

SCHEME OF EXAMINATION

&

SYLLABI

of

**5-YEAR MASTER OF BUSINESS ADMINISTRATION
(INTEGRATED) PROGRAMME**

FROM THE ACADEMIC SESSION 2014-15



**MAHARSHI DAYANAND UNIVERSITY
ROHTAK (HARYANA)**

**CURRICULUM AND SCHEME OF EXAMINATIONS FOR FIVE-YEAR MBA
(INTEGRATED) PROGRAMME, SESSION 2014-15**

FIRST YEAR

1st Semester

Paper No.	Title of the Paper(s)	External Marks (Theory)	Internal Assessment Marks/ Workshop	Practical Marks	Total Marks
501-P1	Business Organization	80	20	-	100
501-P2	Business Communication Skills	80	20	-	100
501-P3	Business Mathematics	80	20	-	100
501-P4	Computer Fundamentals & Applications	50	-	50	100
501-P5	Micro Economic Foundations	80	20	-	100
501-P6	Financial Accounting	80	20	-	100
501-P7	Environment Management	80	20	-	100
	TOTAL				700

2nd Semester

Paper No.	Title of the Paper(s)	External Marks (Theory)	Internal Assessment Marks/ Workshop	Practical Marks	Total Marks
502-P1	Macro-economic Foundations	80	20	-	100
502-P2	Presentation Skills	80	20	-	100
502-P3	Principles of Management	80	20	-	100
502-P4	Business Statistics	80	20	-	100
502-P5	Economic and Business Legislation	80	20	-	100
502-P6	Data Base Management Systems	50	-	50	100
502-P7	Corporate Accounting	80	20	-	100
	TOTAL				700

NOTE: 1. The duration of the end term examination shall be 3 hour

**CURRICULUM AND SCHEME OF EXAMINATIONS FOR FIVE-YEAR MBA
(INTEGRATED) PROGRAMME**

SECOND YEAR

3rd Semester

Paper No.	Title of the Paper(s)	External Marks (Theory)	Internal Assessment Marks/ Workshop	Practical Marks	Total Marks
503-P1	Business Taxation	80	20	-	100
503-P2	Business Etiquette	80	20	-	100
503-P3	Disaster Management	80	20	-	100
503-P4	Corporate Leadership	80	20	-	100
503-P5	Business Environment	80	20	-	100
503-P6	Cost and Management Accounting	80	20	-	100
503-P7	Advanced Information Technology	50	-	50	100
	TOTAL				700

4th Semester

Paper No.	Title of the Paper(s)	External Marks (Theory)	Internal Assessment Marks/ Workshop	Practical Marks	Total Marks
504-P1	Indian Financial System	80	20	-	100
504-P2	Indian Business Legends	80	20	-	100
504-P3	Developing Managerial Skills	80	20	-	100
504-P4	Fundamentals of International Business	80	20	-	100
504-P5	Company Law	80	20	-	100
504-P6	Research Methodology	80	20	-	100
504-P7	Computer Networks and Web Development	50	-	50	100
	TOTAL				700

NOTE: 1. The duration of the end term examination shall be 3 hours

**CURRICULUM AND SCHEME OF EXAMINATIONS FOR FIVE-YEAR MBA
(INTEGRATED) PROGRAMME**

**THIRD YEAR
5th Semester**

Paper No.	Title of the Paper(s)	External Marks (Theory)	Internal Assessment Marks/ Workshop	Practical Marks	Total Marks
505-P1	Financial Management	80	20	-	100
505-P2	Operations Management	80	20	-	100
505-P3	Managerial Economics	80	20	-	100
505-P4	Emotional Intelligence	80	20	-	100
505-P5	Organizational Behavior	80	20	-	100
505-P6	System Analysis and Design	80	20	-	100
505-P7	Business Process Outsourcing	80	20	-	100
	TOTAL				700

6th Semester

Paper No.	Title of the Paper(s)	External Marks (Theory)	Internal Assessment Marks/ Workshop	Practical Marks	Total Marks
506-P1	Advanced Management Concepts	80	20		100
506-P2	Banking Operations Management	80	20		100
506-P3	Business Ethics - Workshop	80	20		100
506-P4	Marketing Management	80	20		100
506-P5	Human Resource Management	80	20		100
506-P6	Small Business Management	80	20		100
506-P7	Event Management	80	20		100
	TOTAL				700

NOTE: 1. The duration of the end term examination shall be 3 hours

**CURRICULUM AND SCHEME OF EXAMINATIONS FOR FIVE-YEAR MBA
(INTEGRATED) PROGRAMME**

**FOURTH YEAR
7th Semester**

Paper No.	Title of the Paper(s)	External Marks (Theory)	Internal Assessment Marks/ workshop	Practical Marks	Total Marks
507-P1	International Business Operations	80	20		100
507-P2	Operations Research	80	20		100
507-P3	Cross Cultural Management	80	20		100
507-P4	Management Information System	80	20		100
507-P5	Knowledge Management	80	20		100
507-P6	Facilities Management	80	20		100
	Specialization - 1				100
	Specialization - 2				100
	TOTAL				800

8th Semester

Paper No.	Title of the Paper(s)	External Marks (Theory)	Internal Assessment Marks / Workshop	Practical Marks	Total Marks
508-P1	Strategic Management	80	20		100
508-P2	Supply Chain Management	80	20		100
508-P3	E-Business	50	-	50	100
508-P4	Business Research Methods	80	20		100
	Specialization - 1				100
	Specialization - 1				100
	Specialization - 2				100
	Specialization - 2				100
	TOTAL				800

NOTE:1 Immediately after the completion of the 8th Semester Examination, the students shall proceed for their summer training of 8 weeks duration. The summer training reports prepared shall be assessed in the 9th semester as a compulsory paper.

2.The Summer Training Report shall be submitted by the candidates in the manner as specified in the Ordinance.

