

# **Ordinance**

## **Scheme of Examination & Syllabi**

*for*

***BBA (Industry Integrated)***  
*(Under public private partnership)*

***2011-12***

**MAHARSHI DAYANAND UNIVERSITY ROHTAK**



qualifying examination within 20 working days of the last date of admission of each semester. Thereafter late fee of Rs.500/- per student shall be charged by the University.

B. EXAMINATION

5. a. Every candidate shall be examined in the subject(s) as laid down in the Scheme of Examinations/Syllabus prescribed by the Academic Council from time to time.  
b. The BBA-II (Financial Markets) is jointly run by MDUR and NSE. The course in each semester will be governed by the respective bodies (MDUR and NSE). The relevant details with regard to conduct of examination etc. are as per scheme of examinations.
6. The external examiner(s) will set the question papers as per the criteria laid down in the Scheme of Examinations for the programme.
7. The medium of instruction and examinations shall be English ONLY.
8. The last date of receipt of admission forms-cum- examination forms and fees shall be notified by the Professor Coordinator, Industry Integrated Programme from time to time.
9. The amount of examination fee to be paid by a candidate for each semester shall be as per the decision of the University from time to time.
10. The Examinations for the odd semesters shall ordinarily be held in the month of December/January and for the even semesters in the month of May/June or on such dates as may be fixed by the Vice-Chancellor.

All Supplementary examinations will be held for re-appear/failed candidates along with regular semester examinations.

11. The Director/Principal of the Institute/College/ELC(Extended Learning Centre) shall forward to the Controller of Examinations, as per the schedule of examinations of the University, a list of the eligible students who have satisfied the requirements of rules for appearing in the Examinations.
12. a) As soon as possible, after the termination of the examinations, the Controller of Examinations shall publish a list of candidates who have passed the Semester Examinations.  
  
b) Each successful candidate shall receive a copy of the Detailed Marks Card on having passed the Semester Examinations.
13. The list of successful candidates after the sixth semester examinations shall be arranged as under in three divisions on the basis of aggregate marks obtained in the first to sixth semester examinations (for the award of BBA(Industry Integrated) Degree) taken together and the division obtained by the candidate will be stated in his degree:

- (a) Those who obtain 40% marks but less than 50% marks – THIRD DIVISION

- (b) Those who obtain 50% marks but less than 60% marks – SECOND DIVISION
- (c) Those who obtain 60% or more marks – FIRST DIVISION;
- (d) Those who pass all the semesters examination (1<sup>st</sup> to 6<sup>th</sup> semester at the first attempt obtaining 75% or more marks in the aggregate shall be declared to have passed with – DISTINCTION.

C. EVALUATION

- 14 a) The Director/Principal of the concerned Institute/College/ELC shall forward the Internal Assessment marks/Workshop awards of the students, as per the scheme of examinations, wherever specified, to the Controller of Examinations as per the following criteria:

i) Seminar presentation and class participation	10 marks
ii) Case analysis and presentation	05 marks
iii) Surprise test(s)	05 marks

b) The Director/Principal of the Institute/College will preserve the records on the basis of which the, Internal Assessment awards/Workshop etc. have been prepared for inspection, if needed by the University up to one month from the date of declaration of the semester examinations results. This record, including the attendance, will be disposed off after one month.

- 15 a) The internal assessment/workshop/training report/project report awards of a candidate who fails in any semester/paper(s) shall be carried forward to the next examinations.

b) Candidate(s) who has not obtained pass marks in the Internal Assessment in any paper(s) will be provided an opportunity to appear before the Committee of Examiners, to be constituted by the Director/Principal of the Institute/College/ELC, to re-assess performance of the candidate, corresponding to schedule given for supplementary examinations in Clause 10 and the Internal Assessment given by the Committee shall be final.

c) A candidate who fails to obtain pass marks in training report shall be accorded opportunity to undergo training again and the same shall be assessed by a External Examiner.

d) A candidate who fails to obtain pass marks in viva-voce shall have to re-appear before the board of examiners as laid down in Clause 17, as per schedule specified for supplementary examinations in clause 10.

16. (a) Every student shall have to undergo training in an Industrial organization as mentioned in Clause 1 above shall have to submit the training report/project report as prescribed in the Scheme of Examination.

