit III: Transportation and Assignment Problems: Concept – Applicability – Solutions to different types of problems (Maximisation/Minimisation/Unbalanced/Degenerate, etc).

Unit IV: Network Analysis: Concept of PERT/CPM – Construction of Network Diagram – Concept of Critical Path and it's identification – Time – Cost Trade – off.

Unit V: Inventory Management: Concept of Inventory and Inventory Costs – Different Methods of Inventory Control – Inventory Models.

Queuing Theory: Queue discipline, single server and multi-server queuing systems.

Unit VI: Production Planning & Control: Production System, Types of Production, preplanning, planning and control functions, relations with other departments, efficiency of production planning and control.

Unit VII: Plant Location and Layout: Approaches to location, choice, selection, plant design; plant layout-product layout, process layout, criteria for a good layout.

Unit VIII: Plant Maintenance & Material Handling: Types of maintenance- preventive, predictive and overhaul; selection of good material handling equipment – gravity and powered conveyors, hoists and cranes, lifting trucks, motor transport.

Unit IX: Work Study: Method study; Motion economy: work measurement, performance rating, standard time, stop watch time study; Work sampling.

Unit X: Inspection & Quality Control: Types and criteria of inspection; significance of quality control, statistical quality control, control charts, acceptance sampling plans.

Essential Readings

Vohra, N.D., Quantitative Techniques in Management, Tata McGraw Hill

Taha, H., Operations Research, Prentice Hall

Cooke, William P., Quantitative Methods for Management Decisions, McGraw Hill

Wagner, H.M., Principle of Operations Research: with Applications to Management Decisions, Prentice-Hall.

Swarup, K., R.K.Gupta and M.Mohan, Operations Research, Sultan Chand & Sons.

Kapoor, V.K., Operations Research, Sultan Chand & Sons

Buffa, E.S. and Sarin, R.K: Modern Production and Operations Management, John Wiley.

Uppendra Kachru: Operations Management, Excel Books

Chase, R.B. and Aquilano, N.J: Production and Operations Management, Irwin

Charl, S.N.: Theory and Problems in Production and Operations Management

Lockyer, K.: Production Management

Barat, N: Production Management and Control

BBA 503 FUNDAMENTALS OF ENTREPRENEURSHIP

Unit I: Entrepreneurship: Theories of Entrepreneurship, Role and Importance of Entrepreneur in Economic Growth.

Unit II: Entrepreneurial Behaviours: Entrepreneurial Motivation, Need for Achievement Theory, Risktaking Behaviour, Innovation and Entrepreneur.

Unit III: Entrepreneurial Traits: Definitions, Characteristics of Entrepreneurial Types, Functions of Entrepreneur.

Unit IV: Entrepreneurial Development in India: History, Objectives, Stages of Growth, Target Group, Programmes, Govt. Policy towards SSI's.

Unit V: Project Feasibility Analysis: Business Ideas – Sources, processing; Input requirements, Sources of Financing, Technical Assistance, Marketing Assistance, Preparation of Feasibility Reports, Legal Formalities and Documentation.

Essential Readings

Lall & Sahai: Entrepreneurship, Excel Books

McClelland, D.C. & Winter, W.G.: Motivating Economic Achievement, Free Press.

Pareek, U & Venkateswara Rao, T: Developing Entrepreneurship – A Handbook on Learning Systems, Learning Systems, New Delhi.

Desai, A.N.: Entrepreneur and Environment, Ashish, New Delhi.

Druckar, Peter: Innovation and Entrepreneurship, Heinemann.

Chakraborty, Tridib: Introducing Entrepreneurship Development, Modern Book Agency.

Manimala, M.J.: Entrepreneurial Policies and Strategies, TMH

BBA 504 ORGANISATIONAL BEHAVIOUR AND HUMAN RESOURCE MANAGEMENT

Unit I: Individual in the Organization

Personality – Concept, Determinants, personality Traits.

Perception – Concept, Process, Distortion, Selectivity, Implications.

Learning – Theory, Reinforcement Principles, Behaviour Modification, Creativity.

Attitude and Values – Formation, Measurement, Change, Beliefs and Values.

Motivation – Theories of Motivation (Maslow, McClelland, McGregor Herzberg,

Vroom, Porter & Lawler, Argyris), Implications of Employees.

Stress: Concept – Individual and group stress – coping of stress.

Unit II: Groups in the Organization

Group – Concepts, Types, Features, Norms & Behaviour, Dynamics, Decisions

Communication – Process, Barriers, Networks, Effective Methods.

Leadership – Concept, Theories – Trait, Behavioural, Situational, Contingency, Styles,
Managerial Grid.

Conflict – Process, Types, Conflict Handling.

Interpersonal Relations and Team-building

Unit III: Organizational Culture and Change

Types of Organizational Culture, Socialization Process; Organizational Change Need, change Process, Resistance to Change, Change Agents, Organizational Development.

Unit IV: Human Resource Management – Overview: Scope & Coverage of HRM, Development of HR Functions, Structure and Function of HR Manager, Role of Line Managers in Managing Human Resources.

Unit V: Human Resource Planning: Need for HR Planning Assessment of available HR in the Organization, Work load Analysis, Manning Norms, Demand Analysis of Future Requirement of HR, HR Policy.

Unit VI: Employment Administration: Recruitment & Selection of HR – Methods and Processes; Training & Development of HR – Types and Techniques; Performance Appraisal – Instruments and Administration; Discipline & Grievance Handling; Wage & Salary Administration.

Unit VII: Industrial Relations in India: Concepts, Theory, Approaches, Context of IR; Growth and Structure of Trade Unionism, Trends in Industrial Disputes; Industrial Disputes Settlement Machinery under ID Act, Collective Bargaining; Worker's Participation in Management; Labour Welfare.

Essential Readings

Robbins S.P., Essentials of Organizational Behaviour, Prentice Hall, 1994

Prasad, L.M., Organizational behaviour, S.Chand, 1999

Tyagi, Archana, Organizational Behaviour, Excel Books, 1997

Shukla, Madhukar, Understanding Organizations, Prentice Hall, 1996

Hersey, P. & K.Balanchand: Management of Organizational Behaviour, Prentice Hall, 1985

Banerjee, M., Organizational Behaviour, Allied Publishers

Davis, Keith & Newstrom, Human Behaviour at Work: Organizational Behaviour, McGraw Hill International

Rao, V.S.P., Human Resource Management, Excel Books

Dwivedi, Human Resource Management, Vikas

Venkata Ratnam, C.S. & B.K. Srivastava: Personnel Management and Industrial Relations, Tata McGraw Hill.

Ghanekar, Anjali, Human Resource Management, Everest Publishing

Sheikh, A.M., Human Resource Development and Management, S.Chand

Ramaswamy, E.A., Managing Human Resources, Oxford University Press

Saiyadain, M.S., Human Resource Management, Tata McGraw Hill

Srivastava, R.M., Management Policy and Strategic Management (Concepts, Skills and Practices), Himalaya Publishing Co.

BBA 505 FUNDAMENTALS OF MARKETING

Unit I: Introduction: Nature and scope of marketing; Importance of marketing as a business function and in the economy; Marketing concepts – traditional and modern; Selling vs. marketing; Marketing mix; Marketing environment.

Unit II: Consumer Behaviour and Market Segmentation: Nature, scope and significance of consumer behaviour; Market segmentation – concepts and importance; Bases for market segmentation.

Unit III: Product: Concept of product, consumer, and industrial goods; Product planning and development; Packaging – role and functions; Brand name and trade mark; After sales service; Product life cycle concept.

Unit IV: Price: Importance of price in the marketing mix; Factors affecting price of a product/service; Discounts and rebates.

Unit V: Distributions Channels and Physical Distribution: Distribution channels – concept and role; Types of distribution channels; Factors affecting choice of a distribution channel; Retailer and wholesaler; Physical distribution of goods; Transportation; Warehousing; Inventory control; Order processing.

Unit VI: Promotion: Methods of promotion; Optimum promotion mix; Advertising media – their relative merits and limitations; Characteristics of an effective advertisement; Personal selling; Selling as a career; Classification of a successful sales person; Functions of salesman.

Essential Readings

Saxena, Rajan: Marketing Management, Tata McGraw Hill

Kotler, Keller, Koshy and Jha: Marketing Management: A South Asian Perspective, Pearson Education India (Low Cost Edition).

Kotler, Ehsan and Agnihotri, Marketing Management, Excel Publishers (?)

Kotler Philip and Armstrong Gary, Principles of Marketing; Pearson Education

Arun Kumar: Marketing Management, Vikas

Gandhi, J.C.: Marketing, Tata McGraw Hill

Tapan Panda: Marketing Management, Excel Books

Ramaswamy, V.S. and S. Namakumari: Marketing Management, Macmillan.

B. Ghosh: Fundamentals of Marketing Management, Books & Allied

SEMESTER VI

BBA 601 MANAGEMENT OF INFORMATION SYSTEMS

Unit I: Introduction: Concept, evolution and meaning of MIS; Information system for competitive advantage; Systems approach to problem solving; Challenges in the development of MIS, MIS function in an organization.

Unit II: Information and Managerial Effectiveness: Information as a corporate resource, pervasiveness of information, types of information – operational, tactical and strategic; Levels of management and information needs of management; Process of generation of information; Quality of information; information systems for finance, marketing, manufacturing, research and development and human resource areas.

Unit III: Information Systems: Information systems and their role in business systems, changing role of information systems, users of information systems; Types of information systems – transaction processing systems, MIS decision support systems, executive support system; Enterprise Resource Planning (ERP) system, geographical information system, business expert system, etc; Procurement options and outsourcing information system services.

Unit IV: System Development Life Cycle: Sequential Process of software development; Computer Aided Software Engineering (CASE); Tools and the modular approach to software development; Information system audit.

Unit V: Development and Management of Data Bases: Relation databases; Data Base Management Systems (DBMS) and their components; Concept of entity and relationships; Data dictionary, SQL and other related concepts in DBMS; Normalisation process.

Unit VI: Data Communication and Networking: Uses of computer networks, types of networks, network topologies; Network media and hardware; Data communication over telephone, Intranets and collaborative processing.

Unit VII: Implementation, Evaluation and Maintenance of System: Methods and steps in implementation of system; Approaches and process of evaluating MIS.

Unit VIII: Security Issues Relating to Information Systems: Threats to information systems; Vulnerability, risk and control measures.

Essential Readings

Arora & Bhatia: Management Information Systems, Excel Books

O'Brien James: Management Information Systems, Tata-McGraw Hill

Kumar, Muneesh: Business Information Systems, Vikas Publishing House

Rajaraman, V: Analysis and Design of Information Systems for Modern

Sadagopal, S (Sadagopan?): Management Information Systems, Prentice Hall.

Simkin, M.G: Introduction to computer Information System for Business, S.Chand & Co.

BBA 602 BUSINESS ACCOUNTING

Unit I: *Accounting:*

Basics of Accounting, Accounting Mechanics (Double Entry System, Classification, Golden Rules, Concepts and Conventions, Indian Accounting Standards)

Unit II: *Final Accounts:*

Trading Account, Profit and Loss Account, Adjustments, Form of Balance Sheet, Assets and their Classification, Liabilities and their Classification, Uses and Limitations

Unit III: *Capital and Revenue Expenditure and Receipts:*

Rules for Determining Capital Expenditure and Revenue Expenditure, Deferred Revenue Expenditure, Capital and Revenue Receipts, Capital and Revenue Profit and Loss

Unit IV: *Accounting for Non-Profit Organization:*

Accounting Procedures, Receipts and Payments Accounts, Distinction between Receipts and Payments Accounts, Income and Expenditure Account problems

Unit V: *Depreciation:*

Meaning, Determinant Factors, Methods (straight line and diminishing balance) and Significance

Unit VI: Basics of cost and management accounting: and Direct expenses

Evolution of cost accounting, cost concepts and cost object, cost classification, cost organisation and its relationship with other departments.

Nature, collection, classification and treatment of direct expenses.

Sub-contracting - Identification with the main product or service.

Unit IV: Overheads

Functional analysis - Factory, Administration, Selling, Distribution, Research and Development.

Behavioural analysis- Fixed, Variable, Semi variable and Step cost.

Production overheads- collection, apportionment, absorption, use of predetermined recovery rates, treatment of under and over absorption, fixed, variable and semi variable overhead, report for control of overhead cost.

Administration, selling and distribution overheads- analysis, accounting and control, treatment of miscellaneous items in cost accounting.

Activity based costing – Problems of Traditional Costing, cost analysis under ABC, factors influencing ABC.

Unit V: Cost accounting records — cost ledgers, reconciliation of cost and financial accounts; integrated accounts, basis of computerisation of accounts.

Unit VI: Marginal costing and break-even analysis

i. Basic concepts, marginal costing and absorption costing, cost-volume-profit analysis, break-even analysis, limitations of break-even analysis, differential cost analysis and relevant cost analysis.

ii. Applications for management decision making.

Unit VII: Budgetary control

Basic concepts, functional budgets (production budget, sales budget and cash budget) and master budgets, flexible budgets, zero-based budgeting, activity-based budgeting.

Unit VIII: Standard costing

Concepts/uses and setting of standard cost accounting methods, computation of variances; relationship of standard costing and budgetary control, possible reasons for variation in costs.

Essential Readings

Anthony, R.N, Management Accounting Principles (AITBS: New Delhi)

Hanif and Mukherjee, Modern Accountancy (Tata McGraw Hill: New Delhi)

Sahaf, Management Accounting (Vikas: New Delhi), MA

Banerjee – Cost Accounting

Horngren, Foster & Datar – Cost Accounting: A Managerial Emphasis

Banerjee, Financial Policy and Management Accounting

Horngren, Sundem & Stratton, Introduction to Management Accounting

Saxena & Vashist, Cost & Management Accounting

BBA 603 FINANCIAL MANAGEMENT

Unit I: Nature of Financial Management:

Scope of Finance & Financial Management, Finance Functions, Financial Manager's Role, objective of Financial Management, Organization Chart of Finance Dept.

Unit II: Concept of Value & Return:

Future Value & Present Value of Single Amount, Annuity

Unit III: Analysis of Financial Statements:

Significance of their Preparation, Fund Flow Statement (definition of funds, purpose of preparation, simple numerical exercises), Cash Flow Statement (purpose of preparation, simple numerical exercises), Ratio Analysis (purpose of preparation, types of ratios and their implications for business, simple numerical exercises)

Unit IV: Capital Budgeting Decisions:

Meaning and Importance of Investment Decisions, Types of Investment Decisions, Techniques for Evaluating Investment Proposals (Discounted Cash Flow Methods-NPV, PI, IRR; Non-Discounted Cash Flow Methods- Payback Period, ARR) Simple numerical exercises

Unit V: Financing Decisions:

Meaning & Importance of Capital Structure, Factors affecting Capital Structure Capitalisation (Meaning, Theories of Capitalization, Over & Under Capitalisation)

Unit VI: Working Capital Management:

Concept of Working Capital, Characteristics of Current Assets, Factors Influencing Working Capital Requirements, Level of Current Assets (Permanent & Variable Working Capital), Financing of Current Assets, Operating Cycle/ Cash Conversion Cycle, Simple Numerical Exercises

Unit VII: Dividend Policy Decision:

Reasons for Paying Dividends, Considerations of Dividend Policy, Stability of Dividends, Forms of Dividends.