3.The duration of the end term examination shall be 3 hours

**CURRICULUM AND SCHEME OF EXAMINATIONS FOR FIVE-YEAR MBA
(INTEGRATED) PROGRAMME**

**FIFTH YEAR
9th Semester**

Paper No.	Title of the Paper(s)	External Marks (Theory)	Internal Assessment Marks/ Workshop	Practical Marks	Total Marks
509-P1	Corporate Governance	80	20		100
509-P2	Entrepreneurship	80	20		100
509-P3	Business Negotiation Skills	80	20		100
509-P4	Summer Training Report	100	-		100
	Specialization - 1				100
	Specialization - 1				100
	Specialization - 2				100
	Specialization - 2				100
	TOTAL				800

10th Semester

Paper No.	Title of the Paper(s)	External Marks (Theory)	Internal Assessment Marks/ workshop	Practical Marks	Total Marks
510-P1	Crisis Management	80	20		100
510-P2	Business Process Reengineering	80	20		100
510-P4	Project Report	100	-		100
510-P5	Comprehensive Viva-voce	100	-		100
	Specialization - 1				100
	Specialization - 1				100
	Specialization - 2				100
	Specialization - 2				100
	TOTAL				800

NOTE:

1. The topic of the Project Report (Code 510-p4) shall be finalized in 9th semester by a Committee comprising of the Faculty members to be constituted by Director/Principal of the concerned Institute after presentation by the candidate before the Committee.
2. The duration of the end term examination shall be 3 hours

SPECIALIZATIONS OFFERED

HUMAN RESOURCE MANAGEMENT

Paper No.	SEM	Title of the Paper(s)	External Marks (Theory)	Internal Assessment Marks/ Workshop	Practical Marks
507-P-HRM-1	VII	Training and Development	80	20	-
508-P-HRM-1	VIII	Performance Management	80	20	-
508-P-HRM-2	VIII	Compensation Management	80	20	-
509-P-HRM-1	IX	Industrial Relations	80	20	-
509-P-HRM-2	IX	Strategic HRM	80	20	-
510-P-HRM-1	X	Talent Management	80	20	-
510-P-HRM-2	X	Organisation Development	80	20	-

FINANCE

Paper No.	SEM	Title of the Paper(s)	External Marks (Theory)	Internal Assessment Marks/ Workshop	Practical Marks
507-P-FIN-1	VII	Management of Financial Services and Institutions	80	20	-
508-P-FIN-1	VIII	Project Management and Infrastructure Finance	80	20	-
508-P-FIN-2	VIII	Strategic Cost Management and Control	80	20	-
509-P-FIN-1	IX	Taxation Laws and Planning	80	20	-
509-P-FIN-2	IX	Management of Insurance Operations	80	20	-
510-P-FIN-1	X	Security Analysis and Portfolio Management	80	20	-
510-P-FIN-2	X	Financial Derivatives	80	20	-

NOTE: 1. The duration of the end term examination shall be 3 hours
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INFORMATION TECHNOLOGY

Paper No.	SEM	Title of the Paper(s)	External Marks (Theory)	Internal Assessment Marks/ Workshop	Practical Marks
507-P-ITM-1	VII	Enterprise Resource Planning	80	20	-
508-P-ITM-1	VIII	Object Oriented Analysis & Design	50	-	50
508-P-ITM-2	VIII	Programming in Oracle	50	-	50
509-P-ITM-1	IX	Multimedia & Web Engineering	80	20	-
509-P-ITM-2	IX	Software Engineering	80	20	-
510-P-ITM-1	X	Programming in Visual Basic	50	-	50
510-P-ITM-2	X	Strategic Management of IT	80	20	-

INTERNATIONAL BUSINESS

Paper No.	SEM	Title of the Paper(s)	External Marks (Theory)	Internal Assessment Marks/ Workshop	Practical Marks
507-P-IBM-1	VII	Multinational Strategic Management	80	20	-
508-P-IBM-1	VIII	Foreign Exchange Management	80	20	-
508-P-IBM-2	VIII	Export Management	80	20	-
509-P-IBM-1	IX	Multinational Financial Management	80	20	-
509-P-IBM-2	IX	International Banking Management	80	20	-
510-P-IBM-1	X	International Logistics	80	20	-
510-P-IBM-1	X	International Investment	80	20	-

NOTE: 1. The duration of the end term examination shall be 3 hours

MARKETING

Paper No.	SEM	Title of the Paper(s)	External Marks (Theory)	Internal Assessment Marks/ Workshop	Practical Marks
507-P-MM-1	VII	Strategic Brand Management	80	20	-
508-P-MM-1	VIII	Integrated Marketing Communication	80	20	-
508-P-MM2	VIII	Customer Relationship Management	80	20	-
509-P-MM-1	IX	Consumer Behavior Analysis	80	20	-
509-P-MM-2	IX	Retail Management	80	20	-
510-P-MM-1	X	E- Marketing	80	20	-
510-P-MM-2	X	Sales & Distribution Management	80	20	-

NOTE: 1. The duration of the end term examination shall be 3 hours

Instructions for the conduct of Practical, Comprehensive Viva-Voce, Workshop etc for MBA/BBA Programme

Conduct of Computer practical, Comprehensive Viva-voce, Workshop etc. wherever applicable, shall be done by a Board of examiners as per provisions in the concerned Ordinances of all programmes of BBA/MBA on invitation of the concerned Director/ Principal of the affiliated Institutes of the University. The external examiner in the concerned subject only shall be invited, who is at present working as faculty on permanent basis against sanctioned post, approved by the University having experience of not less than FIVE years in the University or a Institute/ College affiliated to University for the conduct of computer practical, comprehensive viva-voce, workshop etc.

The concerned Principal/Director of the College/Institute shall request the examiner at his own level and shall make necessary arrangements for the smooth conduct of the examinations as stipulated in the Ordinances. The Principal/Director shall ensure to upload the marks awarded by the examiner(s) on the University website and also submit the hard copy of the award list along with attendance of the candidates and eligibility proof of examiner duly signed by both the examiner and Principal/Director to the office of the Controller of Examinations within 15 days of the conduct of examinations.

The concerned Principal/Director is also required to make payment of TA/DA and examination remuneration to the examiner on the spot as per University norms and the same will be reimbursed by the University after submitting the bills to the Controller of Examinations duly verified by the concerned Principal/ Director of the Institute. The Institutes/Colleges are also advised to invite the examiners from nearby stations only. In case the examiner(s) is/are invited beyond 100 kms. distance (one way), the permission of the University may be sought.