The candidate shall be required to have an exposure of the actual functioning of the organization concerned and complete the specific project during his/her training. The work done by the candidate during the period of training shall be submitted in the form of a Training Report. The candidate shall be required to submit three copies of the training report typed in double space to the office of the Controller of Examinations through the Director/Principal/ELC. The last date for the receipt of Training Report in the office of the Controller of

Examination shall be one month after the date of completion of training provided that in exceptional cases, the Vice-Chancellor on the recommendation of the Principal/Director/ELC may extend the last date of the receipt of the training report with late fee to be prescribed by the University from time to time.

The Training Report shall carry the marks as prescribed in the scheme of examination and the same will be evaluated as per provision laid down in the scheme of examination.

Arrangements for training in industrial/business houses shall be the exclusive responsibility of the Principal/Director/ELC of the college/institute. However students who can arrange their training on their own shall be allowed to do so and decision of the Principal/Director/ELC of the college/institute regarding the status of the organization shall be final. University shall not be liable to arrange for training of the students in any respect.

17. The viva-voce examination for training report shall be conducted by the Board of Examiners comprising the following members:

- (i) One expert nominated by the University.
- (ii) Director/Principal of the ELC or his nominee.
- (iii) One Executive from a reputed business organization, to be nominated by UGBOS in Management. Two members shall form quorum. There will be separate boards for each examination

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

- (i) One internal faculty member (to be appointed by the Director / Principal of ELC and
- (ii) One external examiner to be appointed by the Vice – Chancellor on the recommendations of the UGBOS in Management.

18. The Training Report, wherever specified will be submitted in:

- a) The typing should be done on both sides of the paper (instead of single side printing)
- b) The font size should be 12 with Times New Roman font.
- c) The Training Report may be typed in 1.5 line spacing. But the References/Bibliography should be typed in single space.
- d) The paper should be A-4 size.
- e) Two copies meant for the purpose of evaluation may be bound in paper- and submitted to the approved authority.

19. (a) The comprehensive viva-voce shall be conducted by a Board of Examiners to be appointed by the Vice-Chancellor on the recommendation of

the Chairman, UG Board of Studies of the University, consisting of the following members:

- i) One Internal Faculty, nominated by the Director/Principal of the concerned Institute/College;
- ii) One External Examiners from the academic field; and
- iii) One Executives from reputed organizations.

(One member shall form the quorum.)

(b) The marks obtained by the candidate for the viva-voce shall be taken into account when he appears in any future examiner under re-appear clause.

20. The practical examiner(s) of the courses (relating to IT/Computer or wherever specified) shall be conducted by the following Board of Examiners, consisting of two members:
  - a) One internal faculty member( to be appointed by the Director of the concerned Institute); and
  - b) One external examiner ( to be appointed by the Vice-Chancellor on the recommendations of the UG Board of Studies in Management.

#### D. PROMOTION AND REAPPEAR

21. The minimum percentage of marks to pass the examination in each semester shall be:
  - a) 40% in each written papers and internal assessment/computer practical/workshop;
  - b) 40% in Training Report and Viva-Voce/Comprehensive Viva-voce, separately;
  - c) 40% in the total of each semester examination.

#### E. OTHER PROVISIONS

22. There will be no improvement facilities available to BBA students. However, grace marks will be allowed as per University Rules.
23. Nothing in this Ordinance shall deem to debar the University from amending the Ordinance and the same shall be applicable to all the students whether old or new.
24. Any other provision not contained in the above shall be governed by the rules and regulations framed by the University from time to time.

SCHEME OF EXAMINATIONS FOR BBA (INDUSTRY INTEGRATED)  
PROGRAMME w.e.f. SESSION 2011-2012 (Under Public Private Partnership  
Scheme)

---

FIRST YEAR

1<sup>st</sup> Semester

Paper No.	Title of the Paper(s)	External Marks (Theory)	Internal Assessment Marks	Practical Marks	Total Marks
101-II	Business Organization	80	20	-	100
102-II	Business Communication Skills - Workshop	-	50	50	100
103-II	Business Mathematics	80	20	-	100
104-II	Computer Fundamentals and Applications	50	-	50	100
105-II	Economic Policy and Analysis	80	20	-	100
106-II	Financial Accounting	80	20	-	100
107-II	Environment Management	80	20	-	100