Essential Readings

Financial Management-Theory & Practices -Chandra, P. (Tata-Mcgraw Hill: New Delhi)

Financial Management -Pandey, I.M. (Vikas: New Delhi)

Financial Management & Policy -Van Horne, (Pearson Education Asia)

Financial Management: Brealey and Myers, PHI.

BBA 604 ELECTIVE I

BBA 605 ELECTIVE II

BBA 606 PROJECT REPORT AND VIVA (Marks division: Report - Viva = 60:40)

Unitised Syllabus for MBA Programme

Semester I

MB 101 – ORGANISATIONAL BEHAVIOUR (3 CREDITS)

Unit-I: Introduction - Nature and scope – linkages with other social sciences - Individual Roles and Organizational Goals - Perspectives of Human Behavior, Approach to Organizational behavior - models of organizational behavior. (6 Hours)

Unit-II: Perceptual Management: nature - Process – selection, organization and interpretation – Influencing factors -Motivation – Concepts - Needs and Motives and theories. Leadership and Motivating people - Leadership Theories. Attitudes and Values: formation - types – changes and behavior modification techniques. (8 Hours)

Unit-III: Personality Development: Nature - Stages, Determinants of Personality, - Johari Window - Transactional Analysis, Learning Processes - theories, Creativity and Creative Thinking. Leadership– nature–skills. (8 Hours)

Unit-IV: Decision Making Process: Behavioral Dimensions, Groups and their formation - Group Dynamics, Informal Organizations, Group versus Individual Interaction. *Relevant Cases may be discussed.* (6 Hours)

Unit-V: Inter-Personal Communication: Listening, Feedback, Collaborative Processes in Work Groups, Team Building, Team Decision Making, Conflict Resolution in Groups and Problem Solving Techniques. *Relevant Cases may be discussed.* (6 Hours)

Unit-VI: Organizations: Taxonomy, Elements of Structure, Determinants of Structure, Functional Aspects of Structure, Role Impingement, Stress in Organization. Principles underlying the Design of Organizations, Organizational Culture, Power & Authority. *Relevant Cases may be discussed highlighting Organisational design issues.* (8 Hours)

Unit-VII: Organizational Development: Goals, processes, change – resistance to change – Nature of OD - interventions, OD techniques and OD applications. (6 Hours)

Essential Readings

K.Aswhathappa: “**Organizational Behavior-Text, Cases and Games**”, Himalaya Publishing House, New Delhi, 2008,

Steven L McShane, Mary Ann Von Glinow, Radha R Sharma: “**Organizational Behavior**”, Tata McGraw Hill Education, New Delhi, 2008.

Jerald Greenberg and Robert A Baron: “*Behavior in Organizations*”, PHI Learning Private Limited, New Delhi, 2009.

Pareek Udai: “*Understanding Organizational Behavior*”, Oxford University Press, New Delhi, 2007.

Jai B.P.Sinha: “*Culture and Organizational Behavior*”, Sage Publication India Private Limited, New Delhi, 2008.

Sharma VS, Veluri: “*Organizational Behavior*”, JAICO Publishing House, New Delhi, 2009.

Slocum, n Helireigel: “*Fundamentals of Organizational Behavior*”, Cengage Learning India, New Delhi, 2009.

Jennifer M.George and Gareth R. Jones: “*Understanding and Managing Organizational Behavior*”, Pearson Education, New Delhi, 2009.

Schermerhorn, Hunt and Osborn: “*Organizational Behavior*”, Wiley India Limited, New Delhi, 2007.

Gregory Moorhead, Ricky W. Griffin: “*Organizational Behavior*”, Biztantra, New Delhi, 2009.

MB 102 - MANAGERIAL ECONOMICS (3 CREDITS)

Unit-I: Concept and technique- Definitions, Nature and scope of managerial economics, Role of Managerial Economics. Organisational Goals, Consumer Demand Theories, Demand forecasting-Purposes and methods- Linear and Non-Linear Regression Models; Game Theory, Inventory Models, Constrained Optimization techniques. (8 hours)

Unit-II: Cost curves and Cost Estimation, Break even analysis and cost control, Theory of firm, Profit maximization, sales maximizations, Ownership and control; Market Structure- perfect competition, Monopoly, Oligopoly, Monopolistic competition, Pricing– determinants, Objectives Pricing under different Market conditions. Absolute advantage and Comparative Advantage. Tariff and Non-tariff barriers. (8 Hours)

Unit-III: Circular Flow of Income and Concepts of Macro Aggregates: Core concepts of business cycle and phases; National Income Accounting, Three methods of measuring GDP/GNP, concepts in open and closed economy (6 Hours)

Unit-IV: Theory of Income Determination: Simple Keynesian Model: closed economy, concepts of consumption and investment as addition to capital stock, private autonomous expenditure multiplier, introducing the Government – fiscal policy – Government expenditure multiplier, Tax Rate Multiplier, Balanced Budget Multiplier, Extension: Paradox of Thrift (Multiplier Analysis – both mathematical and graphical methods to be discussed). (8 Hours)

Unit-V: Introduction of money and asset market: IS-LM: Fiscal policy and monetary policy. Comparison of crowding out effects. Introduction to foreign trade: export and import multipliers.

Unit-VI: Inflation and Unemployment: Concepts of inflation – demand pull and cost push, Stabilization policies, introduction to Philips curve as relation between inflation and unemployment.

Unit- VII: Basics of Open Economy, International Linkages- Concepts of Balance of Payments; alternative exchange rate systems – fixed, flexible and managed float

Essential Readings

Pindyck and Rubinfeld (Sixth Edition) - Micro Economics – Prentice Hall of India Pvt. Ltd/Pearson Education.

Petersen, Craig H. Managerial Economics. New Delhi Pearson Education.2006.

Mithani, D.M, Managerial Economics, New Delhi, Himalaya Publications, 2000.

Chopra, O P. Managerial Economics. New Delhi Tata McGraw Hill 1985.

Koutsoyiannis, A. Modern Micro Economics. New York, Macmillan 1991.

M. Thea Sinclair and Mike Stabler. The Economics of Tourism. Rutledge, London and New York.

Peter Cullen, Economics of Hospitality Management.

Damodaran, Suma – Managerial Economics – Oxford University Press.

Hirschey, Mark – Economics for Managers – Thomson South-Western.

Lipsey & Chrystal - Economics(Eleventh Edition) – Oxford University Press.

Maddala & Miller -Micro Economics – Theory & Applications(International Edition) –Tata McGraw Hill.

Maurice & Thomas –Managerial Economics – Tata McGraw Hill

Peterson & Lewis – Managerial Economics – Prentice Hall of India Pvt. Ltd. Pearson Education.

Salvatore, Dominick - Managerial Economics in a Global Economy –Oxford University Press.

Salvatore, Dominick - Micro Economics – Theory & Applications (Fourth Indian Edition) – Oxford University Press

Samuelson & Nordhaus – Economics(Sixteenth Edition) - Tata McGraw Hill

Sen, Anindya - Micro Economics – Theory & Applications – Oxford University Press.

Sikdar, Soumyen; Principles of Macroeconomics

Damodaran, Suma; Managerial Economics

Dornbusch & Fischer, Macroeconomics

Mishra, S.K.and Puri, V.K.; Economic Environment of Business

Reference: Principles of Macroeconomics, Soumyen Sikdar, Chapter 7

Managerial Economics, Suma Damodaran, Chapter 15

Economics (Eleventh Edition) – Lipsey & Chrystal – chapter 22, 23

Macroeconomics – Dornbusch & Fischer – Chapters 12

Economics(Sixteenth Edition) - Samuelson & Nordhaus – 34,35

MB 103 - FINANCIAL ACCOUNTING (3 CREDITS)

Unit-I: Conceptual framework of Accounting; Preparation of Annual Accounts; Fund flow and Cash flow Statement; Different forms of Business and their required structure of Annual Accounts; Relevant provisions of the Indian Companies Act. (12 Hours)

Unit-II: Financial Statement Analysis- Ratio analysis: Use and limitations; Measurement of overall performance of a firm. Discussion of various ratios. (10 Hours)

Unit III: Introduction to Accounting Standards (AS). (6 Hours)

Unit-IV: Fair value Accounting: Concepts & Implementation Issues; Case Study. (6 Hours)

Unit-V: Recent Developments in Financial Accounting- Introduction of International Financial Reporting Standard (IFRS); XBRL; Forensic Accounting. (4 Hours)

Essential Readings

Bhattacharya, Ashish, *Financial Accounting for Managers*, PHI.

Bhattacharya, Ashish, *Cost Accounting*, PHI.

Barry Elliott & Jamie Elliott, *Financial Accounting & Reporting*, PHI.

Hendrickson, *Accounting theory: Text & cases*, TMH

Ghosh, T.P., *Accounting & Finance for Managers*, Taxmann's.

Shah, P., *Basic Financial Accounting for Management*, Oxford.

Lal, J., *Corporate Financial Reporting*, Taxmann's.

Gupta, A., *Financial Accounting for Management*, Pearson Education.

MB 104 - QUANTITATIVE TECHNIQUES IN MANAGEMENT (3 CREDITS)

Unit-I: Introduction to the concept of Probability; Probability distributions. (i) Discrete distributions - Binomial, Poisson (ii) Continuous distributions - Uniform, Exponential, Normal, Log-Normal (8 Hours)

Unit-II: Sampling Methods and Sampling Distributions ; (i) Statistics and Parameter (ii) Types of sampling - random and non-random sampling (iii) Sampling distributions - conceptual basis; standard error; sampling from normal populations; Central Limit Theorem; relationship between sample size and standard error; Finite Population Multiplier (8 Hours)

Unit-III: Estimation

(i) Point Estimation – properties of estimators; the method of moments and the method of maximum likelihood

(ii) Interval Estimation – basic concepts; interval estimates and confidence interval; calculation of interval estimates of mean and proportion from large samples; interval estimation using the t distribution; determining the sample size in estimation (6 Hours)

Unit-IV: Hypothesis Testing

(i) Basic Concepts – Null and Alternative Hypotheses; Type I and Type II errors; the p – value; the significance level; power of a test

(ii) One Sample Tests – hypothesis testing of means when the population standard deviation is known and when it is unknown; hypothesis testing of proportions for large samples

(iii) Two Sample Tests – tests for difference between means – large sample sizes and small sample sizes; test for difference between proportions – large sample sizes; testing difference between means with dependent samples

Problems pertaining to Hypothesis testing may be carried out with the help of relevant (small) cases. (8 Hours)

Unit-V: Non-parametric tests

(i) Chi-square Distribution and its Properties

(ii) Chi-square as a test of (a) independence and (b) goodness of fit

(iii) Statistical Quality Control and Quality Control Charts (X, R, C & P) (6 hours)

Unit-VI: Analysis of Variance

(i) ANOVA – basic concepts; the F distribution and the F statistic; inferences about a population variance; inferences about two population variances (4 Hours)

Unit-VII: Time series and Forecasting

(i) Variations in time series; trend analysis; cyclical, seasonal and irregular variations; consideration of all four components of a time series (ii) Time Series analysis in forecasting (4 Hours)

Unit-VIII: Basics of Correlation and Regression. Analysing Statistical outputs (Software packages, e.g. SPSS/ STAT-A may be used to highlight the tools benefits) (4 Hours)

Essential Readings

Levin, Richard I and Rubin, David S., *Statistics for Management*, Prentice Hall Inc.

Vohra, N.D., *Quantitative Techniques in Management*, Tata McGraw Hill.

Goon, Gupta and Dasgupta, *Fundamentals of Statistics*, Vol. I & II, World Press Private Ltd.
Mathai and Rathie, *Probability and Statistics*, MacMillan.

Gupta and Kapoor, *Fundamentals of Mathematical Statistics*, Sultan Chand.

Arora, P.N., Arora, S. and Arora, S., *Comprehensive Statistical Methods*, S.Chand

Weiss, *Introductory Statistics*, Pearson Education.

Doane, D.P. and Seward, L.E., *Applied Statistics in Business and Economics*, Tata McGraw Hill.

Anderson, Sweeny and Williams – *Statistics for Business and Economics* (9th edition); Thomson Learning

Hair, Anderson, Tatham and Black – Multivariate Data Analysis (6th edition); Pearson Education

Hanke and Wichern – Business Forecasting (8th edition); Pearson Education

Johnson and Wichern – Applied Multivariate Statistical Analysis(3rd edition); PHI/Pearson Education

Keller – Statistics for Management and Economics (7th edition); Thomson Learning

Lind, Marchal and Wathen – Statistical Techniques in Business and Economics(13th edition); TMH

Newbold – Statistics for Business and Economics (6th edition); Pearson Education

Ross, Sheldon – Introductory Statistics; Elsevier

Srivastava and Rego – Statistics for Management: TMH

MB 105 – INFORMATION TECHNOLOGY AND MANAGEMENT (3 CREDITS)

Unit-I: Information Technology concepts:

Data v. information, Classification of hardware and software, System software & Application software, open source software, Operating system concepts, IT resources. (4 Hours)

Unit-II: Systems concepts: Systems, components of a system, interfaces & boundaries, environment of a system. Types of Systems, Information system as a system, CBIS: Types of CBIS (brief descriptions and their interrelationships/hierarchies): Office Automation System (OAS), Transaction Processing System(TPS), Management Information System(MIS), Decision Support Systems (DSS), Executive Information System(EIS), Knowledge based system, Expert system. (12 hours)

Unit-III: Office Automation: [a] Word Processing software (e.g. MS-Word/openoffice.org), Creating and editing documents. Mail merge.

[b] Spreadsheet application (e.g. MS-Excel/openoffice.org) Creating and editing spreadsheets. Drawing charts. Using Functions: text, math & trig, statistical, date & time, database, financial, logical, information Data analysis – sorting data, filtering data (AutoFilter , Advanced Filter), data validation, what-if analysis (using data tables/scenarios), creating sub-totals and grand totals, pivot table/chart, goal seek/solver.

[c] Presentation software (e.g. MS-Powerpoint), Creating and editing presentations. Applying slide background, images, etc. Adding slide transition effect, animation effects, slide timings.

[d] Email (8 Hours)

Unit-IV: Data communication & Networking [4L]

[a] Need for computer networking, components of a data communication system, direction of data flow (simplex, half-duplex, full-duplex)

[b] Types of networks: LAN, MAN, WAN; concepts of Internet, Intranet, Extranet, WWW.

[c] Network topology, transmission media.

[d] Applications of networking in business and society: email, social networking, telemedicine, etc. (8 Hours)

Unit-V: E-commerce / E-business

[a] Overview, Definitions, Advantages & Disadvantages of E-commerce

[b] Business models of e-commerce: models based on transaction party (B2B, B2C, B2G, C2B, C2C, E-Governance), models based on revenue models

[c] Risks of e-commerce and security measures (6 Hours)

Unit-VI: Threats to Computer systems and control measures Concepts of threats: Virus, hacking, phishing, spyware, spam, physical threats (fire, flood, earthquake, vandalism). Concepts of security measures: firewall, encryption. (4 Hours)

Unit-VII: Real Time Application in Business:

Types of Real Time Systems, Distinction between Real Time, On – line and Batch Processing System. Real Time Applications viz. Railway / Airway / Hotel Reservation System, ATMs, EDI Transactions - definition, advantages, examples; Electronic Fund Transfer (EFT). (6 Hours)

Essential Readings

Bharat, Bhaskar : Electronic Commerce - Technologies & Applications. TMH

Forouzan : Data Communication & Networking, TMH.