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

BUSINESS ORGANISATION
PAPER CODE: 501-P1

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 : 80
Internal Marks: 20
Time: 3 hrs.

BUSINESS COMMUNICAITON SKILLS
Paper Code: 501-P2

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:

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 MATHEMATICS
PAPER CODE: 501-P3

UNIT-I

Theory of Sets – Meaning, elements, types, presentation and equality of sets; union, intersection, complement & 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: 501-P4

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.

MICRO ECONOMIC FOUNDATIONS

Paper Code: 501-P5

Unit I

Nature & significance of the study of economics; basic needs & problems of a market economy; role of govt. in an economic system; basic tools of economic analysis

Unit II

Law of demand, increase, decrease, extension & construction of demand, factors affecting demand; law of diminishing marginal utility, law of equi-marginal utility; price elasticity of demand, types & methods of measurement of elasticity of demand; law of supply

Unit III

Cost curves, revenue curves, brief description of production function in the short period & long period; economies of scale; simple price determination

Unit IV

Characteristics of different markets; locational decisions; diversification; mergers & acquisition; non-price competition

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
4. P.N.Chopra, Principles of Economics

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: 501-P6

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: 501-P7

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: 502-P1

Unit I

Nature & scope of macro economics; circular flow of income; national income- alternative concepts & measures, income & their relationship; stock & flow variables; aggregate demand, aggregate supply & macro-economic equilibrium; business cycles- nature, causes & remedies

Unit II

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

Unit III

Nature of fiscal policy- objectives & tools; business taxes- types, rationale & incidence; public debt- nature & management; public expenditure

Unit IV

Money- definition, functions of money, demand for money, supply of money, credit creation process & money multiplier; inflation- types, causes, impact & control; monetary policy- objectives & tools, credit control

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: 80
Internal Marks: 20
Time: 3 hrs.

**PRESENTATION SKILLS
PAPER CODE: 502-P2**

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:

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.

PAPER CODE: 502-P3

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: 502-P4**

UNIT-I

Statistics: Meaning, evolution, scope, limitations and applications; data classification; tabulation and
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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:

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: 502-P5

UNIT-I

Session 2014-15

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; **RTI Act 2005 : Purpose, Right to Information and Obligation of Public Authorities, Exemption from disclosure of information.**

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 SYSTEMS PAPER CODE: 502-P6

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: 502-P7

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: 503-P1

UNIT-I

Session 2014-15

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: 80

Internal Marks: 20

Time: 3 hrs.

BUSINESS ETIQUETTE **Paper Code: 503-P2**

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:

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.

DISASTER MANAGEMENT **Paper Code: 503-P3**

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:

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.

CORPORATE LEADERSHIP **Paper Code: 503-P4**

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: 503-P5**

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: 503-P6**

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, ratio 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: 503-P7**

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, 4th ed., Galgotia Publication, New Delhi.
7. Elias M. Awad. (2009). Electronic Commerce: From vision to fulfillment, 3rd 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: 504-P1

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 custodraus, 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 forfacting, 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: 80
Internal Marks: 20
Time: 3 hrs.

INDIAN BUSINESS LEGENDS Paper Code: 504-P2

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 Maharajas, Penguin 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.

DEVELOPING MANAGERIAL SKILLS Paper Code: 504-P3

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:

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.

FUNDAMENTALS OF INTERNATIONAL BUSINESS

Paper Code: 504-P4

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:

1. Rugman Alen M and Hodgetts Richard D, International Business, A Strategic Management Approach, McGraw Hill
2. Dunning John H, The Globalisation of Business, Rontledge London
3. Omkvisil and Shaw, International Marketing
4. Daniels John D and Radebangh Lee H, International Business, Pearson Education
5. 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: 504-P5

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: 80

Internal Marks: 20

Time: 3 hrs.

RESEARCH METHODOLOGY

Paper Code: 504-P6

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, Thomsom Business Information India Pvt. Ltd, Banglore
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: 504-P7

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, 2nd 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-Pommerce: An Indian Perspective. Prentice Hall of India, 2nd 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: 505-P1

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: 505-P2

UNIT – I

Meaning, nature, scope and major decision areas of production management ; production system; meaning and types (production to order & production to stock); facilities location; facilities layout and materials handling.

UNIT – II

Product and process planning & selection; capacity planning; production planning and control.

UNIT – III

Planning and control in mass production and batch production; line balancing and line of balance; work study: objectives; pre-requisites and produre, method study & work measurement.

UNIT – IV

Materials management-meaning, importance and functions, purchasing management; stores

management and inventory management; quality assurance- acceptance sampling, statistical quality control; maintenance management.

Suggested Readings:

1. Paneerselvam, Production and Operations Management, Prentice Hall of India, New Delhi.
2. Krajewski Lee J. & Ritman, Larry P.; Operations Management Strategy & Analysis; 5th edition; Pearson Education; New Delhi; 1999.
3. Chase Richard b., Aquilano, Nicholas J, et al; Production & Operations Management- Manufacturing & Services; 8th edition; Tata McGraw Hill., New Delhi; 1999.
4. Adam, Everett E & Ebert, Ronald J.; Production and Operations Management; Concepts, Models and Behaviour; 5th edition; Prentice Hall of India Private Ltd., New Delhi.
5. Gaither, Norman, Production and Operation Management, Dryden Press, Thomson Learning, Bombay.

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 unit.
3. All questions will carry equal marks.

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

MANAGERIAL ECONOMICS
Paper Code: 505-P3

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.

External Marks: 80

Internal Marks: 20

Time: 3 hrs.

EMOTIONAL INTELLIGENCE

Paper Code: 505-P4

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:

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.

ORGANIZATIONAL BEHAVIOUR **Paper code: 505-P5**

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 Mc Graw 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: 80
Internal Marks: 20
Time: 3 hrs.