2nd Semester

Paper No.	Title of the Paper(s)	External Marks (Theory)	Internal Assessment Marks	Practical Marks	Total Marks
201-II	Macroeconomic Foundations	80	20	-	100
202-II	Presentation Skills - Workshop	-	50	50	100
203-II	Principles of Management	80	20	-	100
204-II	Business Statistics	80	20	-	100
205-II	Economic and Business Legislation	80	20	-	100
206-II	Data Base Management Systems	50	-	50	100
207-II	Corporate Accounting	80	20	-	100

## SECOND YEAR

### 3<sup>rd</sup>Semester

Paper No.	Title of the Paper(s)	External Marks (Theory)	Internal Assessment Marks	Practical Marks	Total Marks
301-II	Business Taxation	80	20	-	100
302-II	Business Etiquette - Workshop	-	50	50	100
303-II	Disaster Management- Workshop	-	50	50	100
304-II	Corporate Leadership	80	20	-	100
305-II	Business Environment	80	20	-	100
306-II	Cost and Management Accounting	80	20	-	100
307-II	Advanced Information Technology	50	-	50	100
308-II	Training Report	50	50	-	100

### 4th Semester

Paper No.	Title of the Paper(s)	External Marks (Theory)	Internal Assessment Marks	Practical Marks	Total Marks
401-II	Indian Financial System	80	20	-	100
402-II	Indian Business Legends - Workshop	-	50	50	100
403-II	Developing Managerial Skills - workshop	-	50	50	100
404-II	Fundamentals of International Business	80	20	-	100
405-II	Company Law	80	20	-	100
406-II	Research Methodology	80	20	-	100
407-II	Computer Networks and Web Development	50	-	50	100
408-II	Training Report	50	50	-	100

### THIRD YEAR

#### 5th Semester

Paper No.	Title of the Paper(s)	External Marks (Theory)	Internal Assessment Marks	Practical Marks	Total Marks
501-II	Financial Management	80	20	-	100
502-II	Operations Management	80	20	-	100
503-II	Managerial Economics	80	20	-	100
504-II	Emotional Intelligence - workshop	-	50	50	100
505-II	Organizational Behavior	80	20	-	100
506-II	System Analysis and Design	50	-	50	100
507-II	Business Process Outsourcing	80	20	-	100
508-II	Training Report	50	50	-	100

#### 6th Semester

Paper No.	Title of the Paper(s)	External Marks (Theory)	Internal Assessment Marks	Practical Marks	Total Marks
601-II	Advanced Management Concepts	80	20	-	100
602-II	Banking Operations Management	80	20	-	100
603-II	Business Ethics - workshop	-	50	50	100
604-II	Marketing Management	80	20	-	100
605-II	Human Resource Management	80	20	-	100
606-II	Small Business Management	80	20	-	100
607-II	Event Management - workshop	-	50	50	100
608-II	Training Report	50	50	-	100

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

External Marks: 80

Internal Marks: 20

Time: 3 hrs.

## **BUSINESS ORGANISATION**

**PAPER CODE: 101-II**

### **UNIT-I**

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

### **UNIT-II**

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

### **UNIT-III**

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

### **UNIT-IV**

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

### **SUGGESTED READINGS:**

1. Vasishth, Neeru, Business Organisation, Taxmann, New Delhi
2. Talloo, Thelma J., Business Organisational and Management, TMH, New Delhi

### **Note:**

1. **Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

External Marks: 50

Internal Marks: 50

Time: 3 hrs.

## **BUSINESS COMMUNICAITON SKILLS – WORKSHOP**

**Paper Code: 102-II**

### **UNIT-I**

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

### **UNIT-II**

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

### **UNIT-III**

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

### **UNIT-IV**

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

### **SUGGESTED READINGS:**

1. Murphy, Herta A., Herbert W. Hildebrandt & Jane P Thomas, Effective Business Communication, Tata McGraw Hill, New Delhi
2. Konera, Arun, Professional Communication, Tata McGraw Hill, New Delhi
3. McGrath, E.H., Basic Managerial Skills for All, PHI, New Delhi
4. Meenakshi Raman & Prakash Singh, Business Communication, Oxford University Press, New Delhi

### **NOTE:**

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

External Marks: 80

Internal Marks: 20

Time: 3 hrs.

