

## Semester –I

### Paper 1: Principles of Business Management

#### SECTION A

Unit I: Introduction - Nature, function, definition and importance of management, Definition, nature, purpose and scope of management, Functions of a manager, an overview of planning, organizing and controlling, is management a science or art?

Unit II: Development of Management Thought - Scientific management; Contribution of Taylor, Fayol, Mary Follet, Elton Mayo; Hawthorne experiments, Contingency approach, Indian heritage in production and consumption.

Unit III: Management and Administration - Management and administration, Management as a profession, Professionalism of management in India, Management ethics and management culture, Skills required of manager, Classification of skills, Methods of skills development.

Unit IV: Management Planning - Concept of planning, objectives, Nature, Types of plan, Stages involved in planning, Characteristics of a good plan, Importance, Limitations of planning, Making planning effective, Strategic planning in Indian Industry.

Unit V: Decision Making - Concept, characteristics of decisions, Types of decisions, Steps Involved in decision making, Importance of decision making, Methods of decision making, Committee Decision Making.

#### SECTION B

Unit VI: Organisation - Concepts, Principle of organization, Importance, Features of good organization structure, Types of Organisation structure.

Unit VII: Authority and Responsibility - Authority, Responsibilities and Accountability, Delegation of Authority Barriers to effective delegation, Span of control.

Unit VIII: Coordination & Direction Concept - Importance and need for coordination, Principles of coordination, Methods of achieving effective coordination; Meaning of direction, Importance and Principles of direction, Characteristics of good directives.

Unit IX: Control - Concept, planning-control relationship, process of control -setting objectives, establishing standards, measuring performance, correcting deviations. Brief review of Traditional Techniques & Modern Techniques of Control; Human response to control; Dimensions or Types of Control - (a) Feed forward control (b) Concurrent Control (Real Time Information & Control), (c) Feedback Control v) Techniques of Control.

Unit X: Comparative study - Comparative study of main features of Japanese Management and Z culture of American Companies.

### Paper 2: Foundation Course in Marketing Management

#### SECTION A

Unit-I: Concepts & Application - Core Concepts of Marketing, Company Orientation towards Market place, New Concepts – E Business, Relationship Marketing; Database Marketing, Functional areas of Marketing.

Unit-II: Marketing Plan - Steps in the Marketing Process, Nature and contents of a marketing plan, marketing mix. Scanning the Marketing environment; Marketing Research & Demand Forecasting

Unit-III: Analyzing the Market - Segmenting, Targeting, Positioning and Repositioning; Analyzing Buying Behaviour, Analyzing Competition.

Unit-IV: Product Management - Meaning of product, product classification, product levels, product policies, Product life cycle and new product development, Branding & packaging.

Unit-V: Pricing Strategies - Pricing objectives, methods and pricing policies; adopting the price; Initiating and responding to price changes.

## SECTION B

Unit-VI: Marketing Communication - Understanding the communication process, Managing advertising; Sales promotion, Public relations and direct marketing.

Unit-VII: Distribution Strategy - Channel design and management, Channel dynamics and market logistics, Channels of distribution, Types of channels, Importance of Retailing and wholesaling.

Unit-VIII: Marketing of Services - Nature, Characteristics and Classification of services, Strategies in service marketing, Importance and future of service marketing.

Unit-IX: Relationship Marketing & E-business - New issues - E-Business, Relationship marketing; Globalization, Consumerism, Legal issues and ethics.

Unit-X: Monitoring and Controlling Marketing Efforts - Evaluating results of marketing strategies implementation and plans, Need and importance of Marketing control, Types of controlling- Operating control, Strategic control, Marketing audit.

## Paper 3: Foundation Course in Human Resource Management

Unit I: The Strategic Role of HRM - Nature, scope, objectives, importance and functions, Human resource as an asset in organization, Evolution of the concept of HRM, Human resource management in India; human resource management in dynamic environment - External & Internal Environment Systems approach to HRM, Strategic HRM, Strategic roles of HR manager, Qualities of HR Manager.

Unit II: Job Analysis & Design - Job Analysis - Meaning, Uses, Process and methods of collecting data for job analysis, Competency approach to job analysis, Job Description, Job Specifications & Role Analysis, Factors affecting Job Design, Techniques of Job Design, Cases and Exercises in understanding Job Analysis.