ISRD, Structured System Analysis and Design, Tata McGraw Hill

Joseph, P.T. : E-commerce An Indian Perspective, PHI

Pressman, Roger : Software Engineering - A Practitioner's Approach , TMH

Rajaraman V., Systems Analysis and Design, PHI

Sommerville : Software Engineering-Pearson Education.

Tanenbaum : Computer Networks, Pearson Education

Taxali, R. K. : I.T. Tools & Applications , TMH

Westland & Clark : Global Electronic Commerce, Universities Press

MB 106 – BUSINESS COMMUNICATION (3 CREDITS)

Unit-I: Role of Communication in Business – Objective of Communication – The Process of Human Communication – Media of Communication, Written Communication – Oral Communication - Visual Communication, Audio Visual Communication – Silence. (8 Hours)

Unit-II: Developing Listening Skills – Improving Non-verbal communication skills – Cross Cultural Communication – problems and challenges. (4 Hours)

Unit-III: Managing Organization Communication – formal and Informal Communication - Intrapersonal Communication – Models for Inter Personal Communication - Exchange Theory. (6 Hours)

Unit-IV: Managing Motivation to Influence Interpersonal Communication- - Inter-Personal Perception – Role of Emotion in Inter Personal Communication – Communication Styles – Barriers of Communication – Gateways to Effective Interpersonal Communication. (6 Hours)

Unit-V: Business Writing Skills- Significance of Business Correspondence, Essentials of Effective Business Correspondence, Business Letter and Forms, Meeting, Telephone Communication – Use of Technology in Business Communication. (10 Hours)

Unit-VI: Report Writing – Meaning and Significance: Structure of Reports - Negative, Persuasive and Special Reporting: Informal Report – Proposals. Formal Reports – Preparation and organization of Press Report. (6 Hours)

Unit-VII: Presentation skills – techniques of presentation – types of presentation – video Conferencing and formats – interview – formal and informal – interview techniques - Communication etiquettes. (4 Hours)

Unit-VIII: Case Study: Compulsory. Relevant cases have to be discussed in each unit. (4 Hours)

Essential Readings

Krizan: “*Essentials of Business Communication*”, Cengage Learning, New Delhi.

Herta A Murphy, Herber W Hildebrandt and Jane P Thomas: “*Effective Business Communication*”, Tata McGraw Hill Education Pvt Ltd, New Delhi.

Kuberudu B and Srinivasa Krishna K: “*Business Communication and Soft Skills*”, Excel Books, 2008.

Paul Turner: “*Organisational Communication*”, JAICO Publishing House, New Delhi.
Namita Gopal: “*Business Communication*”, New Age International Publishers, New Delhi, 2009.

Sathya Swaroop Debasish, Bhagaban Das” “*Business Communication*”, PHI Private Limited, New Delhi, 2009.

Sampat Mukherjee, Sanjib Kumar Basu: “*Organization, Management, Business Communication*”, New Age International Publishers, New Delhi, 2005.

Dalmar Fisher: “*Communication in Organizations*”, JAICO Publishing House, New Delhi, 2007.

Meenakshi Rama: “*Business Communication*”, Oxford University Press, New Delhi.
10. Rayudu, CS: “*Communication*”, Himalaya Publishing House, Mumbai.

MB 107 - BUSINESS ETHICS & CORPORATE SOCIAL RESPONSIBILITY

Unit-I: Sustainable value addition to corporate culture-global driver of sustainability, interconnecting the unconnected, repositioning by clean technology. (6 Hours)

Unit-II: Corporate strategy for prosperity-creative destruction, disrupted potential, global abstractions & local solutions. (4 Hours)

Unit-III: Calibration to gain from corporate social responsibility-centrality, specificity, proactively, voluntarism, visibility, value creation; UN global compact-global corporate citizenship, compact framework, mission (6 Hours)

Unit-IV: Ethical responsibility-business & ethics interface, ethical theories, planning, organizing and communicating with ethics; Ethics compliance management system ECS 2000; Ethics compliance standard 2000. (8 Hours)

Unit-V: Corporate social responsibility-concepts, conflicts & contemporary thinking; Role of corporation as part of community-basic human rights, constitutional obligations, social practices. (8 Hours)

Essential Readings

Johnson, H.H, *Business in contemporary society-framework & issues* Wadsworth Publishing Co Ltd

Wempe J and Kaptain, M, *The balanced company: A theory of corporate integrity*, Oxford University

Patric JA and Quinn, J.F, *Management Ethics: Integrity at Work*, Response Book

Goebbels, M, *Reframing Corporate Social Responsibility: The Contemporary Concepts of a Fuzzy Notion*, Erasmus University Rotterdam

Chakraborty, S. K. - Values and Ethics for Organisations, OUP

Fernando, A.C. - Business Ethics - An Indian Perspective, Pearson.

MB 108 - LEGAL ENVIRONMENT OF BUSINESS

Unit-I: Concept of Law - Society, State and Law, Enforceability of Law, Mercantile Law

Unit-II: Indian Contract Act, 1872 – Contract defined, Elements of valid contract, Classification of contracts, Offer and acceptance, Consideration, Capacity to contracts, Free consent, Legality of object and consideration, Illegal agreements, Termination of contracts, Breach of contract, Indemnity and guarantee, Laws of agency (6 Hours)

Unit-III: Negotiable Instruments Act, 1881 – Definition and characteristics of different types of negotiable instruments, Parties to a negotiable instrument and their capacity, Dishonour of cheques, Discharge from Liability, Crossing of cheques, Bank drafts and Banker's cheques. [6 Hours]

Unit-IV: Sale of Goods Act, 1930 – Classification of goods, Conditions & Warranties, Passing of ownership rights, Rights of an unpaid seller, Remedies for breach of Contract of Sale of Goods. (4 Hours)

Unit-V: Companies Act, 1956 – Nature and kinds of companies, Formation, Memorandum, Articles, Prospectus, Capital – shares, debentures, borrowing powers, minimum subscription, Appointment of Directors; Winding up of companies. (6 Hours)

Unit-VI: Consumer Protection Act, 1986 – Salient features and objectives of the Consumer Protection Act, 1986, Different Consumer redressal Forums, Composition and jurisdiction of district, state and National forum, Mode of complaints, Procedures for disposal of complaints, Penalty. (4 Hours)

Unit-VII: Laws relating to - Patents, Trade marks, Competition, Copyright, Packaging, Fair Trade Practices, Shops and Establishments, Cyber Laws, Banking Regulation, Insurance Regulation. (10 Hours)

Essential Readings

H.K. Saha Ray- Law of Contracts – Eastern Law Book House

P. P. S. Gogna : A Textbook of Business Law, S. Chand & Co.

Commercial Law- Bharat Law House, New Delhi

M. S. Pandit & S. Pandit : Business Law, Himalaya Publishing.

K. R. Bulchandani : Business Law, Himalaya Publishing.

Semester II

MB 201 - ORGANISATIONAL EFFECTIVENESS AND CHANGE (3 CREDITS)

Contents proposed by experts:

- 1. Organisational Change and Development**
- 2. Organisational Culture and Climate**
- 3. Conflict and Collaboration**

- 4. Intra-Group Behaviour and Negotiations**
- 5. Power and Politics in Organisations**
- 6. Organisational Creativity and Innovation**
- 7. Managing Gender and Diversity**

MB 202 – RESEARCH METHODOLOGY (3 CREDITS)

Part – A (Qualitative Research Methods)

Unit-I: Qualitative and quantitative research approaches, what qualitative research does in a market place, application of qualitative methods for marketing; Issues and concerns in qualitative research, steps to qualitative research study design. (6 Hours)

Unit-II: Different Qualitative Research Models: History, Living Biography and Self-Narrative; Case study method, Phenomenology and Grounded theory; and Ethnographic Approach in qualitative research study. (6 Hours)

Unit-III: Qualitative Data Collection: Techniques and Tools; Observation and fieldwork; field interviews, structural interviews; projective techniques, WAT. Qualitative Text Analysis and Reporting: Analysis of visual and material text; analysis of verbal data, writing field stories and narrative reports. (10 Hours)

Part – B (Quantitative Research Methods)

Unit-IV: Business Statistics and sampling Theory: An overview of Business Statistics – Introduction, Important definitions, Measures of Central Tendency, Homogeneous Population, Estimates, Power of a Test, Testing of Hypothesis. An overview of Sampling Theory: Introduction, Basic Principles, Sampling Plan, Sample Design, Sampling Techniques, Types of Sampling Schemes. (12 Hours)

Unit-V: Data Analysis and Statistical Techniques: Analysis of Data – Preparing data for Analysis, Examining Relationships and Trends using Statistics, Selecting an Appropriate

Statistical Technique, Tabulation of Data, Analysis of Data – Use of SPSS and other Statistical Software Packages. Advanced Techniques for Data Analysis: ANOVA, Discriminant Analysis, Factor Analysis, Conjoint Analysis, Cluster Analysis, and Multi- dimensional Scaling Techniques. (14 Hours)

Essential Readings

Daymon, Christine and Holloway, Immy; Qualitative Research Methods in Public Relation and Marketing Communications; Routledge, U.K.; Publication, 2002.

Craig; C. Samuel and Douglas, Susan P.; International Marketing Research; John Wiley and Sons Ltd, IIIrd Edition, 2005; U.K. and U.S.A., New York.

Gummesson, Evert; Qualitative Methods in Management Research, Second Edition, Sage Publications Inc., New Delhi.

Bim, Robin. J; The Effect Use Market Research: A Guide for Management to Grow the Business, Third Edition, Kogan Page, London, U.K.

MB 203 – MANAGEMENT INFORMATION SYSTEMS (3 CREDITS)

Unit-I: Information System in Business

Introduction to Information System; System Concepts; System & Sub System; System Feed back; Types of Information System; Applications; System Development Life Cycle (SDLC), Life Cycle Models: Waterfall Model, Prototyping Model, Spiral Model. (6 Hours)

Unit-II: Managing Data Resources

Introduction; Organizing Data in a Traditional File Environment; Data Base Management System; Data Base Environment; The Range of Data Base Applications; Integration of Information; Role of Enterprise Resource Planning (ERP); Customer Relationship Management; Work Group Integration; Integration of Different Systems; Information System Organizations & Business Processes.(8 Hours)

Unit-III: Management of Information Systems, Technology, and Strategy

The Technology: Computer and Computer Processing; Role of Information Technology in Organisation; Information System and Strategy; Strategic Analysis. (6 Hours)

Unit-IV: End User Computing (EUC)

Introduction; End User Computing Tools; End User Systems Tools; The Information Centre, Office Automation; Office Information System (OIS); Aspect of OIS; Applications of Office Automation. (4 Hours)

Unit-V: Electronic Communication System

Electronic Conference; Electronic Meeting Systems; Electronic Discussions; Electronic Publishing; Introduction to Networks; Network Basics; LAN Basics; Internet Working; ISDN Basics; Network Management. (4 Hours)

Unit-VI: Business Telecommunications

Telecommunication and Network; The Internet and World Wide Web (WWW); E-Business; Applications on E- Business; Transaction Process System (TPS); Operational Information Systems. (6 Hours)

Unit-VII: Tactical and Strategic Level Information Systems

Introduction; Tactical Accounting and Financial Information Systems; Tactical Marketing Information Systems; Strategic Marketing Information Systems; Strategic Production Information Systems; Tactical Human Resource Information Systems; Strategic Human Resource Information Systems; Managing Knowledge in the Organization. *Relevant Case studies may be discussed.* (10 Hours)

Unit-VIII: Enterprise Information System (EIS)

Use of Information systems in Various Business Processes; Role of IS in Cross Functional Systems and EIS; (4 Hours)

Essential Readings

Laudon K.P., Laudon J., & Laudon K.C, Essentials of Management Information Systems, Pearson Education

McLeod Jr. and Schell G, Management Information Systems, Prentice –Hall

O'Brien J. A, Introduction to Information Systems, Irwin

O'Brien J. A, Management Information System, Managing Information Technology in the Network Enterprise, Galgotia Publishers

MB 204 – FINANCIAL MANAGEMENT (3 CREDITS)

Unit–I: Introduction to Corporate Finance – Meaning, Nature and Scope of Corporate Finance; Functions of Corporate Finance and Objectives of the firm; Role of a finance manager; Time Value of Money. (6 Hours)

Unit–II: Management of Working Capital and Dividend Policy – Concept, Nature & Scope of Working Capital Management; Determinants of Working Capital; Computation of Working Capital; Management of Cash, Receivables and Inventory. Concept of dividend; Various models- Walter's Model, Modigliani & Miller; Bonus share and Stock splits; Share Buy-backs, Case studies. (12 Hours)

Unit–III: Capital Budgeting - Concept, significance and process of Capital Budgeting; Evaluation Techniques – Accounting Rate of Return (ARR), Payback Period, Net Present Value (NPV), Internal Rate of Return (IRR), Profitability Index and Terminal Value Method; Contradiction Between NPV&IRR; Capital Rationing; *Case studies*. (8 Hours)

Unit–IV: Cost of Capital & Capital Structure - Concept and significance of Cost of Capital; Measurement of Specific Costs - cost of debt, cost of preference shares, cost of equity shares, cost of retained earnings; Weighted Average Cost of Capital - concept and computation; Concept and Theories relating to Capital Structure; EBIT-EPS Approach; Leverage - concept, type and measurement; *Case studies*. (12 Hours)

Unit-V: Mergers & Acquisitions- Concept and Terminology of corporate restructuring; A historical perspective of Mergers and Acquisitions (M & A); Motivations for M & A; Payoffs from M & A; Different Corporate Restructuring Programme; Legal procedures including SEBI guidelines; Market based valuation methods. (10 Hours)

Essential Readings

Brealey, R. A. and Myers S.C., *Principles of Corporate Finance*, Tata McGraw Hill.

Brigham & Houston, *Fundamentals of Financial Management*, Thomson

Ross, S.A., Westerfield, R.W. and Jordan, B.D., *Fundamentals of Corporate Finance*, Tata McGraw Hill.

Van Horne, J.C., *Financial Management and Policy*, PHI.

Pandey, I.M., *Financial Management*, Vikas Publishing House

Chandra, P., *Financial Management*, Tata McGraw Hill.

Hampton, J., *Financial Decision Making*, PHI.

Bhalla, V.K., *Financial Management*, Anmol Publication.