## **BUSINESS MATHEMATICS**

**PAPER CODE: 103-II**

### **UNIT-I**

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

### **UNIT-II**

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

### **UNIT-III**

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

### **UNIT-IV**

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

### **SUGGESTED READINGS:**

1. Sancheti, D.C., A.M. Malhotra & V.K. Kapoor, Business Mathematics, Sultan Chand & Sons, New Delhi
2. Zameerudin, Qazi, V.K. Khanna & S.K. Bhambri, Business Mathematics, Vikas Publishing House Pvt. Ltd, New Delhi
3. Reddy, R.Jaya Prakash, Y. Mallikarjuna Reddy, A Text Book of Business Mathematics, Ashish Publishing House, New Delhi
4. Bali N R, Gupta P N and Gandhi C P, A Textbook of Quantitative Techniques, Laxmi Publications, Delhi

### **Note:**

1. **Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

External Marks: 50

Practical Marks: 50

Time: 3 hrs.

## **COMPUTER FUNDAMENTALS AND APPLICATIONS**

**PAPER CODE: 104-II**

### **UNIT-I**

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

### **UNIT-II**

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

### **UNIT-III**

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

### **UNIT-IV**

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

### **SUGGESTED READINGS:**

1. Gill, Nasib, Computer Fundamental and Internet
2. Saxena, Computer Applications in Management, Vikas Publication, New Delhi
3. B. Ram, Computer Fundamentals, New Age Publications, New Delhi
4. Rajaraman, V., Computer Fundamentals, PHI, New Delhi

### **Note:**

1. **Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of five short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

External Marks: 80

Internal Marks: 20

Time: 3 hrs.

## **ECONOMIC POLICY AND ANALYSIS**

**Paper Code: 105-II**

### **UNIT-I**

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

### **UNIT-II**

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

### **UNIT-III**

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

### **UNIT-IV**

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

### **SUGGESTED READINGS:**

1. L. Lipsey and A. Chrystal, Economics, Oxford University Press, New Delhi
2. P.A. Samuelson and W.D. Nordhaus, Economics, Tata McGraw Hill, New Delhi
3. N.G. Mankiw, Principles of Economics, Thomson, New Delhi

### **Note:**

1. **Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

External Marks: 80  
Internal Marks: 20  
Time: 3 hrs.

## **FINANCIAL ACCOUNTING**

**Paper Code: 106-II**

### **UNIT-I**

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

### **UNIT-II**

Subsidiary Books, Trial Balance, Rectification of Errors

### **UNIT-III**

Bank Reconciliation Statement, Preparation of Final Accounts with adjustments

### **UNIT-IV**

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

### **SUGGESTED READINGS:**

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

### **Note:**

1. **Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

External Marks: 80

Internal Marks: 20

Time: 3 hrs.

## **ENVIRONMENT MANAGEMENT**

**Paper Code: 107-II**

### **UNIT-I**

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

### **UNIT-II**

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

### **UNIT-III**

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

### **UNIT-IV**

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

### **SUGGESTED READINGS:**

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

### **Note:**

1. **Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

External Marks: 80  
Internal Marks:20  
Time: 3 hrs.

## **MACRO-ECONOMIC FOUNDATIONS**

**PAPER CODE: 201-II**

### **UNIT-I**

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

### **UNIT-II**

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

### **UNIT-III**

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

### **UNIT-IV**

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

### **SUGGESTED READINGS:**

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

### **Note:**

1. **Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

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

## **PRESENTATION SKILLS - WORKSHOP**

**PAPER CODE: 202-II**

### **UNIT-I**

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

### **UNIT-II**

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

### **UNIT-III**

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

### **UNIT-IV**

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

### **SUGGESTED READINGS:**

1. Koneru, Arun, **Professional Communication**, Tata McGraw Hill, New Delhi
2. Monipally, M.M., **Business Communication Strategies**, Tata McGraw Hill, New Delhi
3. Das, Baswajit and Ipseeta Satpathy, **Business Communication and Personality Development**, Excel Books, New Delhi
4. McGrath, E.H., **Basic Managerial Skills for All**, Prentice Hall of India, New Delhi
5. Rai, Urmila and S.M Rai, **Business Communication**, Himalaya Publishing House, Mumbai

### **Note**

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

External Marks: 80  
Internal Marks:20  
Time: 3 hrs.

