Maharshi Dayanand University
Rohtak

Syllabus and Courses of Reading for
BBA (Industry Integrated) 1\textsuperscript{st} to 6\textsuperscript{th} Semester
Examination

Session - 2009-2010

Available from :
Incharge (Publication)
Maharshi Dayanand University
Rohtak -124001 (Haryana)

Price :
At the Counter : Rs. 50/-
By Regd. Parcel : Rs. 90/-
By Ordinary Post : Rs. 70/-
Ordinance, Scheme of Examination and Syllabi for
BBA (Industry Integrated)
[Under Public Private Partnership Programme]
2009-10
Ordinance

BACHELOR OF BUSINESS ADMINISTRATION
(INDUSTRY INTEGRATED)

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

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

1st Semester Teaching days = 5 days per week
2nd, 3rd, 4th, 5th, & 6th Semesters Teaching days = 3 days per week Industry days = 4 days per week

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

3. The last date for receipt of admission – cum – examination forms and fees shall be notified by the Office of the Controller of Examination (COE), MDU Rohtak from time to time.

4. A supplementary examination for the 1st, 2nd, 3rd, and 4th semesters shall be held along- with their regular semester examination of 3rd, 4th, 5th and 6th Semesters respectively. Supplementary for 5th Semester shall be held along with regular examination of 6th semester and supplementary examination of 6th semester will be held within a period of 3 months from the declaration of 6th semester result.

5. The Director / Principal of the Coordinating Institute (appointed by the university for conducting and monitoring the program) shall forward to the COE, a list of the students along- with admission–cum–examination forms duly attested along with the fee to be prescribed by the University from time to time and original Detail Mark Card / Certificate of the qualifying examination within 15 working days of the last date of admission of each semester thereafter late fee of Rs.500/- per student shall be charged by the University.

6. Admission to the BBA (II) program shall be open to candidate who have Passed their senior secondary examination on the pattern of 10+2 from a recognized Board of Education or an equivalent examination recognized as equivalent thereto by the University with at least 50 percent marks in aggregate. In case of SC/ST candidates the eligibility requirement is minimum pass marks.

7. Each candidate shall be examined in the subject(s) prescribed by the Academic Council from time to time.

8. The medium of instruction and the examination shall be English.

9. (a) 30% marks in each written paper (s) (excluding paper
(s) relating to computer / IT project report / Viva – Voice examination) shall be assigned for internal assessment.

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

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

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

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

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

10. The minimum percentage of marks to pass the examination in each semester shall be:
(a) 45% marks in each written / practical paper and internal assessment separately and 50% marks jointly.
(b) 50% marks in the external and internal evaluation separately in case of Training Report / Project Report and 50% in viva – voce examination.

In order to pass a semester, a candidate must pass all the paper of the semester as per criteria laid down above
(a) The 1st semester Examination shall be open to a student who has been on the rolls of the institute running the programme during the semester and has attended not less than 75% of the total lectures delivered. 2nd, semester examinations shall be open to a student who has been on the rolls of the institute during the semester, has attended not less than 75% of the total lectures delivered in semester and 80% of industry days allotted in the concerned semester
(b) The 3rd, 4th, 5th and 6th semester examinations shall be open to a candidate who has been on the rolls of the institute during the concerned semester, attended not less than 75% of the total lectures delivered and 80% of industry days allotted in the concerned semester

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

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

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

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

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

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

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

(i) One expert nominated by the university.

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

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

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

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

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

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

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

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

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

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

#### 1st Semester

<table>
<thead>
<tr>
<th>Paper No.</th>
<th>Title of the Paper(s)</th>
<th>External Marks (Theory)</th>
<th>Internal Assessment Marks</th>
<th>Practical Marks</th>
<th>Total Marks</th>
</tr>
</thead>
<tbody>
<tr>
<td>101-II</td>
<td>Business Organization</td>
<td>70</td>
<td>30</td>
<td>-</td>
<td>100</td>
</tr>
<tr>
<td>102-II</td>
<td>Business Communication Skills - Workshop</td>
<td>50</td>
<td>50</td>
<td>-</td>
<td>100</td>
</tr>
<tr>
<td>103-II</td>
<td>Business Mathematics</td>
<td>70</td>
<td>30</td>
<td>-</td>
<td>100</td>
</tr>
<tr>
<td>104-II</td>
<td>Computer Fundamentals and Applications</td>
<td>70</td>
<td>30</td>
<td>-</td>
<td>100</td>
</tr>
<tr>
<td>105-II</td>
<td>Economic Policy and Analysis</td>
<td>70</td>
<td>30</td>
<td>-</td>
<td>100</td>
</tr>
<tr>
<td>106-II</td>
<td>Financial Accounting</td>
<td>70</td>
<td>30</td>
<td>-</td>
<td>100</td>
</tr>
<tr>
<td>107-II</td>
<td>Environment Management</td>
<td>70</td>
<td>30</td>
<td>-</td>
<td>100</td>
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#### 2nd Semester