MB 205 – MARKETING MANAGEMENT (3 CREDITS)

Unit-I: Understanding Marketing and Marketing Process: Evolution of Marketing thought- Marketing Concept, Nature and Scope of Marketing, Marketing Mix, Marketing Environment, Strategic Planning and Marketing Process, Organizing and Implementing Marketing in the Organization.(6 Hours)

Unit-II: Developing Marketing Opportunities and Strategies: Marketing Information Systems and Marketing Research, Consumer Markets and Consumer Behaviour, Business Markets and Buyer Behaviour, Market Segmentation – Targeting & Positioning for competitive Advantage. *Small cases covering S-T-P issues may be discussed.* (12 Hours)

Unit-III: Developing the Marketing Mix: Managing the Product / Service, Product Decisions- Product Line, Product Mix, Product Life Cycle, New Product Development, Branding and

Packaging Decisions, Pricing Products – Pricing Considerations and Approaches, Pricing Strategies and Methods. Distribution Channel and Logistics Management-Channel Selection, Cooperation and conflict Management, Vertical Marketing System, Promotion Decision – Promotion Mix : Advertising, Sales Promotion, Personal Selling, and Publicity. (14 Hours)

Unit-IV: Issues in Marketing: Global Marketing, Direct Marketing, Marketing on the Web, Green Marketing, Social Responsibility and marketing Ethics, Consumerism and Legal Issues. (8 Hours)

Unit-V: Introduction to Industrial Marketing- differences between consumers goods and Industrial goods marketing. Services Marketing Concepts, Definition, Characteristics with Special Emphasis on Tourism Management Services, the additional Ps of Services Marketing Mix. Process, Physical Evidence and People. Service Quality and Service Gap Analysis Model. (8 Hours)

Essential Readings

Kotler, Keller, Koshy and Jha, Marketing Management- A South Asian Perspective, PHI.

Kotler, Philip. Marketing Management Analysis, Planning and Control, PHI.

Stanton, Willam J. Fundamentals of Marketing, McGraw Hill.

Ramaswamy, V.S. and Namakumari, S. Marketing Management, McMillan.

Bhattacharya K. Sisir. Marketing Management, National Publishing House.

Dalrymple, J.D. and Parson, J.L. Marketing Management Strategy and Cases, John Wiley and Sons.

MB 206 – HUMAN RESOURCE MANAGEMENT (3 CREDITS)

Unit-I: Introduction to Human Resource Management – Concept of HRM, Nature and Scope, Evolution of HRM, Relevance of HRM, Difference between Personnel Management Approach & Human Resource Management Approach. (10 Hours)

Unit-II: Acquisition of Human Resources – Human Resource Planning; Recruitment and selection, Induction, socialization, placement. (8 Hours)

Unit–III: Developing Human Resources – Career Planning and Development; Employee Training; Executive Development; Performance Management System; Potential Appraisal; Succession Planning; Concept of HRD. (12 Hours)

Unit–IV: Maintenance of Human Resource – Compensation Management; Job evaluation; Fringe Benefits & Incentives; Employee Health & Safety; Industrial Relations; Trade Unionism, Collective Bargaining, Grievance Management, etc. (10 Hours)

Unit–V: Control Function of HRM – Human Resource Accounting; Human Resource Auditing; Human Resource Information System (HRIS) etc. (8 Hours)

Essential Readings

Pattanayak, B. *Human Resource Management*, 2nd ed., New Delhi, Prentice-Hall of India, 2004.

De Cenzo, D.A. & Robbins, S.P., *Human Resource Management*, 6th ed., New York, John Wiley, 1997.

Rao, V.S.P., *Human Resource Management*, 1st ed., New Delhi, Excel Books, 2000.

Armstrong, M., *A Handbook of Human Resource Management Practice*, 8th ed., Kogan Page, U.K., 2001.

MB 207 – PRODUCTION AND OPERATIONS MANAGEMENT (3 CREDITS)

Unit– I: Nature and Scope of Production and Operations Management; Types of Manufacturing systems; Operation Decisions. Mass Production, Batch / Job Order Manufacturing. Facility Location problem. Layout Planning Analysis. (10 Hours)

Unit–II: Capacity Planning – Models; Process Planning; Aggregate Planning, Scheduling. (8 Hours)

Unit–III: Work Study; Method Study; Work Management; Work Sampling; Work Environment. (10 Hours)

Unit–IV: Material Management- An overview of Material Management; Material Planning; and Inventory Control; JIT; Materials Planning Budgeting; Material Requirement Planning. (12 Hours)

Unit-V: Quality Assurance- Acceptance Sampling; Statistical Process Control; Total Quality Management; Maintenance Management. (8 Hours)

Unit-VI: Total Quality Management: Definition and importance – evolution of TQM – different dimensions – quality management philosophies and practices. (4 Hours)

Essential Readings

Adam, E.E. and Evert, R.J., *Production and Operation Management*; Prentice Hall of India, New Delhi.

Buffa, E.S., *Modern Production management*; John Wiley, New York.

Chary, S.N., *Production and Operations Management*; Tata McGraw Hill, New Delhi.

Dilworth, James B., *Operations Management: Design, Planning & Control for Manufacturing and Services*, McGraw Hill, Singapore.

Moore, F.G. and Hedrick, T.E., *Production / Operations Management*; Homewood, Illinois

MB 208 – INTERNATIONAL BUSINESS ENVIRONMENT (3 CREDITS)

Focus of the contents proposed by the experts:

- 1. Liberalisation and Globalisation**
- 2. GATT and WTO**
- 3. International Trade**
- 4. Tariff and non- tariff barriers**
- 5. Regional Blocs**
- 6. Regional Integration Aggregation and Trade**
- 7. Corporate Governance**
- 8. Multinational Companies**
- 9. Global Competitiveness**
- 10. India's Foreign Trade Policy**

Semester III

MB 301 - MANAGEMENT ACCOUNTING (3 CREDITS)

Unit-I: Background on Cost Accounting (4 Hours)

Unit-II: Cost Accumulation - Fundamentals of Job-Order Batch & Process Costing, Variable Costing and Absorption (Full) Costing, Activity Based Costing System. Preparation of Cost sheet; Incremental Costing; Standard Costing; Budgetary Control and Marginal costing techniques for effective managerial decision making. *Relevant cases on Activity Bases Costing (ABC) maybe discussed.* (16 Hours)

Unit-III: Profit Planning - Cost -Volume-Profit Analysis, Budgeting and Profit Planning, Flexible Budgeting (10 Hours)

Unit-V: Cost Control - Standard Costs and quality Costs, Cost Variance Analysis, Revenue and Profit Variance Analysis. (8 Hours)

Unit-VI: Outsourcing Decision –Decision to accept or reject a special order – Decision to continue or abandon a project (8 Hours)

Unit-VII: Total Cost Management – Introduction – TCM and Business competitive edge - TCM Principles and implementation (2 Hours)

Essential Readings

Atkinson - Management accounting, Pearson Education

Banerjee, Bhabatosh – Financial Policy and Management Accounting, PHI, 7th edition, 2008

Bhattacharyya, Asish - Cost Accounting For Business Managers, Elsevier

Drury - Management & Cost Accounting, Thomson Learning

Horngren, Dattar, Foster - Introduction to Management Accounting, Pearson Education/PHI

Khan & Jain - Management accounting, Tata McGraw-Hill

Singbhi & Bodhanwalla: Management accounting: Text & Cases, PHI

Hansen & Mowen: Cost Management, Thomson Learning

Kaplan: Advanced Management accounting, Pearson education

MB 302 – OPERATIONS RESEARCH (3 CREDITS)

Unit-I: Operations Research – Basic concept and its role in decision making; Dual Simplex; Sensitivity Analysis; Integer programming; Goal Programming. (8 Hours)

Unit – II: Transportation Models including Trans-shipment problems; Assignment models including Routing model. (6 Hours)

Unit-III: Inventory Management Techniques. (4 Hours)

Unit-IV: Network analysis– PERT/CPM; Queuing Theory, Simulation. (6 Hours)

Unit-V: Decision theory and Decision Trees; Game Theory. (6 Hours)

Unit-VI: Markov Processes And Markov Chains. State transition diagrams, Calculation of the state of the system at any time period, Calculation of the long-run system state (both for systems with and without absorbing states): Fundamental Matrix and associated calculations. Application models to be discussed in detail (6 Hours)

Unit-VII: Queuing Models

a) M/M/1 Queues and applications

b) M/M/c and M/M/c/k Queues and their applications (6 Hours)

Unit-VIII: Simulation Models

a) Construction of Simulation Models

b) Generation of Random numbers from discrete distributions (6 Hours)

Essential Readings

Gould, F.J., *Introduction to Management Science*, Englewood Cliffs, Prentice Hall Inc. New Jersey.

Mathur, K. and Solow, D., *Management Science*, Englewood Cliffs, Prentice Hall Inc. New Jersey.

Narag, A.S., *Linear Programming and Decision Making*, Sultan Chand, New Delhi.

Sharma, J.K., *Operations Research: Theory and Applications*, McMillan India Ltd., New Delhi.

Taha. H.A., *Operations Research- An Introduction*, McMillan, New York.

Anderson, Sweeny and Williams - Quantitative Methods for Business (8th edition); Thomson learning

Hillier, F.S. and Lieberman, G.J. : Operations Research (8th edition), TMH

Kasana, H.S. & Kumar, K.D. - Introductory Operations Research; Springer

Render B, Stair R M Jr, Hanna M E : Quantitative Analysis for Management (9th edition); Pearson Education

Ross, Sheldon – Simulation; Elsevier

Vohra, N. D. Quantitative Techniques for Management (3rd edition), TMH

Winston, Wayne L. – Operations Research: Applications and Algorithms (4th edition); Thomson Learning

MB 303 – PROJECT (SUMMER INTERNSHIP) WORK AND VIVA VOCE

Specialisations

Marketing

MM 301 – SALES AND DISTRIBUTION MANAGEMENT (3 CREDITS)

Unit-I: Introduction to Personal Selling and Sales Management : Nature and Scope of Personal Selling and Sales Management, Setting and Formulating Persons Selling Objectives, Career in Professional Selling and Sales Management.

Unit II: Personal Selling: Roles, Process, Steps and Evaluation.

Unit III: Dimensions of Sales Management – Tasks of Sales Managers – Planning, Organizing, Recruiting and Selecting the Sales Personnel, Motivating Sales force, controlling the Sales Force Designing and Administering the Compensation Plans, Developing and Managing Sales Evaluation Programs.

Unit-IV: Sales Territory Development and Time Management : The Scope and Nature of Territory Management, Sales Territory Design, Procedures for Developing Territories, Role of Time Management in Sales, Assessing Time Utilization, Allocating Sales Efforts, Objectives and Quotas for Sales Personnel.

Unit-V: Sales and Cost Analysis, The Cost Effective Sales Force, Sales Forecasting and Budgeting, Sales Analysis, Cost Analysis, Sales Audit.

Unit-VI: An Overview of Marketing Channels: Chemical Structures and Designs, Functions, Relationships, Channel Intermediaries.

Unit-VII: Management of Distribution Channels : Logistics Management, Supply Chain Management, Organizational patterns in Marketing Channels, Marketing Channel Policies and Legal Issues, Information Systems and Channel Management, Assessing Performance of Marketing Channels.

Essential Readings

Anderson, R. Professional Sales Management. Englewood Cliffs, New Jersey, Prentice Hall.

Buskirk, R.H. and Stanton, W.J. Management of Sales Price Homewood, Illinois. Richard D. Irwin.

Dalrymple D.J. Sales Management Concept and Cases New York, John Wiley.

Still, R.R. Sales Management. Englewood Cliff. New Jersey, Prentice Hall.

Gupta, S.L. Sales and Distribution Management Excel Books.

Johnson, M.E., Kurts, L.D. and Scheuing. F.F. Sales Management. Concepts, Practices and Cases, McGraw Hill International.

MM 302 –ADVERTISING AND SALES PROMOTION IN TOURISM INDUSTRY (3 CREDITS)

Unit-I: Marketing Communications: Meaning and Importance. Advertising's role in the marketing process, Legal, ethical and social aspects of Advertising. Understanding the tourism marketing Process (6 Hours)

Unit-II: Tourism Advertising- setting Advertising Goals and Objectives. DAGMAR Approach, Advertising Plan, Scheduling Advertising Programme, Components of Advertising message, headline subhead, copy, logo, illustration, Appeal, layout, Campaign Planning, Media Planning, Setting Advertising budget, Advertising agency. (16 Hours)

Unit-III: Creative Strategies, Role of creativity in tourism product advertising. Advertising task, Newspaper Ads, Magazine Ads, Television Commercials, Radio Advertising, Outdoor Advertising, Direct Mail, Corporate Communication, Publicity, Public Relations and Press Releases. (12 Hours)

Unit-IV: Audience Analysis and Tourists Behaviour, Advertising evaluation: Recognition and Recall studies, Experimental Design. (6 Hours)

Unit-V: Sales Promotion: Definition, Objectives, Advantages & Disadvantages. Sales Promotions and Tourist Behaviour. Types and Techniques of Tourism, Product Sales Promotion. Sales Promotion Budget and Evaluation. (8 Hours)

Essential Readings

Aaker, A. David and Myers, G. John Advertising Management, PHI.

Kazml H.H.S. and Batra K.S. Advertising and Sales Promotion, Excel Books.

Borden, William H. Advertising John Wiley.

Ogilvy, David, Ogilvy on Advertising, Longman.

Arens W.F.: Contemporary Advertising; TMH

Belch G.E. & Belch M.A: Advertising & Promotion; TMH

Clow K.E., Baack D.: Integrated Advertising, Promotion & Marketing Communications; Pearson
O'Guinn T. C., Allen C.T.: Advertising and Integrated Brand Promotion; South Western

MM 303 - MARKETING RESEARCH

Unit-I: Marketing Research: Introduction, Application of research in managerial decision making, Aims, roles, functions and sources of research. (4 Hours)

Unit-II: Research Process: Steps in planning – research purpose and objectives, Converting a manager's problem to a researcher's problem, Problem formulation, research design, data collection, analysis, report presentation, Preparation of the research proposal. (6 Hours)

Unit-III: Research Design: Types of research - exploratory studies, descriptive studies, causal studies, Types of information needed - behavioural and non-behavioural correlates. *Relevant Case studies may be discussed.* (6 Hours)

Unit-IV: Sources of Data: Primary and secondary source (govt., non-govt. and syndicated research), Errors in data collection. (4 Hours)

Unit-V: Primary Source – Methods of Data Collection: Focus groups, Observations, Case histories; Surveys – survey methods - structured and unstructured, direct and indirect methods, in-depth interviews, panels, interview media: personal, telephone, internet & mail, questionnaire construction & pre-testing, qualitative research - projective techniques (word association, sentence completion, thematic apperception test, third person technique), Experimentation - Types of causation, inferring causal relationships, natural & controlled experiments, experimental designs. (8 Hours)

Unit-VI: Measurement & Scaling: Types of scales (data/levels of measurements), nominal, ordinal, interval, ratio scales, Attitude measurement methods - variability methods (paired comparison, ranking, rating, ordered category sorting), Quantitative judgement methods - verbal,

numerical, graphical scales, factorization, constant sum method scales, Multi-item scales – Semantic differential scale, Likert scale, Thurstone scale (equal-appearing, case V), Stapel, considerations in developing scales, reliability and validity of scales. (8 Hours)

Unit-VII: Sampling: Census vs. sample, Steps in sampling process, Definition of population, frame, unit, and element, Types of sampling: Probability sampling techniques - simple random sampling, systematic random sampling, stratified sampling, cluster sampling, area sampling, Nonprobability sampling techniques - convenience sampling, quota sampling, judgment sampling, snowball sampling, Determination of sample size. *Relevant Case studies may be discussed.* (4 Hours)

Unit-VIII: Analysis of Data: Compilation, tabulation & classification of data, Analytical techniques –univariate analysis, hypothesis testing- parametric and non-parametric tests, bivariate analysis. Overview of some multivariate analysis techniques like multiple regression, discriminant analysis, factor analysis, cluster analysis, multi - dimensional scaling and conjoint analysis, forecasting methods (application and interpretation only) *Relevant Case studies may be discussed.* (4 Hours)

Unit-IX: Application Areas: Advertising research, Motivation research, Sales analysis & forecasting research. *Relevant Case studies may be discussed.* (4 Hours)

Essential Readings

Green, P., Tull, D. & Albaum, G.; Research for Marketing Decisions; PHI.