Unit III: Human Resources Planning & Recruitment Policy - Human Resources Planning; Need for Human Resources Planning; Process of Human Resources Planning; Human Resource Planning System; Responsibility for Human Resource Planning, Framework for Procurement; Recruitment Policy; Factors Affecting Recruitment; Sources of Recruitment; Recruitment Practice in India; The Problem of The 'Sons of The Soil'; Assessment of The Recruitment Programme, Global Staffing - Expatriation, Impartation, Eexpatriation.

Unit IV: Selection, Induction & Placement - Selection Process, New tools /Methods of selection - Interviews, Tests and assessment of effectiveness of selection tools. Induction Programme, Problems in Induction, Requisites of effective Induction, Typical Induction Programme - Do's & Don'ts, Placement - Internal Mobility, Transfers, Employee Separations.

Unit V: Employee Growth & Development Training - Introduction of Training; Objectives and Importance of Training; Training Needs Identification. Organization Analysis; Task Analysis; Man Analysis; Training Areas Identified by Trainers; Responsibility for Training; Training Organization; Lead Time Planning; Types and Techniques of Training and Development; Objectives of Training Methods; Classification of Training Methods/Techniques; Training by Supervisors; Need and Importance of Management Development; Evaluation of Training; Reasons of Training Failure; Improving Effectiveness of Training.

## SECTION B

Unit VI: Performance Appraisal - Nature, Objectives, limitations–various methods – Modern & Traditional, Multiple Person Evaluation Methods; Performance Tests & Field Review Techniques; Appraisal, Praise and Recognition; Rewards and Incentives; Promotions. HR Records, MIS HR Reports, HR Formats – Personnel Files, Attendance, Leave, Medical Records.

Unit VII: Compensation Management - Wage & Salary Administration-Introduction; Wage & Salary Administration; Theories to Determine the Wages; Classification of Wages; Machinery for Fixing Wages; Job Satisfaction, Job Evaluation; Objectives of Job Evaluation; Job Evaluation Methods; Advantages and Limitations of Job Evaluation.

Unit VIII: Employee Benefits & Incentives - Employee Benefits: Meaning, Types of Benefits & Services, Principles of Fringes, Guidelines to make benefit programme more effective; Incentive Payments : Incentive Plans, Individual Incentives, Group Base Incentive Plan, Organization wide Incentive Plans, Other Incentive schemes, Guidelines for PFP( pay for performance) systems.

Unit IX: Employee Welfare & Social Security - Employee Welfare: Importance, Agencies, Types & statutory provisions; Social Security: Introduction, Types, Social security measures / labor law provisions in India; Health & Safety: Legal provisions regarding Health & safety, Measures to promote Health & Safety, Employee Assistance Programs, and Effective safety management.

Unit X: HR Records & Research & Issues - HR Records Keeping– Process, Methods (Manual / Computerized), Types & Importance. HR Research – Areas of research, Methods of conducting Research , Uses and Importance HR Issues – Causes & Impact of : Employee Turnover, Absenteeism, Attrition & Retention, Talent Management.

## Paper 4: Foundation Course in Information Technology Management

### SECTION-A

Unit I: Introduction to Computers - Generation of Computers, Block Diagram, Working of Computer, Hardware and Software, Programming and Flow Charts concepts, Operating systems (MSDOS, Windows, UNIX, Linux), Networking concepts.

Unit II: Working with Computers - Introduction to Word, Excel, PowerPoint, Internet and Web (Working with Google, Yahoo, Rediff, Amazon, e-bay etc.)

Unit III: Multimedia - Introduction, Components of Multimedia: Graphics, Audio & Animation, Using Multimedia at Home, Business, Education and Entertainment, Applications in Games and Animation Industry.

Unit IV: Introduction to HTML - Basics, Text, Lists, Images, Links, Backgrounds, Tables, Frames, Forms, Meta-tags and Hexa-colors, Preparing simple web pages.

Unit V: IT Consulting – Basic concepts of business, strategy and operation; Business / Strategic Consulting: Reengineering, BPR; Operations Consulting: domain knowledge concept, domain-consulting; Cases: McKinsey, AT Kearney etc.