## **PRINCIPLES OF MANAGEMENT**

**PAPER CODE: 203-II**

### **UNIT-I**

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

### **UNIT-II**

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

### **UNIT-III**

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

### **UNIT-IV**

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

### **SUGGESTED READINGS:**

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

### **Note:**

1. **Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

External Marks: 80

Internal Marks: 20

Time: 3 hrs.

## **BUSINESS STATISTICS**

**PAPER CODE: 204-II**

### **UNIT-I**

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

### **UNIT-II**

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

### **UNIT-III**

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

### **UNIT-IV**

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

### **SUGGESTED READINGS:**

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

### **Note:**

1. **Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

External Marks: 80

Internal Marks: 20

Time: 3 hrs.

## **ECONOMIC AND BUSINESS LEGISLATION**

**PAPER CODE: 205-II**

### **UNIT-I**

Law of contract: Elementary knowledge of essentials of a valid contract, performance of contract, mode of discharge of contract, remedies for breach of contract

Contract of agency: Definition of agent and agency, creation of agency, duties and rights of agent and principal, principal's duties towards agents and third parties; termination of agency

### **UNIT-II**

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

### **UNIT-III**

Partnership Act: Nature of a partnership firm, duties and rights of partners, relations of partners to third parties, minor to benefit of partnership, reconstitution of a partnership firm, dissolution of a firm

Information Technology Act: Meaning and scope of information technology act, digital signature, electronic governance, regulation of certifying authority, digital signature certificates, duties of subscribers, penalties adjudication and offences

### **UNIT-IV**

Competition Act, 2002 – definitions, prohibition of certain agreements, abuse of dominant position, regulation of combinations, duties, powers & functions of competition commission of India; SEBI – its objectives, establishment and management, functions & powers

### **SUGGESTED READINGS:**

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

### **Note:**

1. **Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

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

## **DATA BASE MANAGEMENT SYSTEM**

**PAPER CODE: 206-II**

### **UNIT-I**

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

### **UNIT-II**

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

### **UNIT-III**

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

### **UNIT-IV**

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

**Lab:** Working with Microsoft Access

### **SUGGESTED READINGS:**

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

### **Note:**

1. **Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of five short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

External Marks: 80  
Internal Marks: 20  
Time: 3 hrs.

## **CORPORATE ACCOUNTING**

**PAPER CODE: 207-II**

### **UNIT-I**

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

### **UNIT-II**

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

### **UNIT-III**

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

### **UNIT-IV**

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

Insurance company accounts: Meaning of insurance, types of insurance, financial statement of insurance companies

### **SUGGESTED READINGS:**

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

### **Note:**

1. **Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

External Marks: 80  
Internal Marks: 20  
Time: 3 hrs.

## **BUSINESS TAXATION**

### **Paper Code: 301-II**

#### **UNIT-I**

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

#### **UNIT-II**

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

#### **UNIT-III**

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

#### **UNIT-IV**

Value added tax: Important definitions; need; merits and demerits; classification of goods and rates of tax; input tax credit; modes of computation of VAT; assessment and filling of return  
Service Tax: nature and need; exemptions; registration; taxable services; assessment and filling of return

#### **SUGGESTED READINGS:**

1. Singhania, V.K. and Singhania, Monica, Student Guide to Income Tax, Taxman Publications
2. Ahuja, Girish and Gupta, Ravi, Income Tax, Bharat Publication
3. Singhania, V.K. and Singhania, Kapil, Direct Taxes Law and Practice, Taxman Publications
4. Singhania, V.K., Singhania, Kapil and Singhania, Monica, Direct Taxes Planning and Management, Taxman Publications
5. Lal, B.B., Direct Taxes, Pearson Education

#### **Note:**

1. **Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

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

## **BUSINESS ETIQUETTE - WORKSHOP**

**Paper Code: 302-II**

### **UNIT-I**

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

### **UNIT-II**

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

### **UNIT-III**

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

### **UNIT-IV**

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

### **SUGGESTED READINGS:**

1. Chaney, Lillian Hunt & Jeanethe Martin, The Essential Guide to Business Etiquette, Praeger, London
2. Fox, Sue, Business Etiquette for Dummies, Wiley Publishing Inc.
3. Dresser, Norine, Multicultural Manners, John Wiley & Sons Inc.
4. Langford, Beverly Y., The Etiquette Edge, AMACOM

### **NOTE:**

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

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

## **DISASTER MANAGEMENT – WORKSHOP**

**Paper Code: 303-II**

### **UNIT-I**

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

### **UNIT-II**

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

### **UNIT-III**

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

### **UNIT-IV**

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

### **SUGGESTED READINGS:**

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

### **NOTE:**

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

External Marks: 80  
Internal Marks: 20  
Time: 3 hrs.