Boyd & Westfall: Marketing Research: Text & Cases; All India Traveller Bookseller

Luck and Rubin: Marketing Research; PHI

Cooper, D.R. & Schindler, P.S. : Marketing Research; TMH

Malhotra, Naresh K;Marketing Research; Pearson

Beri, G C; Marketing Research; Tata McGraw Hill.

Schmidt, M.J. & Hollensen, S.: Marketing Research; Pearson.

Aaker & Day: Marketing Research; Wiley.

Churchill, G.& D. Iacobucci ; Marketing Research, South Western.

Easwaran, S. & Singh, S.; Marketing Research; Oxford.

George, D. & Mallery, P.; SPSS for Windows: Step by Step; Pearson Education.

Finance

FM 301 - CORPORATE TAXATION & TAX PLANNING

Unit-I: Overview of Corporate Taxation in India

Taxation Structure in India; Basic Concepts of Income Tax; Basis of Charge of Income; Types of Income; Computation of Tax Liability; Relationship of Accounting and Income Tax; Accounting Methods in Taxation; Rules and Interpretation of the Statute; Residential Status and Tax Incidence; Determination of Residential Status.

Unit-II: Computation of Income under Various Heads

Incomes Exempt from Tax; Exemption in Respect of Newly Established Undertaking; Income from Salary; Types of Allowances and their Taxability, Provisions for Calculating Taxable Salary; House Property; How to Calculate Income from House Property.

Unit-III: Profits and Gains of Business or Profession

Capital Gains; How to Calculate Capital Gain; Charge of Income from other Sources; Basis of Charge; Chargeable Incomes; Specific Deductions; Amount not Deductible; Computation of Taxable Income from other Sources; Charge of Income – Business. Depreciation, Deductions Under Section 43B; Deemed Profits and Practical Problems of Business and Profession.

Unit-IV: Income Tax- Amortization/ Deduction

Amortization of Certain Expenditure Under Section 35; Deductions Under Chapter VI-A; Deduction in Respect of Profits and Gains from Projects Outside India, from Housing Projects and in Respect to Export Profits; Agriculture Income and its Tax Treatment.

Unit-V: Income Tax- Payment-I

Relationship of Employer and Employee; Managing Director's Remuneration; Difference Between Powers of Agent and Servant; Tax on Book Profits; Companies- Computation of Taxable Income; Advance Payment of Tax.

Unit-VI: Income Tax - Payment-II

Deduction and Collection of Tax at Source; TCS and its Provisions; Interest Payments by Assessee and Department; Powers of CBDT and Settlement Commission to Reduce Interest; Provisions of Set off of Inter and Intra Head Income; Setting- off Losses and Depreciation.

Unit-VII: Income Tax - Assessment

Miscellaneous Provisions; Return of Income and Procedure of Assessment; Income Tax Authorities, their Powers, their Appointments; Appeals and Revision.

Unit-VIII: Tax Planning-I

Transfer Pricing and other Provisions to Check Avoidance of Tax; Tax Audit; Its Need; Requirements; Maintenance of Books of Account for Tax Audit; Presumptive Taxation and Tax Audit; Judicial Pronouncements with Respect to Tax Audit; Setting up of New Business and Tax Planning.

Unit-IX: Tax Planning -II

Corporate Restructuring and Tax Planning; Double Taxation and Avoidance Agreements; Tax Considerations with Regard to Specific Management Decisions; Tax Planning and Integral Management Decisions; Tax Planning Measures; Taxation of E-Commerce Transactions; Tax Rate Assessment.

Essential Readings

Law of Income Tax 3 volumes, Acharya S , Publisher: State Manual Book

Direct Taxes Digest, Bhargava B and Bhandari B, Publisher: State Manual Book

Handbook of Direct Taxes by Bhattacharya B and Garg G, Publisher: State Manual Book

Students handbook on Income tax by Manoharan TN, Publisher: Snowwhite

Income tax act 1961 by Singhania VK, Publisher: Taxmann.

FM 302 - CORPORATE FINANCE

Unit-I: Introduction to Corporate Finance: Corporation- The Role of Financial Manager – Agency Problem. (2 Hours)

Unit-II: NPV as Investment Decision Criteria: Comparing NPV with other methods of investment Decisions: The problems of multiple rates of Return, Mutually Exclusive Projects, and Capital Rationing. (6 Hours)

Unit-III: The Investment Decision: The Cash Flow, Equivalent annual Costs, Project Interactions (6 Hours)

Unit-IV: Capital Budgeting and Risk: Company and Project Costs of Capital, Measuring the Cost of Equity, Capital Structure and the Company Cost of Capital, Risk Adjusted Discount Rate , Sensitivity Analysis, Monte Carlo Simulation, Real Options and Decision Trees. (6 Hours)

Unit-V: Alignment of Managers and Owners Goal: : Practical aspects of Capital Investment Process, Information and Capital Investment, Incentives and their role in agency Problem, Measuring and Rewarding Performance: EVA, Pros and Cons of EVA. (6 Hours)

Unit-VII: Market efficiency and Corporate Financing Basics of EMH, The Anomalies, The lessons for the Corporate Manager. (6 Hours)

Unit-VIII: The Financing Decision: The Financing Process, The financing Mix: Tradeoffs and Theory, The Optimal Financing Mix, The Financing Mix and Choices. (6 Hours)

Unit-IX: The Dividend Decision: Dividend Policy, analyzing Cash Returned to Stockholders, Buybacks, Spinoffs, and Divestitures. (6 Hours)

Unit-X: Valuation: Principles and Practice of Valuation, Value Enhancement: Tools and Techniques, Acquisitions and Takeovers. (4 Hours)

Essential Readings

Brealey, Myers , Mohanty: Corporate Finance, Tata McGraw-Hill

Copeland Weston Shastri: Financial theory & Corporate Policies, Pearson Education

Damodaran: Corporate Finance, Wiley

Ehrhardt & Brigham: Corporate Finance- a Focused approach, Thomson Learning

Meggison, Smart & Gitman: Principles of Corporate Finance, Thomson Learning

Ross, Westerfield & Jaffe: Corporate Finance, Tata McGraw-Hill

Benninga & Sarig: Corporate Finance A valuation approach, McGraw-Hill Intl.

FM 303 - SECURITY ANALYSIS & PORTFOLIO MANAGEMENT (3 CREDITS)

Unit-I: Overview of Investment

Concept of Investment; Various Investment Alternatives; Application of Investment alternatives; *relevant case studies may be used.*

Unit-II: Overview of Risk Management

Concept of Risk Management; Analysis of Risk Management; *relevant case studies may be used.*

Unit-III: Equities in India

Basic of Stocks; Different Types of Stocks; National Stock Exchange; Trading of Equities.

Unit-IV: Trading of Securities

Introduction to Markets and their Functions; Development of Securities Market in India; SEBI and its Role in Primary and Secondary Market; SEBI and its Functions.

Unit-V: Analysis and Valuation of Debt and Equity

Introduction to Bonds; Embedded Options; Analysis of Bond, Relationship between Price and Yield; Various Models of Stock Valuation, Concept of Credit Rating, Analysis of Credit Rating Framework, Rationales of Rating, The Variable Growth Model, *relevant case studies may be used.*

Unit-VI: Security Analysis and Valuation - Fundamental and Technical Analysis

Stock Prices Change; its Causes; Effect of Macroeconomics Variable on Stock Market; Difference between Technical and Fundamental Analysis; Company Analysis; Basics and Usefulness of Technical Analysis; *relevant case studies may be used.*

Unit-VII: Efficient Market Hypothesis

Introduction; Concept of Market Efficiency; Tests of Efficient Market Hypothesis; *relevant case studies may be used.*

Unit-VIII: Portfolio Management

Introduction to Portfolio Management; Relation between Risk and Return; Optimal Portfolio; Capital Asset Pricing Model; its Valuation and Validity; Case Study- NationsBank- Valuation: Stock Valuation- the Gordon Growth Model; Portfolio Evaluation;

Unit-IX: Articles

Bonds and Bond Funds; Nate Pile's Small Cap Classroom; Dangers of Inaction; Bond with the Best; Take your Time to Plan Investment.

Essential Readings

Security Analysis and Portfolio Management by Donald E. Fischer Ronald J.Jordan, Publisher: Prentice-Hall of India

Security Analysis And Portfolio Management by V. Gangadhar, Publisher:

Anmol Publications

Security Analysis And Portfolio Management 6th Edition, by Fischer Donald Eand Jordan Ronald J, Publisher: Prentice Hall of India

Security Analysis And Portfolio Management by S Kevin Publisher: Prentice Hall of India

Human Resource Management

HRM 301 - EMPLOYMENT & COMPENSATION ADMINISTRATION

Unit-I: Employment – Policy and Programmes, Reservation Rules, Employment of Women and Dependents, Employment of Land Oustees

Unit-II: New Employment Practices – Outsourcing, Contingent Workers, Employee Leasing

Unit-III: Employment of Contract Labourers – Provisions and Practices under the relevant Act.

Unit-IV: Case Studies on Contract Labourers

Unit-V: Concept of Wage – Minimum Wage, Fair Wage, Living Wage, Wage Policy

Unit-VI: Compensation – Wage/Salary, Real Wage, Components of Wages: Basic, Dearness Allowances, House Rent Allowances, City Compensatory Allowance, Other Allowances, Wage Fixation, Pay for different types of employees, Managerial Compensation.

Unit-VII: Dearness Allowance – Methods of DA payment, Consumer Price Index, Neutralization.

Unit-VIII: Productivity and Wages – Productivity Bargaining, Incentive Payments, Productivity Linked Bonus, Incentives –Individual & Group, Case Studies on Productivity Bargaining.

Unit-IX: Employee Benefits – Statutory & Voluntary Benefits, Retirement Benefits – Provident Fund, Gratuity, Pension, Medical Insurance; Reward Management

Essential Readings

Belcher, D.W.: Wage and Salary Administration, Prentice Hall

Dasgupta, A. K. : A Theory of Wage Policy, OUP.

Mondy, R.W. & Noe, R.M. : Human Resource Management, Pearson

Raynolds, G. L. : Labour Economics & Labour Relations, Prentice-Hall.

Verma, Pramod : Labour Economics and Industrial Relations, Tata McGraw Hill.

Govt of India : Report of the National Commission on Labour (1st – 1969, 2nd – 2002)

ILO : Payment by Results

HRM 302 – HUMAN RESOURCE PLANNING

Unit-I: Analysis of the labour process under capitalist mode of production [A transition from handicrafts to machine crafts to present state and the need for HRP]-Indian Labour market & its characteristics.

Unit-II: Conceptual understanding of HRP [meaning, aims, employee resourcing strategies], demand forecasting (methods including mathematical modeling techniques), supply forecasting (analysis of existing human resources, wastage rate, promotions & transfers from different labour markets), Demand and supply forecasting models, employment cost – Human resource inventory system including succession planning & importance of HRIS to this end [Personnel information and record systems].

Unit-III: Resourcing strategies & action planning [Overall, development plan, recruitment plan, retention plan, flexibility plan, productivity plan, downsizing plan etc.], Redeployment and exit strategies.

Unit-IV: Recruitment process [flow mapping, prerequisites of a good policy etc.] – Job analysis [Meaning, different methods of job analysis & its significance to recruitment]

Unit-V: The selection process [A general selection model & steps in selection procedure, selection instruments – importance of psychological tests, interviews, application blanks, life history data & work history, references & recommendations]

Unit-VI: Problems of selection & placement [Rationale for selection – characteristics of predictors, utility of prediction devices, a decision theory approach to selection in terms of different predictions, moderator & suppressor variables in selection, role of the criterion in selection]

Unit-VII: Performance Planning – The essence & its holistic approach, Balancing past performance against future potential (Integrating performance plan with business plan, Action plan for performance management process, Potential appraisal etc.).

Unit-VIII: Analysis of Cases.

Essential Readings

Armstrong, Personnel Management Practice, London: Kogan Page Ltd, 1995
Mabey & Salama, Strategic Human Resource Management, Oxford: Blackwell, 1995.

Kozar, Hummanized Information Systems: Analysis and Design, New York: McGraw-Hill, 1989.

Thomson & Mabey, Developing Human Resources, Oxford: Butterworth-Heinemann, 1994.

HRM 303 – LABOUR LAWS

Unit-I: Objectives of Compensation

Introduction to Compensation and Rewards; Objective of Compensation and Rewards; Introduction to Framework of Compensation Policy; Labour Market characteristics and Pay Relatives.

Unit-II: Wage Determination

Introduction to Compensation; Rewards; Wage Levels and Wage Structures; Introduction to Wage Determination Process and Wage Administration Rules; Introduction to Factors Influencing Wage and Salary Structure and Principles of Wage and Salaries Administration; Introduction to the Theory of Wages: Introduction to Minimum, Fair and Living Wage.

Unit-III: Wage Deferential

Introduction to Minimum Wages; Introduction to Basic Kinds of Wage Plans; Introduction to Wage Differentials & Elements of a Good Wage Plans; Introduction to Institutional Mechanisms for Wage Determination.

Unit-IV: Executive Compensation

Legislative Framework for Wage Determination; Introduction to Importance of Wage Differentials; Introduction to Executive Compensation and Components of Remuneration.

Unit-V: Job Evaluation

Introduction to Nature and Objectives of Job Evaluation; Introduction to Principles and Procedure of Job Evaluation Programs; Introduction to Basic Job Evaluation Methods; Introduction to Implementation of Evaluated Job; Introduction to Determinants of Incentives; Introduction to Classification of Rewards; Incentive Payments and its Objectives.

Unit-VI: Wage Incentives

Introduction to Wage Incentives in India; Introduction to Types of Wage Incentive Plans; Introduction to Prevalent Systems & Guidelines for Effectives Incentive Plans;

Introduction to Non- Monetary Incentives.

Unit-VII: Profit Sharing

Introduction to Cafeteria Style of Compensation; Introduction to Problems of Equity and Bonus; Profit Sharing & Stock Options; Introduction to Features of Fringe Benefits; Introduction to History and Growth Factors; Coverage of Benefits; Introduction to Employee Services & Fringe Benefits in India.

Unit-VIII: Benefit Programs

Introduction to Benefit Programs for Management; Administration of Benefits & Services; Introduction to Compensation Survey & Methodology; Introduction to Planning; Compensation for Executives & Knowledge Workers.

Unit-IX: Tax Planning

Introduction to Tax Planning; Comparative International Compensation; Introduction to Downsizing; Voluntary Retirement Scheme; Pay Restructuring in Mergers & Acquisition.

Essential Readings

Human Resource Management, by L.M Prasad, Publisher: Sultan Chand & Sons

Personal & Human Resource Management, by P. Subba Rao, Publisher:

Himalaya Publishing House

Human Resource Management, by K. Aswathappa, Publisher: Tata McGraw Hill

Publishing Company Ltd.

Information Systems

SM 301 - DATABASE MANAGEMENT

Unit-I: Introduction to Database

Evolution of Database; Disadvantages of File Processing System.