### SECTION-B

Unit VI: IT Enabled Services (ITES) – Processes, Outsourcing Function, Call Centers; BPO's: Captive BPO's (GE and Dell) and Third Party BPO's (Infosys BPO, Wipro BOP, Mphasis, Progeon, WNS, Daksh and EXL etc); KPO's: Processes and Domain Expertise.

Unit VII: Software Engineering: SDLC: Concepts and Life Cycle, Software Testing: fundamentals and terminology; Software Quality fundamentals, Software Project Management.

Unit VIII: Enterprise Resource Planning – Concept, History, ERP Packages, Advantages and Limitations.

Unit IX: Information Security - Importance, Malicious Programs: Virus, Trojans, Worm, Logic Bomb, Antivirus: Norton, CA-eTrust, Symantec, McAfee; Cryptography and Data Encryption, Firewall, Hacking, Cyber Law's Basics.

Unit X: Trends in IT – Definitions, Conceptual Understandings and Applications of Data Mining, Data Warehousing, Knowledge Management, e-Commerce, e-Learning, e-Business and e-Governance.

## Paper 5: Foundation Course in Accounting

### SECTION -A

Unit -I: Introduction - Meaning, Scope and importance of Financial Accounting. Financial Accounting - concepts and conventions, classification of accounts, Rules and principles governing Double Entry Book-keeping system.

Unit -II: Accounting Books & Record - Meaning, Preparation of Journal, Ledger & Trial balance.

Unit III: Final Account of Joint Stock Companies - Final Accounts of Joint Stock Companies – contents, and preparation of Trading and Manufacturing, Profit and Loss Account, Profit and Loss Appropriation Account and Balance sheet with adjustment.

Unit IV: Analysis and Interpretation of Financial Statements - Meaning of financial statements, objective, utility and limitations of financial analysis, Types of financial analysis, tools and techniques of analysis, Funds Flow Analysis and Cash Flow Analysis:-concept, Simple problems on preparation of funds flow statement and cash flow statement.

Unit V: Ratio Analysis - Ratio Analysis - classification of various ratios, Reading the balance sheet and other financial data to comment on the financial soundness of the firm.

### Section -B

Unit -VI: Decision Making Techniques - Management Accounting for Decision Making and Control; Cost Volume Profit Analysis; EVA and Performance Measurement.

Unit -VII: Performance Evaluation Techniques - Introduction to Budgeting and Budgetary Control; Classification of Budget; Problems on Flexible and Cash Budgets; Responsibility Accounting.

Unit -VIII: Cost Accounting - Objectives, Classification of Cost, Preparation of statement of cost, Quotations, Reconciliation of Cost & Financial accounts, Process costing, Marginal Costing, Operating / Service Costing, Contract Costing

Unit IX: New Approaches for Planning and Implementation of Control Systems - Overview, The nature and scope, Factors affecting MCS, Strategic Planning and Controls for differentiated situations

Unit X: Applications - Overview of Control in Banking and Non banking finance, Service Industry, Transnational Companies, Project management and PSE.

## Paper 6: Quantitative Decision Making

### SECTION A

Unit I: Measures of Central Tendency - Arithmetic Mean, Median, Mode, Comparison of Mean, Median and Mode.

Unit II: Measures of Dispersion - Range, Quartile Deviation, Mean Deviation, Standard Deviation, Relative Dispersion: Coefficient of Variance.

Unit III: Regression and Correlation Analysis - Regression: Method of Least Squares, Regression Coefficient, Standard Errors of Estimate. Correlation: Types, Graphical and Algebraic Method, Coefficient of Determination, Rank Correlation.

Unit IV: Time Series Analysis and Forecasting - Components of Time Series, Trend, seasonal variation, cyclic variation and irregular variation, Forecasting.

Unit V: Matrices and Markov Chains - Matrices: Concepts, Laws, Addition, Multiplication using Matrices, Inverse of Matrix, Markov Chains and its application.

### SECTION B

Unit VI: Introduction to Operations Research - Definition, Characteristics, Model, Phases, Indian Companies using Operations Research Techniques, Future Scope of Operations Research Industry, Quantitative Approach to Decision Making.

Unit VII: LPP - Graphical Method - Assumptions, Formulation and Solution by Graphical Method: Feasibility Region, Unboundedness, Infeasibility, Multiple Optimum Solutions.

Unit VIII: LPP - Simplex Method - Formulation and Construction of Initial Basic Table by Simplex Method and its interpretation, Theoretical Concept of Duality and Sensitivity.