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

### 5th Semester

<table>
<thead>
<tr>
<th>Paper No.</th>
<th>Title of the Paper(s)</th>
<th>External Marks (Theory)</th>
<th>Internal Assessment Marks</th>
<th>Practical Marks</th>
<th>Total Marks</th>
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<tbody>
<tr>
<td>501-II</td>
<td>Financial Management</td>
<td>70</td>
<td>30</td>
<td>-</td>
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</tr>
<tr>
<td>502-II</td>
<td>Operations Management</td>
<td>70</td>
<td>30</td>
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<tr>
<td>503-II</td>
<td>Managerial Economics</td>
<td>70</td>
<td>30</td>
<td>-</td>
<td>100</td>
</tr>
<tr>
<td>504-II</td>
<td>Emotional Intelligence - workshop</td>
<td>50</td>
<td>50</td>
<td>-</td>
<td>100</td>
</tr>
<tr>
<td>505-II</td>
<td>Organizational Behavior</td>
<td>70</td>
<td>30</td>
<td>-</td>
<td>100</td>
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<tr>
<td>506-II</td>
<td>System Analysis and Design</td>
<td>70</td>
<td>30</td>
<td>-</td>
<td>100</td>
</tr>
<tr>
<td>507-II</td>
<td>Business Process Outsourcing</td>
<td>70</td>
<td>30</td>
<td>-</td>
<td>100</td>
</tr>
<tr>
<td>508-II</td>
<td>Training Report</td>
<td>-</td>
<td>-</td>
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### 6th Semester

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

### NOTE:

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

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### 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 backing, 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
NOTE:

1. The External Examiner will set 8 questions in the Question Paper selecting at least two questions from each unit. In case, a Case Study is included it will carry marks equivalent to two questions.

2. The candidates will be required to attempt five questions in all, selecting at least one question from each unit.

BUSINESS COMMUNICATION SKILLS – WORKSHOP

Paper Code: 102-II

UNIT-I

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

UNIT-II

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

UNIT-III

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

UNIT-IV

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

SUGGESTED READINGS:


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

UNIT-I
Theory of Sets – Meaning, elements, types, presentation and equality of sets; union, intersection, 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:


NOTE:
1. The External Examiner will set 8 questions in the Question Paper selecting at least two questions from each unit. In case, a Case Study is included it will carry marks equivalent to one question.

2. The candidates will be required to attempt five questions in all, selecting at least one question from each unit.

SUGGESTED READINGS:
1. Gill, Nasib, Computer Fundamentals and Internet
2. Saxena, Computer Applications in Management, Vikas
3. B. Ram, Computer Fundamentals, New Age Publications, New Delhi

4. Rajaraman, V., Computer Fundamentals, PHI, New Delhi

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

**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
NOTE:
1. The External Examiner will set 8 questions in the Question Paper selecting at least two questions from each unit. In case, a Case Study is included it will carry marks equivalent to two questions.

2. The candidates will be required to attempt five questions in all, selecting at least one question from each unit.

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

NOTE:
1. The External Examiner will set 8 questions in the question paper selecting at least two questions from each unit. In case, a Case Study is included it will carry marks equivalent to two questions.

2. The candidate will be required to attempt five questions in all, selecting at least one question from each unit.
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

SUGGESTED READINGS:
1. Rajagopalan R, Environmental Studies, Oxford University Press, New Delhi

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

NOTE:
1. The external examiner will set 8 questions in the question paper selecting at least two questions from each unit.
2. The candidates will be required to attempt five questions in all, selecting at least one question from each unit.
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:
4. McGrath, E.H., Basic Managerial Skills for All, Prentice Hall of India, New Delhi
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
4. Daft, Management, Thompson Learning, New Delhi
5. Robbins, S.P., Management, Pearson Education

NOTE:
1. The external examiner will set 8 questions in the question paper selecting at least two questions from each unit.
2. The candidates will be required to attempt five questions in all, selecting at least one question from each unit.
UNIT-I
Statistics: Meaning, evolution, scope, limitations and applications; data classification; tabulation and presentation: meaning, objectives and types of classification, formation of frequency distribution, role of tabulation, parts, types and construction of tables, significance, types and construction of diagrams and graphs

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

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

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

SUGGESTED READINGS:
2. Gupta, C.B., An Introduction to Statistical Methods
5. Ellhans, D.N., Fundamentals of Statistics
6. Gupta, S.P., Statistical Methods

NOTE:
1. The External Examiner will set 8 questions in the question paper selecting at least two questions from each unit. In case, a Case Study is included it will carry marks equivalent to one question.
2. The candidates will be required to attempt five questions in all, selecting at least one question from each unit.
ECONOMIC AND BUSINESS LEGISLATION
PAPER CODE: 205-II

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

UNIT-II
Law of sale of goods: Definition and essential of a contract of sale, conditions and warrantee, passing of property in goods; performance of contract – right of unpaid sailor, 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
5. Economic Laws, Taxmann Publications

NOTE:
1. The external examiner will set 8 questions in the question paper selecting at least two questions from each unit.
2. The candidates will be required to attempt five questions in all, selecting at least one question from each unit.
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
4. Saini, S.P.S., Anish Saini, Database Management System, Vayu Education of India, New Delhi

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:


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

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**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:**


2. Ahuja, Girish and Gupta, Ravi, Income Tax, Bharat Publication

4. Singhania, V.K., Singhania, Kapil and Singhania, Monica, Direct Taxes Planning and Management, Taxman Publications

5. Lal, B.B., Direct Taxes, Pearson Education

NOTE:

1. One case study be discussed – per unit – in the class.

2. **Instruction for External Examiner**: The question paper will have two sections. Section ‘A’ shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section ‘B’ will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

**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
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
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.