SYSTEM ANALYSIS AND DESIGN
Paper code: 505-P6

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:

1. Awad, Elias M. Systems Analysis and Design. 2nd ed., Prentice Hall of India, New Delhi, 1990.
2. Hawryskiewycz, I T. Introduction to Systems Analysis and Design. 2nd ed., New Delhi, Prentice Hall of India, 1991.
3. Hoffer, J. A., George J. F., Valacich, J.S., and Panigrahi, P.K., Modern Systems Analysis and Design, 4th ed., Pearson Education, 2006.
4. Marco, T.d. Structured Analysis & System Specification, New Delhi. Yourdon Press, 1989.
5. Rajaraman, V. Analysis and Design of Information Systems. New Delhi, Prentice Hall of India, 1991.
6. Van Over, David. Foundations of Business Systems. Fort Worth, Dryden Press, 1992.
7. Whitten, J L., Bentley, L.D., and Dittman, K.C., System Analysis and Design Methods, 5th 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 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 PROCESS OUTSOURCING **Paper Code: 505-P7**

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: 506-P1

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: 506-P2

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: 80
Internal Marks: 20
Time: 3 hrs.

BUSINESS ETHICS Paper Code: 506-P3

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:

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.

MARKETING MANAGEMENT
Paper Code: 506-P4**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 13th Edition
2. Panda, Tapan K, Marketing Management, Text and Cases, Excel Books, 2nd 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: 506-P5

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: 506-P6

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: 80
Internal Marks: 20
Time: 3 hrs.

EVENT MANAGEMENT
Paper code: 506-P7

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:

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.

INTERNATIONAL BUSINESS OPERATIONS
Paper Code: 507-P1

UNIT-I

Recent global trends in international trade and finance; motives for internationalization of firms; organizational structure for international business; impact of WTO on international business; international financial markets; regional economic integration and co-operation, international commodity agreement, cartels and stock trading

UNIT-II

Theories of foreign direct investment; impact of FDI on home and host countries, types and motives for foreign collaborations; international business information and communication; strategic planning in international business

UNIT-III

Global manufacturing and material management; outsourcing factors; managing global supply chains; international marketing channels, counter trade practices

UNIT-IV

Harmonizing accounting difference across countries; currency translation methods for consolidating financial statements; the Lessard-Lorange Model, compensation performance appraisal of expatriate staff; ethical dilemmas and social responsibility issues

SUGGESTED READINGS:

1. Daniels, J.D. and H. LEE Radesbaugh, **International Business-Environment and Operations** (New Delhi; Pearson Education)
2. Hill, Charles W.L., **International Business-competency in the Global Marketplace** (New Delhi: Tata McGraw Hill)
3. Sundaram, Anant K and Steward J Black, **The International Business Environment: Text and Cases** (New Delhi: Prentice Hall of India)
4. Sharan, V., **International Business: Concept, Environment and Strategy** (New Delhi, Pearson Education)
5. Beth V. Yarbrough and Robert H. Yarbrough, **The World Economy – Trade and Finance**, Thomson Learning, Singapore

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 : 3hrs.

OPERATIONS RESEARCH
Paper Code: 507-P2

UNIT-I

Operations Research: Evolution, methodology and role in managerial decision making; Linear programming: Meaning, assumptions, advantages, scope and limitations; Formulation of problem and its solution by graphical and simplex methods; special cases in simplex method: infeasibility, degeneracy, unboundedness and multiple optimal solutions; duality.

UNIT-II

Transportation problems including transshipment problems; Special cases in transportation problems: unbalanced problems, degeneracy, maximization objective and multiple optimal solutions; assignment problems including traveling salesman's problem. Special cases in assignment problems: unbalanced problems, maximization objective and multiple optimal solutions.

UNIT-III

PERT/CPM: Difference between PERT and CPM, network construction, calculating EST, EFT, LST, LFT and floats, probability considerations in PERT, time-cost trade-off. Decision theory: decision making under uncertainty and risk, Bayesian analysis, decision trees.

UNIT-IV

Game theory, pure and mixed strategy games; principle of dominance; two person zero sum game; Queuing theory: concept, assumptions and applications; analysis of queue system, Poisson distributed arrivals and exponentially distributed service time models (MM1 and MMK); Simulation; meaning, process, advantages, limitations and applications.

SUGGESTED READINGS:

1. Paneerselvam, Operations Research, Prentice Hall of India, N.Delhi.
2. Taha, Operations Research: An Introduction, Prentice Hall of India, N.Delhi.
3. Vohra, N.D.; Quantitative Techniques in Management; Tata McGraw Hill Publishing Company Ltd., New Delhi.
4. Kapoor, V.K., Operations Research; Sultan Chand & Sons, New Delhi.
5. Sharma, J.K., Operations Research: Theory and Applications, Macmillan India Ltd, New Delhi.
6. Kalavathy, Operations Research, Vikas 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.

CROSS CULTURAL MANAGEMENT
Paper Code: 507-P3

UNIT-I

Introduction – Nature and dimensions of culture, international management and culture, Hofstede's cultural dimensions, Trompenaars' cultural dimensions shift in culture, factors causing shift in culture

UNIT-II

Cultural Impact on Internal Arrangements – Organizational culture and diversity, interaction between national culture and organizational culture, building multicultural teams, cross cultural communication, communication barriers, culture and structure, cultural differences affecting negotiations

UNIT-III

Managing across Cultures – Cross cultural differences and similarities, planning change across cultures, implementing strategy across contexts, international joint ventures, headquarters and subsidiary

UNIT-IV

HR Issues – Motivation across cultures, leadership across cultures, talent acquisition and deployment culture shock, training for expatriate assignment, compensating the expatriates

SUGGESTED READINGS:

1. Mead, Richard, International Management – Cross Cultural Dimensions, Blackwell Business, Oxford, UK
2. Hodgetts, Richard, Fred Luthans and Jonathan Doh, International Management – Culture, Strategy and Behaviour, Tata Mc Graw Hill, New Delhi
3. Jacob, Nina, Intercultural Management, Kogan Page India Pvt. Ltd., New Delhi
4. Trompenaars, Fons and Charles Hampden – Turner, Riding the Waves of Culture, Nicholas Brealey Publishing, 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: 80
Internal Marks: 20
Time: 3 hrs.

MANAGEMENT INFORMATION SYSTEM
Paper code: 507-P4

UNIT-I

Concepts of information systems: Components of an information system, Information system resources, Information system activities; Types of information systems; Challenges of information systems; Developing information system.

UNIT-II

Information systems planning and strategic advantage: Process of information system planning, Strategic alignment of business and information technology; Strategic roles for information systems, Breaking business barriers; Reengineering business processes, Improving business quality.