## **CORPORATE LEADERSHIP**

### **Paper Code: 304-II**

#### **UNIT-I**

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

#### **UNIT-II**

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

#### **UNIT-III**

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

#### **UNIT-IV**

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

#### **SUGGESTED READINGS:**

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

#### **Note:**

1. **Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

External Marks: 80  
Internal Marks: 20  
Time: 3 hrs.

## **BUSINESS ENVIRONMENT**

### **Paper Code: 305-II**

#### **UNIT-I**

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

#### **UNIT-II**

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

#### **UNIT-III**

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

#### **UNIT-IV**

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

#### **SUGGESTED READINGS:**

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

#### **Note:**

1. **Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

External Marks: 80

Internal Marks: 20

Time: 3 hrs.

## **COST AND MANAGEMENT ACCOUNTING**

### **Paper Code: 306-II**

#### **UNIT-I**

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

#### **UNIT-II**

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

#### **UNIT-III**

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

#### **UNIT-IV**

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

#### **SUGGESTED READINGS:**

1. Thukaram Rao, M.E., Cost and Management Accounting, New Age Publishers
2. Singhal, A.K. and Ghosh Roy, H.J., Accounting for Managers, JBC Publishers and Distributors, New Delhi
3. Pandey, I.M., Management Accounting, Vikas Publishing House, New Delhi
4. Horngren, Sundem and Stratton, Introduction to Management Accounting, Pearson Education, New Delhi
5. Hansen & Mowen, Cost Management, Thomson Learning
6. Mittal, S.N., Management Accounting and Financial Management, Shree Mahavir Book Depot, New Delhi
7. Jain, S.P. and Narang, K.L., Advanced Cost Accounting, Kalyani Publishers, Ludhiana

#### **Note:**

1. **Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

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

## **ADVANCED INFORMATION TECHNOLOGY**

### **Paper Code: 307-II**

#### **UNIT-I**

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

#### **UNIT-II**

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

#### **UNIT-III**

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

#### **UNIT-IV**

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

#### **SUGGESTED READINGS**

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

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

#### **Note:**

1. **Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of five short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

External Marks: 80  
Internal Marks: 20  
Time: 3 hrs.

## **INDIAN FINANCIAL SYSTEM**

### **Paper Code: 401-II**

#### **UNIT-I**

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

#### **UNIT-II**

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

#### **UNIT-III**

Commercial banks, R&Bs, risk management in banks, merchant banking and its services, NBFCs

#### **UNIT-IV**

Mutual funds, factoring and forfaiting, venture capital

#### **SUGGESTED READINGS:**

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

#### **Note:**

1. **Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

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

## **INDIAN BUSINESS LEGENDS – WORKSHOP**

### **Paper Code: 402-II**

#### **UNIT-I**

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

#### **UNIT-II**

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

#### **UNIT-III**

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

#### **UNIT-IV**

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

#### **SUGGESTED READINGS:**

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

#### **NOTE:**

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

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

## **DEVELOPING MANAGERIAL SKILLS**

### **Paper Code: 403-II**

#### **UNIT-I**

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

#### **UNIT-II**

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

#### **UNIT-III**

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

#### **UNIT-IV**

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

#### **SUGGESTED READINGS:**

1. Wehtten, David A and Kim S Cameron, Developing Management Skills, Pearson Education, New Delhi
2. McGrath, E H Basic Managerial Skills for All, Prentice Hall of India Pvt. India, New Delhi
3. Hurlock, Elizabeth B, Personality Development, Tata McGraw Hill, New Delhi

#### **NOTE:**

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

External Marks: 80

Internal Marks: 20

Time: 3 hrs.

## **FUNDAMENTALS OF INTERNATIONAL BUSINESS**

### **Paper Code: 404-II**

#### **UNIT-I**

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

#### **UNIT-II**

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

#### **UNIT-III**

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

#### **UNIT-IV**

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

#### **SUGGESTED READINGS:**

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

#### **Note:**

1. **Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

External Marks: 80  
Internal Marks: 20  
Time: 3 hrs.