Unit IX: LPP - Transportation - Formulation and Solution by North West Corner Rule (NWC), Least Cost Method (LCM) and Vogel's Approximation Method (VAM); Optimization by Modified Distribution Method (MODI).

Unit X: LPP - Assignment - Formulation and Solution.

## Paper 7: Business Legislation

### SECTION A

Unit I: Administration of law & legal system in India - Introduction to legal aspects of Business in general; Freedom of Trade, Profession and Occupation (Constitutional Provisions).

Unit II: The Companies Act (1956) - Definition & characteristics of a company, Company distinguished from partnership, Kinds of Companies, Provisions relating to incorporation, lifting the Corporate Veil.

Unit III: Memorandum of Association, Doctrine of ultra-vires, Articles of Association, Doctrine of indoor management & constructive notice, Concept of Prospectus.

Unit IV: Role & duties of promoter, Shares and Debentures - natures, kinds, transfer and transmission; Directors - Powers, position and duties.

Unit V: Winding Up of the Company - Types of Winding up- Winding up by Court, Voluntary winding up, Winding up under the supervision of court and Conduct of winding up.

### SECTION B

Unit VI: The Income Tax Act, 1961 - Introduction to Income tax act -Definition of assessee, Residential status of assessee; Definition of Deduction, Rebate, Relief & Exemption; Heads of Chargeable Income for salaried.

Unit VII: Indian Contract Act (1872) - a) Definition (Sec.2) b) Essential elements of a valid contract c) Competency to enter in contracts (Sec. 11 & 12).d) Consent - Free consent, Coercion, undue influence, fraud, misrepresentation, mistake (sec 13-23).Void Agreement (sec 24-30) f) Consequences of breach of contract (sec73-75).

Unit VIII: Intellectual Property Act - Scope, Provisions & overview.

Unit IX: Information Technology Act 2000 & Cyber Law - Scope, Provisions & overview; Right to Information Act 2005.

Unit X: Consumer Protection Act - Scope, Provisions & overview.

## Paper – 8: Financial Management

### SECTION – A

Unit I: Introduction - Concept of business finance, finance function, scope, organization, Responsibilities of finance executive, Goals & objectives of financial management, Functional areas; Concept of time value of money, Compounding & discounting; Future value of single amount & annuity, present value of single amount & annuity; Practical application of time value technique.

Unit II: Sources of financing - LONG TERM: shares, debentures, term loans, lease & hire purchase, retained earnings, public deposits, bonds (Types, features & utility)

(a) SHORT TERM: bank finance, commercial paper & trade credit & bills discounting

(b) INTERNAL: Retained earnings, Depreciation policies.

Unit III: Capital structure - Concept, meaning, principles & importance. Introduction to Trading on equity, Capital gearing & leveraging, Cost of capital, Cost of different sources of finance, Weighted average cost of capital, Theories of capital structure, concept of optimal capital structure, Computation of leverages, Cost of capital and EBIT-EPS analysis.

Unit IV: Capitalization - Concept, Theories, Over capitalisation – Concept, Symptoms, causes, Consequences & remedies, Under capitalisation - Concept, causes, Consequences & remedies, Watered Stock, Watered stock Vs Over capitalisation.

Unit V: Dividend policies - Concept, determinants and factors affecting, relevance and irrelevance concept, dividend valuation models – Gordon, Walter and Modigliani-Miller models Stability of dividends – concept and significance.

### SECTION – B

Unit VI: Working capital - Concept, significance, types. Adequacy of working capital, Factors affecting working capital needs, Financing approaches for working capital, Methods of forecasting working capital requirements.

Unit – VII: Capital budgeting - Nature and significance, techniques of capital budgeting –Pay Back Method, Accounting rate of return, Net Present Value and profitability index.

Unit – VIII: Financial institutions - Need, structure, policies, norms & schemes; Financing procedures, changing role of project appraisal; Overview of operations of NBFC's & Financial Institutions.

Unit – IX: Financing of small scale industry - Meaning, importance, growth of SSIs, Special financing needs and sources, issues & implications.

Unit – X: Corporate restructuring - Reasons & drivers of restructuring, Methods of restructuring-mergers, takeovers, acquisitions, divesting, spin-off, split ups, privatization, buyback & joint ventures.