UNIT-III

Functional business information systems: Marketing information systems; Manufacturing information systems; Human Resource information systems; Accounting information systems; Financial information systems.

UNIT-IV

Managing information systems: Information systems security and control; Ethical and social impact of information systems. Advanced concepts in information systems: Enterprise resource planning; Supply chain management; Customer relationship management; Procurement management.

SUGGESTED READINGS:

1. Kumar, M., Business Information Systems, Vikas Publishing House, 2003.
2. O'Brien, J.A., and Marakas, G.M., Management Information Systems, 7th ed., Tata McGraw- Hill, Session 2014-15

New Delhi, 2007.

3. O'Brien, J.A., Management Information Systems, 4th ed., Galgotia Publication, New Delhi, 2002.
4. Alter, S., Information Systems – The Foundation of E-Business, 4th ed., Pearson Education, 2006.
5. Laudon, K.C., and Laudon, J. P., Management Information Systems, 7th ed., Pearson Education, 2003.
6. Marco, T.d. Structured Analysis & System Specification, New Delhi. Yourdon Press, 1989.
7. Rajaraman, V. Analysis and Design of Information Systems. New Delhi, Prentice Hall of India, 1991.
8. Van Over, David. Foundations of Business Systems. Fort Worth, Dryden Press, 1992.

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.

KNOWLEDGE MANAGEMENT

Paper code: 507-P5

UNIT-I

Introduction – The context and concept of knowledge management, phases of knowledge development, community of practice, knowledge leader, leading knowledge teams, developing and sustaining knowledge culture, managing knowledge workers

UNIT-II

Knowledge Foundations – Structural support for knowledge management, Hr practices for knowledge management, knowledge creation and knowledge architecture, capturing tacit knowledge, knowledge capture techniques, knowledge management technologies

UNIT-III

Knowledge Applications – Developing a core knowledge framework, knowledge codification, knowledge transfer and knowledge sharing, developing and managing knowledge repositories, knowledge portals, knowledge transfer in e-world

UNIT-IV

Knowledge Management Audit – Evaluating the knowledge management, challenges in knowledge management review, ethical, legal and managerial issues, sustainable knowledge management

SUGGESTED READINGS:

1. Awad, Elias M and Hassan M. Ghaziri, Knowledge Management, Pearson Education, New Delhi
2. Debowski, Shelda, Knowledge Management, Wiley India Pvt. 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.

FACILITIES MANAGEMENT
Paper code: 507-P6

UNIT-I

Introduction – Nature and scope of facilities management, qualities of successful facility manager; facility planning – operational plans, strategic plans, emergency plans, energy planning; financial planning – operational budgets, capital budgets, major financing

UNIT-II

Real Estate – Building leases, site selection, acquisitions, property appraisals, subleasing, regulatory and compliance issues, environmental protection; spacement management – space planning concepts and policies, space inventory, forecasting needs, furniture and interior plans, technology

UNIT-III

Design – Code compliance, construction management, building system, architectural design, lighting, ergonomics, energy management, indoor air quality, emission

UNIT-IV

Emergency preparedness – Key elements, planning for potential disasters, emergency response programme, written safety plan, evacuations, maintaining vital operations

SUGGESTED READINGS:

1. Teicholz, Eric, Facility Design and Management Handbook, Mc Graw Hill, Inc.
2. Gustin, Joseph, Facility Manager's Handbook, The Fair Mount Press, Georgia
3. Martin, David, The A-Z of Facilities Management, Thorogood Publishing Ltd., London
4. Tomkins, J A and J A White, Facilities Planning, John Wiley and Sons, USA

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.

STRATEGIC MANAGEMENT
Paper Code: 508-P1

UNIT-I

Strategic Management Process: defining strategy, levels of approaches to strategic decision making, process of strategic management, roles of strategies, mission and objectives, strategic business unit, environment – concept, components and appraisal

UNIT-II

Organization appraisal and strategy formulation: organizational dynamics and structuring organizational appraisal, SWOT analysis formulation – corporate level strategies and business strategies, strategy analysis and choice – the process, BCG matrix, GE matrix, SPACE approach, QSP matrix and strategic plan

UNIT-III

Strategy implementation: aspects, structures, design and change; behavioural implementation – leadership, culture, value and ethics

UNIT-IV

Functional implementation: functional strategies, plans and policies; marketing; financial, personal, operations, its plans and policies; strategic evaluation and control – an overview of strategic evaluation and control, techniques of strategic evaluation and control

SUGGESTED READINGS:

1. Kazmi, Azhar, Business Policy and Strategic Management, Tata McGraw Hill Publishing Company Ltd., New Delhi
2. David, Fred R. Strategic Management – Concept and Cases, Pearson Education, Delhi
3. Hitt, M.A., Ireland R.D. and Hos Kisson R.D., Strategic Management Competitiveness and Globalisation; Thomson Asia Pvt. Ltd.
4. Pearce II J A and Robinson Jr., R.B., Strategic Management – Strategy Formulation and Implementation, AITBS Publishers and Distributors, 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.

SUPPLY CHAIN MANAGEMENT
Paper code: 508-P2

UNIT-I

Introduction to Supply Chain Management – Generalized Supply Chain Model, Integrative Management, Responsiveness, Financial Sophistication, Important elements of supply chain management, global optimization, managing uncertainty, future trends in supply chain management, cross functional and inter-organizational linkages in supply chain management

UNIT-II

Customer Accommodation – Customer focused marketing, customer service, customer satisfaction, customer success; forecasting – forecasting requirements, components, process, and techniques, accuracy, replenishment; product design and development process: supply chain perspective on design, development process, organizational role in supply chain management, approaches to improve product and service design

UNIT-III

Importance of purchasing, sourcing decisions, sourcing strategies, purchasing process, trends in purchasing models, e-procurement, importance of logistics; logistic decision areas; logistics strategy; logistics design models; sales and operations planning(S&OP) strategy; major approaches to S&OP planning; organizing for and implementing S&OP planning; services consideration

UNIT-IV

Inventory in supply chain; major scheduling; material requirement planning; production activity control and vendor order management systems; synchronizing planning and control across the supply chain; just-in-time perspective on waste and inventory; kan-ban system; understanding the SCM information needs; diagnosing and improving SCM information flows; supply chain information system; sustaining competitive advantage- supply chain process integration, performance measurement along the supply chain, looking to the future of supply chain

SUGGESTED READINGS:

1. Bozarth, Cecil C & Handfield, Rober B, Introduction to Operations and Supply Chain Management; Pearson Education, New Delhi
2. Wisner, Joel D, Leong, G Keong & Tan, Keah-Phoon, Principles of Supply Chain Management – A Balanced Approach, Thomson Learning, New Delhi
3. Gaither, Norman & Frazier, Greg, Operations Management, Thomson Learning, New Delhi
4. Mahadevan, B, Operations Management – Theory and Practice, Pearson Education, New Delhi
5. Krajewsk, Lee J & Ritzman, Larry P, Operations Management – Processes and Value Chains, 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: 50
Time: 3 hrs.