## **COMPANY LAW**

### **Paper Code: 405-II**

#### **UNIT-I**

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

#### **UNIT-II**

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

#### **UNIT-III**

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

#### **UNIT-IV**

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

#### **SUGGESTED READINGS:**

1. Singh, Avtar, Company Law, Eastern Book Company, Lucknow
2. Kapoor, N D, Elements of Company Law

#### **Note:**

1. **Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

External Marks: 50

Internal Marks: 50

Time: 3 hrs.

## RESEARCH METHODOLOGY

### Paper Code: 406-II

#### UNIT-I

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

#### UNIT-II

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

#### UNIT-III

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

#### UNIT-IV

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

#### SUGGESTED READINGS:

1. Sekaram, Uma, Research Methods for Business – A Skill Building Approach, John Wiley & Sons (Asia) Pvt. Ltd., Singapore, 2003
2. Cooper, Donald R and Pamela S Schiendler, Business Research Methods, Tata Mc Graw Hill, New Delhi
3. Zikmund, G. William, Business Research Methods, Thomson Business Information India Pvt. Ltd, Bangalore
4. Kothari, C R, Research Methodology – methods and techniques, Vishwa Prakashan, New Delhi

#### Note:

1. **Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

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

## **COMPUTER NETWORKS AND WEB DEVELOPMENT**

### **Paper Code: 407-II**

#### **UNIT-I**

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

#### **UNIT-II**

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

#### **UNIT-III**

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

#### **UNIT-IV**

HTML & Web Page Design: Structure of HTML Document; HTML tags, inserting images, creating links, tables, forms and frames.

Network Security: Cryptography; Digital signature; Firewall; User identification and authentication.

#### **SUGGESTED READINGS:**

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

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

#### **Note:**

1. **Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of five short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

External Marks: 80  
Internal Marks: 20  
Time: 3 hrs.

## **FINANCIAL MANAGEMENT**

### **Paper Code: 501-II**

#### **UNIT-I**

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

#### **UNIT-II**

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

#### **UNIT-III**

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

#### **UNIT-IV**

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

#### **SUGGESTED READINGS:**

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

#### **Note:**

1. **Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

External Marks: 80  
Internal Marks: 20  
Time: 3 hrs.

## **OPERATIONS MANAGEMENT**

### **Paper Code: 502-II**

#### **UNIT – I**

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

#### **UNIT – II**

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

#### **UNIT – III**

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

#### **UNIT – IV**

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

#### **Note:**

1. **Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

External Marks: 80

Internal Marks: 20

Time: 3 hrs.

## **MANAGERIAL ECONOMICS**

### **Paper Code: 503-II**

#### **UNIT-I**

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

#### **UNIT-II**

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

#### **UNIT-III**

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

#### **UNIT-IV**

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

#### **SUGGESTED READINGS:**

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

#### **Note:**

1. **Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

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

## **EMOTIONAL INTELLIGENCE - WORKSHOP**

### **Paper Code: 504-II**

#### **UNIT-I**

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

#### **UNIT-II**

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

#### **UNIT-III**

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

#### **UNIT-IV**

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

#### **SUGGESTED READINGS:**

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

#### **NOTE:**

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

External Marks: 80  
Internal Marks: 20  
Time: 3 hrs.

## **ORGANIZATIONAL BEHAVIOUR**

### **Paper code: 505-II**

#### **UNIT-I**

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

#### **UNIT-II**

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

#### **UNIT-III**

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

#### **UNIT-IV**

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

#### **SUGGESTED READINGS:**

1. Krietner, Robert and Angelo Kinicki, Organizational Behaviour, Tata McGraw Hill, New Delhi
2. McShane, Steven, Mary Glinow and Radha R Sharma, Organizational Behaviour, Tata McGraw Hill, New Delhi
3. Robbins, Stephen, Timothy A Judge and Seema Sanghi, Organizational Behaviour, Pearson Education, New Delhi

#### **Note:**

1. **Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

External Marks:50  
Practical Marks: 20  
Time: 3 hrs.

## **SYSTEM ANALYSIS AND DESIGN**

### **Paper code: 506-II**

#### **UNIT-I**

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

#### **UNIT-II**

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

#### **UNIT-III**

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

#### **UNIT-IV**

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

#### **SUGGESTED READINGS:**

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

#### **Note:**

1. **Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of five short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

External Marks: 80

Internal Marks: 20

Time: 3 hrs.