COURPORATE 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:


NOTE:

1. One case study be discussed – per unit – in the class.

2. **Instruction for External Examiner:** The question paper will have two sections. Section ‘A’ shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section ‘B’ will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

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**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:**

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

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

**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
5. Hansen & Mowen, Cost Management, Thomson Learning

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

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


4. McKeown, Information Technology and the Networked Economy, Thomson Learning


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

NOTE:

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

1. One case study be discussed – per unit – in the class.

2. **Instruction for External Examiner**: The question paper will have two sections. Section ‘A’ shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section ‘B’ will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

**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**


**SUGGESTED READINGS:**


3. Pandit, Srinivas, Exemplary CEOs, 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.

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
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.

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:


7. Omkvisil and Shaw, International Marketing


NOTE:

1. One case study be discussed – per unit – in the class.

2. Instruction for External Examiner: The question paper will have two sections. Section ‘A’ shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section ‘B’ will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

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:

2. Kapoor, N D, Elements of Company Law

NOTE:

1. One case study be discussed – per unit – in the class.

2. **Instruction for External Examiner**: The question paper will have two sections. Section ‘A’ shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section ‘B’ will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

**RESEARCH METHODOLOGY**

**Paper Code: 406-II**

**UNIT-I**

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

**UNIT-II**

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

**UNIT-III**

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

**UNIT-IV**

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

**SUGGESTED READINGS:**

2. Cooper, Donald R and Pamela S Schiendler, Business Research Methods, Tata Mc Graw Hill, New Delhi


4. Kothari, C R, Research Methodology – methods and techniques, Vishwa Prakashan, New Delhi

NOTE:

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

COMPUTER NETWORKS AND WEB DEVELOPMENT

Paper Code: 407-II

UNIT-I

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

UNIT-II

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

UNIT-III

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

UNIT-IV

SUGGESTED READINGS:


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

NOTE:

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

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:


4. Chandra, Prasanna, Financial Management, TMH, New Delhi


NOTE:

1. One case study be discussed – per unit – in the class.

2. **Instruction for External Examiner**: The question paper will have two sections. Section ‘A’ shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section ‘B’ will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

UNIT – I

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

UNIT – II

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

UNIT – III

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

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

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

**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:

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

NOTE:
1. One case study be discussed – per unit – in the class.

2. Instruction for External Examiner: The question paper will have two sections. Section ‘A’ shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section ‘B’ will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

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 Patternson & 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


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.

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:

2. McShane, Steven, Mary Glinow and Radha R Sharma, Organizational Behaviour, Tata Mc Graw Hill, New Delhi


NOTE:

1. One case study be discussed – per unit – in the class.

2. **Instruction for External Examiner**: The question paper will have two sections. Section ‘A’ shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section ‘B’ will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

**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:


NOTE:

1. One case study be discussed – per unit – in the class.

2. Instruction for External Examiner: The question paper will have two sections. Section ‘A’ shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section ‘B’ will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

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:


NOTE:

1. One case study be discussed – per unit – in the class.

2. Instruction for External Examiner: The question paper will have two sections. Section ‘A’ shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section ‘B’ will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

ADVANCED MANAGEMENT CONCEPTS

UNIT-I


UNIT-II


UNIT-III


UNIT-IV


SUGGESTED READINGS:


7. Handy, C, The Empty Raincoat, Hutchinson

8. Chowdhury, Subir, Power of Six Sigma, Pearson Education

NOTE:

1. One case study be discussed – per unit – in the class.

2. **Instruction for External Examiner:** The question paper will have two sections. Section ‘A’ shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section ‘B’ will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

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 McMillam Publication

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

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:
2. Chakraborty , S.K., Ethics in Management, 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 academician and (3) one executive. Two members will form the quorum.

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

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:


NOTE:

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

HUMAN RESOURCE MANAGEMENT

Paper code: 605-II

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

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

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

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


NOTE:

1. One case study be discussed – per unit – in the class.

2. Instruction for External Examiner: The question paper will have two sections. Section ‘A’ shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section ‘B’ will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

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:


NOTE:

1. One case study be discussed – per unit – in the class.

2. Instruction for External Examiner: The question paper will have two sections. Section ‘A’ shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section ‘B’ will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.
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:

NOTE:
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