E-BUSINESS
Paper Code: 508-P3

UNIT-I

Introduction to E-Business: Basics of E-Business – history of internet, evolution of e-business, traditional business vs. e-business, organizational culture for e-business; e-business framework – from markets to communities, components of an e-enabled sell site, commerce platforms, e-enabled customer service, e-procurement; e-business development – e-business strategy (planning to action); e-business design

UNIT-II

E-Business Operations: e-marketplaces; e-procurement; supply chain management and e-business; enterprise resource planning; knowledge management and e-business

UNIT-III

E-Business technologies and Trends: e-business infrastructure; e-business technologies; e-banking; egovernance; mobile business

UNIT-IV

Issues and Challenges in E-Business: E-business applications; e-security; cyber crimes and cyber laws; computer fraud and abuse act; software piracy; computer viruses and harmful software; challenges in e-business; future of e-business

SUGGESTED READINGS:

1. Bozarth, Cecil C & Handfield, Rober B, Introduction to Operations and Supply Chain Management; Pearson Education, New Delhi
2. Wisner, Joel D, Leong, G Keong & Tan, Keah-Phoon, Principles of Supply Chain Management – A Balanced Approach, Thomson Learning, New Delhi
3. Gaither, Norman & Frazier, Greg, Operations Management, Thomson Learning, New Delhi
4. Mahadevan, B, Operations Management – Theory and Practice, Pearson Education, New Delhi
5. Krajewsk, Lee J & Ritzman, Larry P, Operations Management – Processes and Value Chains, Pearson Education, 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.

BUSINESS RESEARCH METHODS
Paper code: 508-P4

UNIT-I

Business Research: Definition, types of business research; the language of research – concept, constructs, definitions, variables, propositions and hypothesis, theory and models; research – identification of research problem, statement of research objective and hypothesis, formulation research question, role of business research in managerial decision; ethics in business

UNIT-II

Research Design: Exploratory, descriptive, experimental designs and case study; measurement of variables; operational definitions and scales – nominal and ordinal scales, rating scales, ranking scales; reliability and validity – content validity, criterion related validity and construct validity; research tools – questionnaire, check list, interview schedule; measurement and scaling – attitude measurement; sampling methods – probabilistic and nonprobabilistic sampling, sample design and procedures; sample size estimation

UNIT-III

Frequency distribution, cross tabulation and hypothesis testing; test of significance – assumptions about parametric and non-parametric tests; parametric test – T test, F test and Z test; non-parametric test – U test, Kruskal Wallis, sign test, Bivariate (Anova, Chi-Square); multiple regression, factor analysis, multi-dimensional scaling, multivariate analysis – factor, cluster, MDS, discriminate analysis, SPSS and its applications

UNIT-IV

Research Reports: Components, the title page, table of contents, executive summary, introductory section, body of the report, final part of the report, acknowledgements, references, appendix; guidelines for preparing a good research report; oral presentation – deciding on the content; visual aids; the presenter and the presentation and handling questions

SUGGESTED READINGS:

1. Kothari, C R, Research Methodology, New Age International Publishers
2. Zikmund, Business Research Methods, Cengage/Thomson

3. Paneerselvam, R, Research Methodology, PHI, New Delhi
4. Bhattacharya, D K, Research Methodology, Excel Books
5. Gupta, S L, Marketing Research, Excel Books
6. Easwaran & Singh, Marketing Research: Concepts, Practices and Cases, Oxford
7. Cooper & Schindler, Business Research Methods, Tata Mc Graw Hill

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.

CORPORATE GOVERNANCE
Paper Code: 509-P1

UNIT-I

Introduction – Concept of corporate governance, need for corporate governance, issues in corporate governance, corporate governance mechanism, corporate social responsibility, obligation to society, investors, employee, customers

UNIT-II

Board of Director – Composition and role of Board of Directors, legal aspects and liabilities, functions and duties of the board, committees of the board, role of independent directors

UNIT-III

Financial Disclosures – Code of corporate governance, accounting standards and disclosures, financial disclosure norms and practices, role of audit committee, SEBI and Government

UNIT-IV

Contemporary Issues – Corporate governance in banks, role of trustees, Cadbury Report, Greenbury Report, CII's recommendations

SUGGESTED READINGS:

1. Baxi, C V, Corporate Governance, Excel Books
2. Gopaldaswamy, Corporate Governance, New Age International Pvt. Ltd.
3. Swami, Parthasarthy, Corporate Governance, Biztantra, 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.