Unit-II: Data Models

Data Models: Hierarchical Model, Network Model, and Relational Model.

Unit-III: Functional Dependencies

Relational Algebra; Data Integrity; Functional Dependencies.

Unit-IV: Normalisation - Part I

Concept of Redundancy (Updation Anomalies); Introduction of Normalisation.

Unit-V: Normalisation – Part II

Normalisation; Types of Normalisation; Features of Normalisation.

Unit-VI: Query Languages

A Commercial Query Language – SQL, SQL; Support for Integrity Constraints.

Unit-VII: Database Design

Database Design Including Integrity Constraints; Multi-user Database Application; Two and Three Tier Architecture.

Unit-VIII: Performance Calculation

Performance Criteria; Storage and Access Method; Indexing and Hash Look Up; Query Processing and Query Optimizer; Language Support for Optimizer.

Unit-IX: Transaction Processing

Transaction Processing; Atomicity Consistency Independence and Durability (ACID); Principle; Concurrency Anomalies.

Unit-X: SQL

Serialisability; Locks; Backup and Recovery; Checkpoint; SQL Support; Database Security Issues; Level of Security.

Essential Readings

Fundamentals of Database Systems by Elmasri R & Navathe S , Publisher: Pearson Education

Database Systems by Cornel R, Publisher: Galgotia Publications Pvt. Ltd.

Modern Database Management by Mcfadden F, Hoffer & J, Prescott M, Publisher: Pearson Education

Database Systems by Date C, Publisher: Pearson Education

Database Management and Design by Hansen G & Hansen J, Publisher: Prentice Hall

SM 302 - SYSTEM ANALYSIS & DESIGN

Unit-I: SDLC

System Development Life Cycle: Analysis, Design, Coding; Testing and Documentation.

Unit II: Role in S/W Development

Prototyping; Role of System Analyst; Other Players of the System and their Functions.

Unit-III: System Planning

System Planning and Initial Investigation; Information Gathering.

Unit IV: Tools

Tools of Structured Analysis; Feasibility Study; Steps of Feasibility Study.

Unit V: Cost / Benefit Analysis

Cost / Benefit Analysis; Process and Stages of System Design.

Unit VI: Prototypes

Input Design and Prototyping; Output Design and Prototyping.

Unit VII: Database Design

Introduction to Database Design; Properties.

Unit VIII: Testing and Quality Assurance

Introduction to User Interface Design; Introduction to Testing and Quality Assurance; Implementation and Software Maintenance.

Unit IX: Project Scheduling

Project Scheduling and Monitoring; User Training and Parallel Run; Introduction to Documentation.

Unit X: H/W & S/W selection

Hardware / Software Selection; Security; Disaster; Recovery and Ethics; Object Oriented Analysis.

Essential Readings

Computer Systems Design and Architecture by Heuring Vincent P & Whitten Jeffrey, Publisher: Pearson Education Asia.

Systems Analysis and Design Methods by Shelly Gary B, : Galgotia Publications.

Systems Analysis and Design by Awad, Elias M. Publisher: Galgotia Publications.

SM 303 – COMPUTER AIDED MANAGEMENT

Unit-I: Management Support Systems

Introduction, Objective and Characteristics, Collaborative Computing Technologies: Group Support System, Technologies, Data Reviewing Concept and Applications

Unit-II: Data Warehousing

Access, Analysis, Mining & Visualization; OLAP & OLTP

Unit-III: Enterprise Decision Support Systems

Concepts, Definitions, EIS, Organisational DSS, Supply & Value Chains & Decision Support.

Unit-IV: Knowledge Management

Concepts, Development Methods, Technologies & Tools, Electronic Document Management. Case Study.

Unit-V: Knowledge - Based Decision Support

Artificial Intelligence (AI): Concept, Definition, AI Vs Natural Intelligence. Expert System: Concept, Structure, Working, Benefits & Limitations. Knowledge Acquisition & Validation: Scope, Methods, Validation, Verification, Analysing, Coding, Documenting & Diagramming; Knowledge Representation; Inference Techniques; Intelligence System Development; Fuzzy Logic, Genetic Algorithm.

Unit-VI: Neural Computing

Fundamentals, Types of Neural Networks, Neural Network Application, Development, Architecture, Learning Algorithms, Neural Network Software & Hardware, Benefits & Limitations of Neural Networks.

Unit-VII: Grid Computing

Overview

Unit-VIII: Implementing & Integrating Management Support Systems

Issues, Strategies, Generic Models, Integrating EIS, DSS, ES & Global Integration

Suggested Readings:

Dan W. Paterson: Introduction to Artificial Intelligence & Expert System, PHI./Pearson Education

Kartalopoulos, Stamatios V : Understanding Neural Networks & Fuzzy Logic – Basic Concepts & Application, PHI.

Poole, Computational Intelligence, OUP.

Rich, Elaine & Knight, Kevin: Artificial Intelligence, Tata McGraw Hill.

Turban, Aronson: Decision support system & Intelligent System, Pearson.

Yegnanarayana, B : Artificial Neural Networks, PHI.

Zaruda, Introduction to Artificial Neural System, Jaico.

Semester IV

MB 401- ENTREPRENEURSHIP DEVELOPMENT (3 CREDITS)

Unit I: Project Planning

Project Management scenario; Project Asset – issues & problems; Gantt Chart & LOB; Network Analysis; PERT / CPM, Resource Monitoring & Control.

Unit II: Project Buying

Projects Procurement Process, Life – cycle Costing, Project Cost Reduction methods, Project Stores, Organization & HRD issues, Computerization.

Unit III: Investment Feasibility Studies

Managing Project Resources Flow; Project Cost – Capital & Operating; Forecasting Income, Estimation of Investment & ROI, Project Evaluation, Financial Sources, Appraisal Process.

Unit IV: Issues in Project Management

Project Audit, Project Monitoring & MIS, Cost Control, Real Time Planning, Intangibles.

Unit V: Project Management

Case Studies

Unit VI: Entrepreneurship

Meaning & concept; psychological & social factors; conditions needed for entrepreneurship; role of government; qualities of a prospective entrepreneur.

Unit VII: Entrepreneurial Motivation

McClelland's N-Ach theory; self – analysis, personal efficacy, culture & values, risk- taking behaviour, technology backup.

Unit VIII: Entrepreneurial Skills

Creativity, problem solving, decision making, communication, leadership quality.

Unit IX: Information

Assistance from different organizations in setting up a new venture; technology parks; industrial corporations; directorate of industries / cottage and small scale industries, SISI, Khadi & Village Industries Commission, DGS & DNSIC, DGFT, how to apply for assistance – procedure, forms, procedures for obtaining contract from Railways, Defence, P & T etc., SIDBI.

Unit X: Preparation of Project Report

Product/service selection; feasibility report preparation

Note: Relevant Case studies may be discussed for each unit; highlighting the key variables attributed to each “success” or “failure”.

Essential Readings

Chandra, Prasanna – Projects (6th Edition); TMH

Clements and Gido – Effective Project Management; Thomson Learning

Clifford F. Gray and Erik W. Larson – Project Management (3rd edition); TMH

Donald F. Kuratko and Richard M. Hodgetts – Entrepreneurship (7th edition); Thomson Learning

Gopalkrishnan & Ramamoorthy - Text Book of Project Management; McMillan
Nicholas – Project Management for Business and Technology (2nd edition); Pearson Education
Roy, Rajeev – Entrepreneurship; OUP

MB 402 - STRATEGIC MANAGEMENT (3 CREDITS)*

Unit I: Strategic Planning

Strategic Context and Terminology; Definition of Strategy; Difference between policy, Strategy and Tactic; Difference between Long Range Planning and Strategic Planning; Characteristics of Strategic Decisions. (4 Hours)

Unit II: Strategic Architecture

Level of Strategy; Characteristics of Strategic Decision at 3 Levels; Role of Strategic Management. (4 Hours)

Unit III: Object / Mission / Vision

Concepts of Goal, Objectives, Mission, and Vision; Comparative analysis of Objectives, Mission, and Vision in different context; Understanding of Objectives, Mission, and Vision; Strategic Intent. (6 Hours)

Unit IV: Different Approaches to Strategy

Introduction to Different Approaches to Strategy; Incremental and Emergent Strategies; Implicit and Explicit Strategies; Approaches to Strategic Management; Strategic Implementation; Strategic Evaluation and Control; Planning Process: Feature, Importance, and Steps; Strategic Planning Process; Strategic Planning in the Next Millennium. (6 Hours)

Unit V: Strategy Formulation: Environmental Auditing

Environmental Analysis; Environmental Complexity; Pestle Analysis; Porter's 5 Force Analysis. Industry Analysis with examples/ data, empirical analysis. (4 Hours)

Unit VI: Strategy Formulation: Strategic Direction

Introduction to Understanding Business; Competitor Analysis; Boston Matrix; International Dimensions of Strategy: Growth, Stability, Profitability, Efficiency, Market Leadership,

Survival, Merger, and Acquisition; Core Competence. *Relevant case studies may be used.* (6 Hours)

Unit VII: Strategy Formulation: The Internal Audit

Bench Marking; the Use of McKinsey's 7S Framework; SWOT (Strength, Weakness, Opportunities, and Threats) Analysis; Value Chain Analysis; Scope of Activities and Markets. *Relevant case studies may be used.* (4 Hours)

Unit VIII: Strategy Implementation

Framework of Strategic Implementation: Concept, Factors Causing Unsuccessful Implementation of Strategy. Activation Strategy; Structural Implementation; Functional Implementation; Behavioral Implementation; Resource Mobilization and Allocation: Finance, Human Resources, Materials, and Time. *Relevant case studies may be used.* (8 Hours)

Unit IX: Strategic Evaluation and Control

Strategic Evaluation and Control: Concept, Role, and Barriers; Control Process; Techniques of Strategic Evaluation and Control. (6 Hours)

Essential Readings

Exploring Corporate Strategy by Johnson & Scholes, Publishing House: Prentice Hall

The Strategy Process by Mintburg, Quinn, and Ghosal, Publishing House: Prentice Hall

Ansoff, H. Igor. Implanting Strategic Management, Englewood Cliffs, New Jersey, PHI.

Budhiraja, S.B. and Athreya, M.B. Cases in Strategic Management, New Delhi, Tata McGraw Hill.

Glueck, William F. Strategic Management and Business Policy, New York, McGraw Hill.

Hax, A.C. and Majluf, N.S. Strategic Management, Englewood Cliffs, New Jersey, PHI.

Banerjee, Bani P., Corporate Strategies, OUP

Das, Ranjan : Crafting the Strategy, Tata McGraw Hill

Kazmi, A., Business Policy & Strategic Management, Tata McGraw Hill

Mellahi, K., Frynas, J.G. & Finlay, P., Global Strategic Management, OUP

MB 403 - COMPREHENSIVE VIVA VOCE (3 CREDIT EQUIVALENT- OPTIONAL/ SEMINAR COURSE?)

Major Specialisations

Marketing

MM 401 - INTERNATIONAL MARKETING (3 CREDITS)

Unit I: Introduction

Introduction to International Marketing, Strategic concept of Marketing; Market Needs and Wants; Guiding Principles of the Marketing Company. (6 Hours)

Unit II: Global Marketing Environment

Introduction; Economic Environment-the World economy; Economic Environment- Foreign Economies; International Trade Theory; Political Environment; Legal Environment; Social and Cultural Environment. (6 Hours)

Unit III: Business Customs in Global Marketing

Introduction; Business Ethics and Bribery; Domestic Economy; Trade Distortions and Marketing Barriers; *Case Studies across countries, cultural contexts maybe taken up for discussion.* (4 Hours)

Unit IV: Analyzing and Targeting Global Opportunities

Global Marketing Information Systems and Research; International Marketing Intelligence; Segmentation; Targeting and Positioning; *Case Studies across several contexts maybe taken up for discussion.* (6 Hours)

Unit V: Global Marketing Strategy

Entry and Expansion Strategies- Marketing and Sourcing; Planning Process and Entry Strategies; Cooperative Strategies and Global Strategic Partnerships; Competitive Analysis and Strategy; Strategic Positioning and Intent; *relevant case studies may be taken up.* (6 Hours)

Unit VI: Global Marketing Programs

Product Decisions; International Product Strategies; Moving toward World Product. (4 Hours)

Unit VII: Branding

Branding Decisions; Branding and Packaging Decisions; Marketing Industrial Products; International Marketing of Services; Case studies (6 Hours)

Unit VIII: Pricing and Revenue Management

Basic Pricing Concepts; Dumping and Counter Trade; Transfer Pricing and Other Pricing Approaches; *relevant case studies may be taken up.* (6 Hours)

Unit VIII: Advertising

Global Advertising; Advertising School of Thoughts; Global Promotion; Channels of Distribution; Channel Development and Adaptation; a Guide for Developing a Marketing Plan; Physical Distribution and Documentation; *relevant case studies may be taken up.* (4 Hours)

Unit IX: Global Marketing

Global E- Marketing; International Negotiations; Leading; Organizing and Monitoring the Global Marketing Effort; Future of Global Marketing; *relevant case studies may be taken up.* (4 Hours)

Essential Readings

International Marketing by Warren Keegan, Publisher: Pearson Education Asia Ltd and Tsinghua University Press.

Strategic Planning for Export Marketing by Franklin R Root Scranton, Publisher: International Textbook Co.

International Trade and Investment by Franklin R Root Scranton, Publisher: International Textbook Co.

International Marketing Management by Philip Kotler, Publisher: Prentice-Hall International Inc.

International Marketing by Philip R Cateora and John L Graham, Publisher: Irwin/McGraw-Hill, Boston

International Marketing (Analysis and strategy) by Sak Onkvisit & John J Shaw, Publisher: Pearson Education Asia Ltd and Tsinghua University Press.

International Marketing by Vern Terpstra and Ravi Sarathy, Publisher: New York Holt, Rinehart and Winston Inc.