## **BUSINESS PROCESS OUTSOURCING**

### **Paper Code: 507-II**

#### **UNIT-I**

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

#### **UNIT-II**

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

#### **UNIT-III**

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

#### **UNIT-IV**

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

#### **SUGGESTED READINGS:**

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

#### **Note:**

1. **Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

External Marks: 80

Internal Marks: 20

Time: 3 hrs.

## **ADVANCED MANAGEMENT CONCEPTS**

### **Paper Code: 601-II**

#### **UNIT-I**

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

#### **UNIT-II**

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

#### **UNIT-III**

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

#### **UNIT-IV**

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

#### **SUGGESTED READINGS:**

1. The A –Z of Management Concepts
2. Guide to Management Ideas
3. Kaplan, R and D Champy, Reengineering the Corporation: A Manifesto for Business Revolution, Harper Business, New York
4. Barlett, C and S Ghoshal, Matrix Management: Not A Structure, A Frame of Mind, Harvard Business Review, July-August, 1990
5. Case, J, Open Book Management: The Coming Business Revolution, Harper Business
6. Grigg, J, Portfolio Working: A Practical Guide to Thriving in the Changing Workplace, Kogan Page
7. Handy, C, The Empty Raincoat, Hutchinson
8. Chowdhury, Subir, Power of Six Sigma, Pearson Education

#### **Note:**

1. **Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

External Marks: 80

Internal Marks: 20

Time: 3 hrs.

## **BANKING OPERATIONS MANAGEMENT**

### **Paper Code: 602-II**

#### **UNIT-I**

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

#### **UNIT-II**

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

#### **UNIT-III**

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

#### **UNIT-IV**

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

#### **SUGGESTED READINGS:**

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

#### **Note:**

1. **Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

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

## **BUSINESS ETHICS – WORKSHOP**

### **Paper Code: 603-II**

#### **UNIT-I**

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

#### **UNIT-II**

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

#### **UNIT-III**

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

#### **UNIT-IV**

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

#### **SUGGESTED READINGS:**

1. Hartman, Laura P, Perspective in Business Ethics, Tata McGraw Hill, New Delhi
2. Chakraborty , S.K., Ethics in Management, Oxford University Press, New Delhi
3. Bajaj, P S and Raj Aggarwal, Business Ethics, Biztantra, New Delhi

#### **NOTE:**

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

External Marks: 80

Internal Marks: 20

Time: 3 hrs.

## **MARKETING MANAGEMENT**

### **Paper Code: 604-II**

#### **UNIT I**

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

#### **UNIT II**

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

#### **UNIT III**

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

#### **UNIT IV**

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

#### **SUGGESTED READINGS:**

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

#### **Note:**

1. **Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

External Marks: 80  
Internal Marks: 20  
Time: 3 hrs.

## **HUMAN RESOURCE MANAGEMENT**

### **Paper code: 605-II**

#### **UNIT-I**

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

#### **UNIT-II**

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

#### **UNIT-III**

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

#### **UNIT-IV**

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

#### **SUGGESTED READINGS:**

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

#### **Note:**

1. **Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

External Marks: 80  
Internal Marks: 20  
Time: 3 hrs.

## **SMALL BUSINESS MANAGEMENT**

### **Paper code: 606-II**

#### **UNIT-I**

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

#### **UNIT-II**

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

#### **UNIT-III**

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

#### **UNIT-IV**

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

#### **SUGGESTED READINGS:**

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

#### **Note:**

1. **Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

External Marks: 50

Internal Marks: 50

Time: 3 hrs.

## **EVENT MANAGEMENT - WORKSHOP**

**Paper code: 607-II**

### **UNIT-I**

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

### **UNIT-II**

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

### **UNIT-III**

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

### **UNIT-IV**

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

### **SUGGESTED READINGS:**

1. Gaur, S.S. and Saggere, S.V., Event Marketing Management
2. Panwar, J.S., Marketing in the New Era, Sage Publications, 1998
3. Kotler, P., Marketing Management, Analysis, Planning, Implementation and Control, Prentice Hall, 1997
4. Avrich, Barry, Event and Entertainment, Delhi, Vision Books, 1994

### **NOTE:**

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