ENTREPRENEURSHIP
Paper Code: 509-P2

UNIT-I

Entrepreneurship – Concept, knowledge and skills requirement, characteristics of successful entrepreneurs, role of entrepreneurship in economic development, entrepreneurship process, factors impacting emergence of entrepreneurship, managerial vs. entrepreneurial approach and emergence of entrepreneurship

UNIT-II

Creating Entrepreneurial Venture – Environmental scanning, competitor and industry analysis; feasibility study – market feasibility, technical/operational feasibility, financial feasibility; drawing business plan; preparing project report; presenting business plan to investors

UNIT-III

Sources of Finance – Debt or equity financing, commercial banks, venture capital; financial institutions supporting entrepreneurs; legal issues – intellectual property rights patents, trade marks, copy rights, trade secrets, licensing, franchising

UNIT-IV

Role of Central and State Governments in promoting entrepreneurship, various incentives, subsidies, fiscal and tax concessions; agencies in entrepreneurship development – District Industries Centres (DICs), Small Industries Service Institute (SISI), Entrepreneurship Development Institutes of India (EDII); Women Entrepreneurs – role, problems, prospects

SUGGESTED READINGS:

1. Hisrich, Robert D., Michael Peters and Dean Shepherd, **Entrepreneurship**, Tata McGraw Hill, New Delhi
2. Barringer, Brace R., and R. Duane Ireland, **Entrepreneurship**, Pearson Prentice Hall, New Jersey (USA)
3. Lall, Madhurima, and Shikha Sahai, **Entrepreneurship**, Excel Books, New Delhi
4. Charantimath, Poornima, **Entrepreneurship Development and Small Business Enterprises**, Pearson Education, New Delhi
5. Kuratko, Donand and Richard Hodgetts, **Entrepreneurship**, Cengage Learning India Pvt. 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 NEGOTIATION SKILLS
Paper Code: 509-P3

UNIT-I

Negotiation Fundamentals – Nature of negotiation, strategies and tactics of distributive bargaining an integrative negotiation, strategic and planning issues in negotiation

UNIT-II

Negotiation Sub Processes – Building blocks of negotiation: Perception, cognition and emotions; role of communication in negotiation, sources and application of power in negotiation, ethical issues in negotiation

UNIT-III

Negotiation Contexts – Relationship in negotiations: agents, constituencies, coalitions; individual differences in negotiation: personality, abilities, gender

UNIT-IV

Key Issues – International and cross-cultural negotiation, managing negotiation impasses managing negotiation mismatches, managing difficult negotiations

SUGGESTED READINGS:

1. Lewicki, Roy J., David M Saunders and Bruce Barry, Negotiations, Tata McGraw Hill, New Delhi
2. Rao, S.L., Negotiation Made Simple, 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.

CRISIS MANAGEMENT
Paper Code: 510-P1

UNIT-I

Introduction – Nature and types of crisis, physical damage crisis, non-physical damage crisis; stages of crisis – pre crisis stage, acute crisis stage, past crisis stage; consequences of crisis

UNIT-II

Crisis Communication Plan – Crisis notification, staff awareness, public relations team, rationale, policy and process of crisis communication plan, crisis team command centre, organizing media interfaces, action plan, mechanism of passing information

UNIT-III

Business Continuity Planning – Prevention element, testing state of readiness, emergency response plan, business redemption plan, steps in managing crisis, crisis support staff, documentation, crisis log

UNIT-IV

Crisis Management Strategy – Crisis trigger point, developing crisis management infrastructure; formation of crisis management team, role of crisis management team during pre crisis stage, acute crisis and post crisis stage, exercising crisis management plan

SUGGESTED READINGS:

1. Devlin, Edwards, Crisis Management Planning and Execution, Auerbach Publications
2. Batchelor, Paul, Surviving Corporate Crisis, Thorogood
3. Lewis, Gerald, Organizational Crisis Management, Auerbach 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

3. required to attempt four questions selecting one question from each unit.
All questions will carry equal marks.

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

BUSINESS PROCESS RE-ENGINEERING
Paper Code: 510-P2

UNIT-I

Concept, origin and evolution of Business Process Reengineering (BPR), basics of BPR, objectives and drivers of BPR, elements of BPR, benefits of BPR, impact of BPR

UNIT-II

BPR Principles and Dimensions – Principles of BPR, process redesign and process improvement, process mapping tools, process innovation, organizational and human resource enablers of process change, designing and implementing new processes

UNIT-III

Role of IT in BPR, strategic aspects of BPR, operational aspects of BPR; improvement, managing reengineering projects

UNIT-IV

BPR and ERP, BPR and quality improvement, innovative BPR in manufacturing industry, emerging trends in BPR, future of BPR

SUGGESTED READINGS:

1. Davenport, Thomas (1993), Process Innovation: Reengineering work through information technology, Harvard Business School Press, Boston
2. Davenport, Thomas (1995), Reengineering – The Fad That Forgot People, Fast Company, November, 1995
3. Hammer, Michael and Champy, James (1993), Reengineering the Corporation: A Manifesto for Business Revolution, Harper Business
4. Radha Krishan, R and S Balasubramanian, Business Process Reengineering – Text and Cases, Prentice Hall of India Pvt. Ltd., New Delhi
5. Hunt, Daniel, Process Mapping – How to Reengineer your Business Process, John Wiley and Sons Inc, New Delhi
6. Manganelli, Raymond, and Mark Kelein, The Reengineering Handbook: A Step by Step Guide to Business Transformation, American Management Association, New York

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.

PERFORMANCE MANAGEMENT
Paper Code: 507-P-HRM-1

UNIT-I

Basics of Performance Management – Concept, essence, scope, need for performance management as a system, principles, PM vs. PA, performance management process, performance management and strategic planning linkages, performance and potential management

UNIT-II

Measuring Performance – Managing for results, managing behaviour, managing competencies, conducting performance reviews

UNIT-III

Designing and Implementing Performance Management Process – Performance Planning, defining objectives and performance standards, defining capability requirements, performance management system implementation, automation of performance management process, legal requirements

UNIT-IV

Key Issues – 360o feedback, feedback, counseling and coaching, strategy maps and balance score card, management team performance, managing organizational performance, performance management and pay, performance management training, evaluating performance management

SUGGESTED READINGS:

1. Armstrong, Michael, Performance Management – Key strategies and Practical Guidelines, Kogan Page
2. Cokins, Gary, Performance Management, Finding the Missing Pieces, John Wiley and Sons
3. Shields, John, Managing Employees Performance and Reward, Cambridge University, NODA
4. Aguinis, Herman, Performance Management, Pearson Education Inc.

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.