MM 402 – SERVICES MARKETING (3 CREDITS)

Unit I: Introduction to Services Marketing

Introduction, Need and scope of service marketing, Reasons for growth of services, Contribution to Indian economy- global shares. Different types of service sectors – traditional and new, Trends in service sector, Impact of technology on different service sectors. (3 hours)

Unit II: Service Concept

Definition, Unique characteristics of services, Tangibility continuum, Marketing mix for services - product, price, place, promotion, physical evidence, people & process. (4 Hours)

Unit III: Consumer Behaviour in Service Marketing

Service Experience- moments of truth, customer needs, expectations, perceptions, zone of tolerance, customer satisfaction, understanding the differences among customers (4 Hours)

Unit IV: Service Strategy Planning

Understanding the customer and competition, Positioning services, Service triangle concept. (3 Hours)

Unit V: Creating the Marketing Mix for Services

Creating service product, Customer value hierarchy, Flower of service, Service product mix, Branding service products. Elements of promotional mix for services. Foundations of pricing, How service prices are different, Approaches to pricing. Distribution in service context, Direct channels, franchising, agents and brokers, electronic channels, Strategies for effective delivery. (10 Hours)

Unit VI: Designing and Managing Services

Designing service delivery system, Service blue printing, Quality function deployment, Customer as co-producer. Capacity constraints, Demand patterns, Strategies for matching capacity and demand, Wait lines and reservations. (4 Hours)

Unit VII: Planning the Service Environment

Physical evidence, Servicescapes - types and role, customer response to environment, guidelines for Servicescape strategies. (6 Hours)

Unit VIII: Managing People

Critical importance of service employees, Problems and difficulties of boundary-spanning roles, Strategies for delivering service quality through people, Service leadership and culture. (4 Hours)

Unit IX: Service Quality

Service quality, Integrated Gap model (SERVQUAL)- to identify and correct quality problems, Measuring and improving service quality; comparison between SERVQUAL and SERVPERF. (4 Hours)

Unit X: Different Services

Nature and characteristics of financial, hospitality, healthcare, educational & professional, logistics, entertainment services and their respective marketing mix analysis. (4 Hours)

Unit XI: Building Customer Relationships

Goals of relationship marketing, Understanding customer-firm relationships, Relationship value of customers, Customer profitability segment, Targeting right customers, Relationship development strategies, Relationship challenges, Life-time value. (2 Hours)

Essential Readings

Apte, G.: Service Marketing; OUP

Fitzsimmons, J A & Fitzsimmons, M J: Service Management; McGraw Hill

Gronroos, C.; Services management and marketing; Wiley

Haksever, C., Render, B., Russel, R., Murdick, R.; Service Management and Operations; Pearson

Lovelock, C., Wirtz, J. & Chatterjee, J.: Services Marketing; Pearson Education

Rao, K.R.M.: Services Marketing, Pearson Education

Srinivasan R.: Services Marketing; PHI

Verma, H.V. : Services marketing, Pearson

Zeithaml, V.A., Bitner, M J, Gremler, D.D. & Pandit, A.: Service Marketing;, TMH

MM 403 - CONSUMER BEHAVIOUR (3 CREDITS)

Unit I: The Study of Consumer Behaviour

Introduction; Marketing and Consumer Orientation; Diversity in Market Place; Factors Influencing Buyer Behaviour; Buyer Behaviour; Organizational Buying Vs Consumer Buying. (2 Hours)

Unit II: Market Segmentation

Market & Its Types; Market Segmentation; Consumer Research Process; Eight Step Research Process; Conducting Research Study. *Relevant Case studies to be included in the class discussions.* (4 Hours)

Unit III: Consumer as an Individual

Consumer Needs; Types and Systems of Need; Hulls Drives Reduction Theory; Maslow's Hierarchy of Needs; McClelland's Three Needs Theory; Consumer Motivation Concept; Means-End Chain Model. (4 Hours)

Unit IV: Consumer Perception

Perception: Definition, Elements of Perception, Nature & Process of Perception; Consumer Imagery and Perceived Risk; Reference Prices; Price/Quality Relationship. (5 Hours)

Unit V: Consumer Learning

Consumer Learning & Involvement; Behavioral Learning Theories; Cognitive Learning Theories; Brand Loyalty. (5 Hours)

Unit VI: Consumer Attitudes and Personality

Attitudes: Introduction, Models of Attitude; Case Study: Consumer Attitude: Let Consumer Psyche Work for you, Attitude Formation and Change; Personality: Introduction, Theories of Personality, Personality and Understanding; Consumer Diversity; Designing Persuasive Communications. (6 Hours)

Unit VII: Consumer Behaviour in Social Settings

Group Dynamics and Consumer Reference Groups: Reference Groups, Application of Reference Groups; the Family: Concept, Functions of the Family, Family Decision Making, the Family Life Cycle; Social Class and Consumer Behaviour; Lifestyle Profiles of the Social Classes; Social Class Mobility. *Relevant Case Studies to be included.* (6 Hours)

Unit VIII: Influence of Culture on Consumer Behaviour

Characteristics of Culture; Measurement of Culture; Subcultures and Consumer Behaviour; Definition of Sub- Culture; Types of Sub- Cultures (Religious, National, Geographic, Racial, Age, Sex); Sub- Culture Interactions, Cross- Cultural Consumer Analysis; Alternative Multinational Strategies; Cross Cultural Psychographic Segmentation; Marketing Mistakes. *Relevant Case Studies to be included.* (4 Hours)

Unit IX: Opinion Leadership Process

Introduction to Opinion Leaders; Measurement of Opinion Leadership; Profile of Opinion Leader; the Interpersonal Flow of Communication; Opinion Leadership and the Firm's Promotional Strategy; Diffusion of Innovations: Diffusion Process, Adoption Process, and the Profile of the Consumer Innovator. *Relevant Case Studies on Diffusion process to be included.* (6 Hours)

Unit X: Consumer Decision – Making Process

Levels of Consumer Decision; Process of Decision - Making, Types of Purchase Decision Behaviour; Stages in the Buyer Decision Process; Models of Consumers: Howard - Sheth Model, Engel- Blackwell Model, Model of Family Decision –Making, Model of Industrial Buying Behaviour. *Relevant Case Studies to be included.* (6 Hours)

Essential Readings

Consumer Behavior by Schiffman G.L, Kanuk L.L and Ramesh Kumar, Publisher: PHI

Cases in Marketing Management by Brennan. R, Publisher: Pitman; 1995

Consumer Behavior by Schiffman G.L and Kanuk L.L, Publisher: Prentice- Hall

Consumer Behavior by Atul Kr Sharma, Publisher: Global Vision Publishing House

Consumer Behavior, by Solomon

Finance

FM 401 - FINANCIAL INSTITUTIONS AND MARKETS

Unit-I: Nature and role of financial system—financial system and economic development – Indian financial systems: an overview.

Unit-II: Financial institutions and Indian banking system: reserve bank of India—commercial banks—development banks including financial institutions—non-banking financial institutions- Unit Trust of India).

Unit-III: Part A: Financial markets: money and capital markets—Money market instruments—recent trends in Indian money market – capital market: Primary market & secondary market—depository system—government securities market—role of securities and exchange board of India—Recent developments.

Part B: Financial services: stock exchange operations—depository services—housing finance — factoring and forfeiting—leasing and higher purchase – venture capital –credit rating.

Unit-IV: Mutual funds: Concepts—SEBI guidelines on Mutual funds in India—Designing and marketing of mutual funds schemes—types of mutual funds—net asset value.

Unit-V: Merchant Banking (MB): concepts—functions – growth—services rendered by MBs in India—SEBI guidelines—future of MBs in India.

Essential Readings

Avadhani, V. A., *Investment and securities markets in India*, Himalaya Publishing.

Bhole, L.M., *Financial markets and Institutions*, Tata McGraw Hill. 3. Khan, M.Y., *Indian Financial Systems*, Tata McGraw Hill.

Khan, M.Y., *Financial Services*, Tata McGraw Hill.

Machiraju, H.R., *Indian Financial System*, Vikash Publishing.

FM 402 - INTERNATIONAL FINANCE

Unit-I: International Dimensions of Financial Management : The Emergence of the MNC, Nature of the MNC, Objectives of the Firm & Risk Management, Domestic Financial Management & International Financial Management.

Unit-II: International Monetary System: History of International Monetary System, Present Day Currency Regimes, Regime Choices for Emerging markets, Birth of EMU and EURO

Unit-III: Balance of Payments (BOP): Principles of BOP Accounting, Components of BOP, Significance of 'Deficit' & 'Surplus' in BOP, India's BOP and Economic Performance, Capital Mobility and Capital Account Convertibility.

Unit-IV: The Foreign Exchange Market, Exchange Rate Determination, and Currency Derivatives: The Foreign Exchange Market – Functions, Participants and Transactions – Exchange Rates and Quotations – Indian foreign Exchange Market, Foreign Currency Derivatives – Currency Options , Futures, Forwards, Swaps – Foreign Currency Derivatives in India , International Parity Conditions – Purchasing Power Parity- Interest rate Parity, Foreign Exchange Rate Determination.

Unit-V: Foreign Exchange Exposure & Risk Management: Two dimensions of Foreign Exchange Risk (viz. Exposure & Unanticipated change in Foreign Exchange Rates), Types of exposure Measuring and Managing Economic Exposure, Transactions Exposure & Translation Exposure : (a) internal hedging strategies. (b) External or market based Hedging strategies.

Unit-VI: International Financial Markets : International Banking & Money Market- International banking Services –Capital Adequacy Standards-International Money Markets, International Equity Sources - Global Equity Markets-Methods of Sourcing - Cross-listing in Secondary Markets- New Equity Issues, International Debt Sources-

Debt Management and Funding Goals - International Debt Instruments- International Bank Loans - Euronotes-International Bond Market.

Unit-VII: Financial Management of MNCs : Foreign Direct Investment and Cross- Border Acquisitions; International Capital structure and the cost of Capital- An Overview- Impacts of Internationalization on the Cost of Capital-Improving Market Liquidity- Overcoming Market Segmentation- Causes of Segmentation- International

Diversification and the cost of capital- International Cost of Capital Models- The Theory of Optimal Financial Structure- Impact of Internationalization on Optimal Financial Structure - Financial Structure of Foreign Affiliates; Multinational Capital Budgeting- Capital Budgeting: An overview- Capital Budgeting for Foreign Projects - Two methods-Foreign Complexities- Parent vs project valuations; Multinational Cash Management- The Management of Multinational Cash Balances- Cash Management Systems in Practice- Transfer Pricing & Related Issues- Blocked Funds.

Essential Readings

Apte, P.G., International Financial Management, Tata McGraw Hill.

Eiteman, Stonehill & Pandey: Multinational Business Finance, Pearson Education

Eun & Resnick: International Financial management, Tata McGraw-Hill Jeff Madura: International Corporate Finance, Cengage Learning

O' Brien: International Finance, OUP

Butler: Multinational Business Finance, Thomson Learning

Hull: Options, Futures and Other Derivatives, Pearson Education

FM 403 - DERIVATIVES AND RISK MANAGEMENT

Unit-I: Introduction- Forward contracts, Futures contracts, Options and other derivatives.

Unit-II: Forward and Futures – markets; use of futures for hedging; Risk Management Using Futures and Forwards; pricing- Cost of Carry Model; interest rate futures.

Unit-III: Options – Markets; Payoffs; Risk Neutral Valuation; Binomial Option Pricing Model ; Black Scholes Option Pricing Model; Put Call Parity; Uses of Options; Option Strategies.

Unit-IV: Management of market risk – Stop loss; Delta hedging; Theta; Gamma; Vega; Rho; Scenario Analysis; Portfolio insurance, Ver.

Unit-V: Other derivatives- Swaps, Warrants, Convertibles.

Unit-VI: Risk Management in Financial Institutions – Overview of BASEL –II, Market Risk, Credit Risk and Operational risk elements.

Essential Readings

Chance: Derivatives & Risk Management, Thomson Learning

Dufobsky & Miller: Derivatives Valuation and Risk Management, OUP

Hull: Options, Futures and Other Derivatives, Pearson Education/PHI

Kumar: Financial Derivatives, PHI

Stulz: Risk Management & Derivatives, Thomson Learning

Varma: Derivatives and Risk Management, Tata McGraw-Hill

Björk: Arbitrage Theory In Continuous Time, OUP, New York

Wilmott; Quantitative Finance, Vol I & II, John Wiley & Sons, New York

Human Resource Management

HRM 401 - INDUSTRIAL RELATIONS

Unit-I: Industrial Relations Strategy

Evolution of Industrial Relation; Industrial Relations; Relations Strategy; Future of Industrial Relations in India.

Unit-II: Types of Unions

Historical Evolution and Aspects of Trade Union in India; Approaches to Trade Union, Types of Union, Functions of Trade Unions.

Unit-III: Industrial Dispute Act

Functions of Trade Unions; National Level Federations; the Industrial, Dispute (Central) Rules, Central ID Rules, 1957

Unit-IV: Trade Unions Act 1926

The Industrial, Dispute (Central) Rules; Central ID Rules, 1957; the Trade Union Act 1926.

Unit-V: Wage Fixation Method

Concept of Collective Bargaining; Stages and Prerequisites for Collective Fixation; Collective Bargaining as a Wage Fixation Method.

Unit-VI: Collective Bargaining

Collective Bargaining as Wage Fixation Method; Types of Collective Bargaining and Studies in Collective Bargaining; Approaches and Nature of Grievances; Causes, Procedure and Grievance; Redress Mechanism; Case Study.

Unit-VII: Disciplinary Proceedings

Judicial Approaches to Discipline; Disciplinary Proceedings; Domestic Enquiry and Award of punishment, Nature of Conflict and its Manifestations, Labor Administration Machinery.

Unit-VIII: Industrial Disputes Act 1947

Inter Industry Propensity for Strikes; Strike Patterns; Environmental Influence: Arbitration, Conciliation, Adjudication, Unfair Labor Practices, Environmental Influence: Arbitration, Conciliation, Adjudication, Unfair Labor Practices, Case Study, Industrial Disputes Act 1947; Evolution and Nature of Participation; Prerequisites for Successful Participation.

Unit-IX: Limitation of Participation

Degree of Influence and Involvement; Forms of Participation; Impact of Participation; Limitation of Participation; Current Trends in Participation in Indian Industries.

Essential Readings

Dynamics of Industrial Relations in India by Mammoria C. B. Publisher: Himalaya Publishing House

Personal Management by Mammoria C. B. Publisher: Himalaya Publishing House

Industrial Relations & Labor Laws by Srivastava S. C. Publisher: Vikas Publishing House

Personal Management & Industrial Relation : R. S Davar, Publisher: Vikas Publishing House

Hand Book of Industrial Laws by Kapoor N. D. Publishing House: Sultan Chand & Sons;

Personal Management & Industrial Relation : Mittal Kumar, Publisher: Anmol Publication

Contemporary Industrial Relations by Ian J Beardwell, Publisher: Oxford University Press

HRM 402 - ORGANISATIONAL DEVELOPMENT

Unit-I: Organisational Change and Development : Concept, History, Assumptions, Organisational Change, Process, Lewin's Model, Organizational Life Cycle, Values and Assumption of OD.

Unit-II: Operational Components of OD : Diagnostic, Action and Process – maintenance component.

Unit-III: Characteristics and Foundation of OD Process : On-going interactive process, Form of Applied Behavioral Science, Strategy of Changing, Systems Approach, Approach to Planned Change, Experience-based, Goal Setting and Planning, Focus on Work Teams.

Unit-IV: OD and Action Research : Process, Approach, Use of Action Research in OD.

Unit-V: OD Interventions : Nature of OD Interventions, Major OD Interventions, Dimensions, Individual, Group and Task – Process, Effective OD Interventions – Characteristics, Factors for Design

Unit-VI: Team Interventions : Teams and Work Groups, Team Building Interventions, Diagnostic Meeting, Team Building Meeting, Role Analysis Techniques, Role Negotiation Techniques, Gestalt Orientation to Team Building, Intergroup Interventions.

Unit-VII: Personal, Interpersonal and Group Process Interventions: Process consultation, Third – Party Intervention, Sensitivity Training, Transactional Analysis, Career Planning Interventions.

Unit-VIII: Comprehensive Interventions: Confrontation Meeting, Survey Feedback, Four System Management, Grid, Contingency Approach.

Unit-IX: Structural Interventions: Job Design, MBO, QWL, Socio-technical Systems, Physical Setting, Conditions for OD, Re-engineering.

Unit-X: Issues in OD: OD facilitators Role, OD consultant, Consultant – Client relationship, Problems in OD Interventions, Resistance – Individual and Organizational, Research in OD.

Essential Readings

French, W. L. & Bell, C. H. : Organisation Development, Prentice Hall of India./Pearson Education.

French, W. L. & Bell, C. H. : Organisation Development and Transformation, Tata McGraw Hill.

Gummings, T.G.& Worley, C.G. : Organization Development and Change, Thomson.

Pareek, Udai : Understanding Organisational Behaviour, OUP

Robbins, S. P. : Organisational Behaviour, Prentice Hall of India./Pearson Education

HRM 403 - HUMAN RESOURCE DEVELOPMENT

Unit-I: Human Resource Development: Meaning, Scope and Purpose, HRD Process, Techniques of Assessment of HRD Needs – Organizational Analysis, Task Analysis, Individual Analysis.

Unit-II: Strategies of HRD: Organizational Development, Individual Development, Team Development, Organizational Culture Building.

Unit-III: Individual Development through Training: Designing Training Programme; On-the-Job, Off-the-Job; Methods –Lecture, Case Analysis, Role Play, Games, Exercises; Role of Trainer, MDPs, Out-Bound Training.

Unit-IV: Evaluation of Training: Need, Principles, Criteria, Technique of Evaluation, Impediments to Effective Training, Improving Effectiveness of Training.

Unit-V: Individual Development through Non - Training - Job Redesign Programme; Job Enlargement, Job Enrichment, Job Rotation, Suggestion Schemes, Career Planning, Counselling.

Unit-VI: Team Development Programmes – Methods and Schemes : Role of Staff and Line Managers in HRD, Quality Circle, Kaizen, Autonomous Small Group Activities.

Unit-VII: Competency Management – Planning, Mapping, Measurement.

Unit-VIII: HRD Experiments and Cases – In India and Other Countries.

Essential Readings

Desimone, R. L., Werner, J. M. & Harris, D. M. : Human Resource Development, Thomson.

Pareek, Udai & Rao, T. V.: Designing and Managing Human Resource Systems, Oxford & IBH.

Rajsekharan, N.P. : Competency Web, Universities Press

Rao, T. V. : Readings in HRD, Oxford & IBH.

Silvera, D. M. : Human Resource Development – The Indian Experience-Publisher

Systems

SM 401 - SOFTWARE PROJECT MANAGEMENT

Unit-I: Introduction to Software Processes and Metrics, problems: Goals and requirements of Software Development.

Unit-II: Software Project Planning: Project Process Groups (Initiating, Planning, Executing, Controlling and Closing Processes). Planning Activities – Schedule Development, Resource Planning, Cost estimating / Budgeting, Quality Planning, Human Resource Planning, Communication Planning, Risk Management Planning, Procurement Planning, Developing on Information Technology, Project Management Methodology, Software Project Management Plan (SPMP). Change Control on Information Technology Projects.

Unit-III: Project Scope Management: Definition, Project Initiation – strategic planning & project selection, Project Charters, the scope statement, Work Breakdown Structure - approaches (using guidelines, the Analogy Approach, Top – Down & bottom – up Approaches), Scope Verification and Scope change Control.

Unit-IV: Project Time Management: Project Schedule, Project Network Diagrams (AOA or ADM, PDM), Activity duration Estimating, Gantt Charts, Critical Path method, PERT.

Unit-V: Project Cost Management: Importance, Basic Principles, Cost Estimating (Types), Techniques and Tools, Problems with Cost Estimates, Cost Control, Earned Value Management. Estimation Techniques: COCOMO (Basic, Intermediate & complete COCOMO Model), Halstead's Software Science, Putnam Model, Jensen Model

Unit-VI: Quality Management: Quality Planning, Assurance & Control, Leadership - Cost of Quality, Organizational Influences, Work Place factors & Quality, Maturity Models. [CMM, CMMi, Six Sigma], Zero defect, Quality assurance.

Unit-VII: Project Human Resource Management: Managing People (Motivation Theories, Influences & power, Improving Effectiveness), Organizational Planning, Staff Acquisition & Team Development.

Unit-VIII: Project Communication Management: Importance, Communication Planning, Information Distribution, Performance Reporting, Administrative Closure.

Unit-IX: Disaster Recovery Planning & Risk Management: Importance, Risk Management Planning, Sources of Risk, Risk Identification, Qualitative & Quantitative Risk, Risk Response Planning, Risk Monitoring & Control.

Unit-X: Change management: Configuration management, ITIL methodology

Unit-XI: Project Procurement Management: Importance, Planning, Solicitation Planning, Solicitation, Contract Administration & Close Out.

Unit-XII: Using Project Management Tool: MS Project 2000 / 2003. Case Study.

Essential Readings

Behforooz: Software Engg. Fundamentals, OUP

Hughes & Cotterell, Software Project Management: TMH

Mall, Rajib: Fundamentals of Software Engineering, PHI.

Maylor: Project Mgmt., Pearson Education

Pressman: Software Engineering, McGraw Hill

Schwalbe, Kathy: Information Technology Project Management, Thomson Learning.

Basics of Software Project Management: NIIT, PHI

SM 402 – E-BUSINESS

Unit-I: Electronic Commerce: Overview, Definitions, Advantages & Disadvantages of E – Commerce, Threats of E – Commerce, Managerial Perspectives.

Unit-II: Technologies: Relationship Between E – Commerce & Networking, Different Types of Networking For E – Commerce, Internet, Intranet & Extranet, Client – Server, Web – Server Architecture, Infrastructure Requirement For E – Commerce, Intelligent Systems.

Unit-III: Business Models of e-commerce: Model Based On Transaction Type, Model Based On Transaction Party - B2B, B2C, C2B, C2C, Revenue based models, E –Governance.

Unit-IV: E-strategy: Overview, Strategic Methods for developing E-commerce, E-advertisement.

Unit-V: M-commerce: Definition, Hand Held Devices, Mobility & Commerce, Mobile Computing, Wireless Web, Web Security, concepts of WAP.

Unit-VI: Supply Chain Management: E – logistics, Supply Chain Portal, Supply Chain Planning Tools (SCP Tools), Supply Chain Execution (SCE), SCE -

Framework, Internet's effect on Supply Chain Power.

Unit-VII: E – Payment Mechanism: Payment through card system, E – Cheque, E – Cash, E – Payment Threats & Protections.

Unit-VIII: E – Marketing: eShopping, Telemarketing. Commercial packages for building eShopping portal e.g. One&One Case study

Unit-IX: Electronic Data Interchange (EDI): Meaning, Benefits, Concepts, Application, EDI Model, Protocols (UN EDI FACT / GTDI, ANSI X – 12), Data Encryption (DES / RSA).

Unit-X: Risk of E – Commerce: Overview, Security for E – Commerce, Security Standards, Firewall, Cryptography, Key Management, Password Systems,

Digital certificates, Digital signatures. Rules & Regulations For Controlling E – Commerce, Cyber Laws.

Unit-XI: ERP-Evolution through MRP I and MRPII, Need Identification, Scope and Problem of ERP selection and Implementation, Products and Packages of ERP, Selection of ERP processes, Integrating ERP with other systems, Opportunities and benefits. Case Study – BPR.

Essential Readings

Bhaskar Bharat : Electronic Commerce - Technologies & Applications.TMH

Christopher J. & Clerk T.H.K., Global E-Commerce, University Press

Joseph P.T. : E-commerce An Indian Perspective, PHI

Kalakota, Whinston : Frontiers of Electronic Commerce , Pearson Education.

Loshin Pete, Murphy P.A. : Electronic Commerce , Jaico Publishing Housing.Reynolds, Beginning E-Commerce, SPD

Whiteley, David, E – Commerce : Strategy Technologies & Applications, Tata McGraw Hill.

SM403 - FUNDAMENTALS OF NETWORKING

Unit-I: Communications:

[a] Need for computer networking, components of a data communication system,

direction of data flow(simplex, half-duplex, full-duplex)

[b] Types of networks: LAN, MAN, WAN; concepts of Internet, Intranet, Extranet, WWW.

[c] Network topology, transmission media.

[d] Applications of networking in business and society.

[e] Concepts of data transmission, signal encoding, modulation methods, synchronisation, multiplexing and concentration, coding method, cryptography.

Unit-II: Network:

Communication system architecture – OSI reference model, Topology types, selections, design, Local area networks (LAN), CSMA / CD, token bus, token ring techniques, link level control (LLC) protocols, HDLS, analysis of protocols &

performance, concepts in network layer, switching techniques, routing methods (static & dynamic), concepts of ALOHA, MACA, MACAW protocols. Concepts of Wi-Fi & Wi-Max. Case study: telephone network and satellite network.

Unit-III: TCP / IP:

Session, Presentation and Application Layers functions.

Unit-IV: Networking and Internetworking devices:

Introduction to repeater, hub, bridge, switch, router and gateway. Case study: Office network

Unit-V: Distributed Processing Potential:

Client Server Computing, introduction to distributed database.

Unit-VI: Internet:

Internet Protocols, IP addressing (IP4 + IP6), class & subnets (concept only), Internet computing, MPLS.

Unit-VII: Mobile Computing:

Introduction to mobile technology, concept of GPRS, Wireless Application Protocols & other protocols, concept of bluetooth.

Unit-VIII: Network Security & Privacy:

overview, purpose, spamming , cryptography (ciphering, DES, RSA -concept only), authentication (concept only) and firewall.

Essential Readings

Comer : Internetworking with TCP / IP, Vol – 1, PHI/ Pearson Education

Forouzan : Data Communication & Networking, TMH.

Stallings, W., Data and Computer Communications, Pearson Education

Tanenbaum : Computer Networks, Pearson Education

Zheng : Computer Networks for Scientists & Engineers, OUP

List of Books to be Referred

Reference Books for BBA-MBA Programme

Aaker & Day, Marketing Research; Wiley Publishers

Aaker, A. David and Myers, G. John Advertising Management, PHI.

Abel and Bernanke, Macroeconomics, Pearson Education

Acharya S , Law of Income Tax - 3 volumes, State Manual Book

Adam, E.E. and Evert, R.J., Production and Operation Management; Prentice Hall of India, New Delhi.

Allen, R.G.D, Basic Mathematics, Macmillan, New Delhi

Amarnath Dikshit & Dr. Jinendra Kumar Jain, Business Mathematics

Anderson, R. Professional Sales Management. Englewood Cliffs, New Jersey, Prentice Hall.

Anderson, Sweeny and Williams - Quantitative Methods for Business (8th Edition); Thomson learning

Anderson, Sweeny and Williams – Statistics for Business and Economics (9th edition); Thomson Learning

Ansoff, H. Igor. Implanting Strategic Management, Englewood Cliffs, New Jersey, PHI.

Anthony, R.N, Management Accounting Principles (AITBS: New Delhi)

Apte, G., Service Marketing; OUP

Apte, P.G., International Financial Management, Tata McGraw Hill.

Arens W.F., Contemporary Advertising; TMH

Armstrong, M., A Handbook of Human Resource Management Practice, 8th ed., Kogan Page, U.K., 2001.

Armstrong, Personnel Management Practice, Kogan Page Ltd, 1995

Arora & Bhatia, Management Information Systems, Excel Books

Arora, P.N., Arora, S. and Arora, S., Comprehensive Statistical Methods, S.Chand

Aswathappa, K, Human Resource Management, Tata McGraw Hill Publishing Company Ltd.

Aswathappa, K., “Organizational Behavior-Text, Cases and Games”, Himalaya Publishing House, New Delhi, 2008,

Atkinson - Management accounting, Pearson Education

Atul Kr Sharma, Consumer Behavior, Global Vision Publishing House

Avadhani, V. A., Investment and securities markets in India, Himalaya Publishing.

Awad, Elias M., Systems Analysis and Design, Galgotia Publications.

Balasubrahmanyam M., Business Communication, Vani Educational Books.

Banerjee – Cost Accounting

Banerjee, Bani P., Corporate Strategies, OUP

Banerjee, Bhabatosh, Financial Policy and Management Accounting, PHI, 7th edition, 2008

Banerjee, M., Organizational Behaviour, Allied Publishers

Barat, N, Production Management and Control

Bari, Business Mathematics, New Literature publishing company, Mumbai

Barry Elliott & Jamie Elliott, Financial Accounting & Reporting, PHI.

Basics of Software Project Management: NIIT, PHI

Behforooz, Software Engg. Fundamentals, OUP

Belch G.E. & Belch M.A., Advertising & Promotion; TMH

Belcher, D.W., Wage and Salary Administration, Prentice Hall

Benninga & Sarig, Corporate Finance A valuation approach, McGraw-Hill Intl.

Beri, G C., Marketing Research, Tata McGraw Hill.

Bhalla, V.K., Financial Management, Anmol Publication.

Bhargava B and Bhandari B, Direct Taxes Digest, State Manual Book

Bhaskar Bharat, Electronic Commerce: Technologies & Applications. TMH

Bhattacharjee, D.K., Research Methodology, Excel Books

Bhattacharya B and Garg G, Handbook of Direct Taxes, State Manual Book

Bhattacharya K. Sisir. Marketing Management, National Publishing House.

Bhattacharya, Ashish, Cost Accounting, PHI.

Bhattacharya, Ashish, Financial Accounting for Managers, PHI.

Bhattacharyya, Asish - Cost Accounting for Business Managers, Elsevier

Bhole, L.M., Financial Markets and Institutions, Tata McGraw Hill.

Bim, Robin. J; The Effect Use Market Research: A Guide for Management to Grow the Business, Third Edition, Kogan Page, London, U.K.

Björk, Arbitrage Theory In Continuous Time, OUP, New York

Borden, William H. Advertising John Wiley.

Bose, D. Chandra, Stoner, Freeman and Gilbert, Principles of Management and Administration, Prentice Hall India: New Delhi

Boyd & Westfall: Marketing Research: Text & Cases; All India Traveller Bookseller

Brealey and Myers, Financial Management, PHI.

Brealey, R. A. and Myers S.C., Principles of Corporate Finance, Tata McGraw Hill.

Brearily, Myers and Mohanty, Corporate Finance, Tata McGraw-Hill

Brennan. R, Cases in Marketing Management, Pitman; 1995

Brigham & Houston, Fundamentals of Financial Management, Thomson

Budhiraja, S.B. and M.B. Athreya, Cases in Strategic Management, New Delhi, Tata McGraw Hill.

Buffa, E.S. and Sarin, R.K, Modern Production and Operations Management, John Wiley.

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8. Infrastructure (Class Room, Furniture, and Faculty requirements for starting BBA – MBA programme

1. Basic Infrastructure required

Furnished Classroom	-	01 (for 25 students)
Furnished Faculty Room	-	01 (for 4 faculty members)
A Computer lab & internet	-	with one computer to each student

2. Details of Furniture required in the class room

Classroom Student Chairs	-30 nos.
Projector	-01nos.
White Board	-01 no.
Chairs for visitors	-06 nos.
Almirah	-01 no.
Classroom Table	-01 no.
Podium	-01 no
Classroom chair for faculty	-01 no

3. Details of teaching Faculty and nonteaching staff Requirements

Full-time - Minimum four faculty members from core management disciplines are required to start the course. The specialization can be Marketing Management, Human resource Management, Financial Management and Systems and Operation Research

Part- time teachers required for the 2011-12 academic year for the subjects;

Statistics, Business Mathematics, Economics, History
Eastern Himalayan Studies, Environmental Studies,
Sociology, Foreign Language – Chinese, English Language