TRAINING AND DEVELOPMENT
Paper Code: 507-P-HRM-1

UNIT-I

Training – Concept and rationale; strategic importance of training and development, training process; training needs assessment – organizational analysis, training needs in different strategies; models of organizing the training department; competency mapping

UNIT-II

Designing the training programme: Process of learning in training programme – attributes and factors influencing; learning process; learning styles; training climate and pedagogy; selection and training of trainers; developing training modules; training aids

UNIT-III

Training methods and techniques – Role playing, business games, in basket exercises, laboratory training; incidents and cases; lecture, programmed instructions; inspirational techniques – brainstorming, mind mapping, creative problem solving, mentoring, executive coaching, employee counseling, e-learning

UNIT-IV

Evaluation of Training – Need for evaluation, principles of evaluation, criteria and approaches; return on investment in training, process of calculating ROI in training; emerging trends in training and development; new perspective on training – cross cultural training, transfer of training

SUGGESTED READINGS:

1. Noe, Raymond A, Employee Training and Development, Tata McGraw Hill Publishing Co. Ltd, New Delhi
2. Naik, G Pandu, Training and Development – Text, Cases and Research, Excel Books, New Delhi
3. Jankiraman, B, Training and Development, Biztantra, New Delhi
4. Agochia, Devendra, Every Trainer's Handbook, New Delhi, Sage Publications
5. De Simone, R.L. and Harris, D.M., Human Resource Management, Thomson Learning
6. Blanchard, P Nick, and James W Thacker, Effective Training – Systems, Strategies and Practices, 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.

COMPENSATION MANAGEMENT
Paper Code: 508-P-HRM-2

UNIT-I

Role of compensation in organization: economic and behavioural theories related to compensation; strategic perspectives of compensation; compensation as motivational tool; compensation policy

UNIT-II

Internal and external equities in compensation system; determining the worth of jobs; understanding inter and intra-industry compensation differentials, designing pay structure and administering compensation package; understanding different components of compensation package like fringe benefits, incentives and retirement plans; pay for performance plans

UNIT-III

Compensation of special group: Corporate Directors, Chief Executives, Senior Managers; components of executive compensation package; compensation of professionals and knowledge workers, R&D staff, sales compensation plan, international compensation

UNIT-IV

Statutory provisions governing different components of reward systems; working of different institutions related to reward system like wage boards, pay commissions, role of trade unions in compensation management; tax planning

SUGGESTED READINGS:

1. Milkovich, George T and Newman J.M., **Compensation**, Tata McGraw Hill
2. Henderson, R.O., **Compensation Management**, Pearson Education
3. Martocchio, J.J., **Strategic Compensation**, Pearson Education
4. Armstrong, M and Murlis H, **Reward Management**, Kogan Page, UK
5. Singh, B.D., **Compensation Reward 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

INDUSTRIAL RELATIONS
Paper Code: 509-P-HRM-1

UNIT-I

Industrial Relations: Concept, Scope, Objectives, emerging socio-economic and technoeconomic profile; Impact of technological change on industrial relations; Role of State in managing industrial relations factors affecting industrial relations.

UNIT-II

ILO and Trade Unions: Objectives and functions; Development of trade Union movement in India; Challenges of Trade Union movement; Forms of union; Trade Union response toward liberalization and change; Role and objectives of ILO. Prevention and settlement of disputes.

UNIT-III

Labor Legislations: Objectives, forms and significance; Grievance handling legislations: Social security legislations, Regulatory legislations and protective and employment legislations; Harmony and discipline

UNIT-IV

Co-ownership management; Concept and significance; Involvement of workers with management processes; Strategic implementation of WPM; Collective bargaining and empowerment: role, methods and significance to quality management. Quality of work life

SUGGESTED READINGS:

1. Ramaswamy, E. **Managing Human Resources**, Oxford University Press, New Delhi
2. Venkataratnam, C.S. and Sinha, Pravin, **Trade Union Challenges at the Designing** of 21st Century, IIRAAExcel Books, New Delhi
3. Monappa, A. **Industrial Relations**, Tata McGraw Hill, New Delhi
4. Monappa, A. **Managing Human Resources**, Tata McGraw Hill, New Delhi
5. Sinha, Sinha, Sakher, **Industrial Relations, Trade Unions and Labour Legislations**, Pearson Education, New delhi
6. Venkataratnam, C.S., **Industrial Relations**, Oxford University Press, New Delhi
7. Dutta, S.K. **Guide to Disciplinary Action**, Tata McGraw Hill, 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.

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3. All questions will carry equal marks.

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

STRATEGIC HUMAN RESOURCE MANAGEMENT
Paper Code: 509-P-HRM-2

UNIT-I

HR environment; HRM in knowledge economy; concept of SHRM: investment perspective of SHRM, evolution of SHRM, strategic HR vs. traditional HR, barrier to strategic HR, role of HR in strategic planning

UNIT-II

Strategic fit frameworks: linking business strategy and HR strategy, HR bundles approach, best practice approach; business strategy and human resource planning; HRM and firm performance linkages – measures of HRM performance; sustained competitive advantages through inimitable HR practices

UNIT-III

HR Systems: staffing systems, reward and compensation systems, employee and career development systems, performance management systems

UNIT-IV

Strategic options and HR decisions – Downsizing and restructuring, domestic and international labour market, mergers and acquisitions, outsourcing and off shoring

SUGGESTED READINGS:

1. Mello, Jeffrey A., Strategic Human Resource Management, Thomson Learning Inc.
2. Agarwala, Tanuja, Strategic Human Resource Management, Oxford University Press, New Delhi
3. Dreher, George and Thomas Dougherty, Human Resource Strategy, Tata McGraw Hill
4. Greer, Charles, Strategic Human Resource Management, Pearson Education
5. Belcourt, Monica and Kenneth McBay, Strategic Human Resource Planning, Thomson Learning Inc.

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.

TALENT MANAGEMENT
Paper Code: 510-SHRM-1

UNIT-I

Introduction – Concept of talent management, strategic importance of talent, talent imperatives, elements of talent management, workforce diversity and talent management, role of HR in talent management

UNIT-II

Talent Procurement and Deployment – Identifying talent needs, sourcing talent; developing talent, deployment of talent, establishing talent management system, talent multiplication

UNIT-III

Talent Retention – Cost and consequences of talent departure, diagnosing causes of talent departure, measuring and monitoring turnover and retention data, designing engagement strategies, drivers of engagements

UNIT-IV

Return of Talent – Measuring contribution of talent to business performance, talent metrics, measuring human capital investment, transformation and reorganization of HR, new imperatives, talent forces of tomorrow

SUGGESTED READINGS:

1. Cheese, Peter, Robert J Thomas and Elizabeth Craig, The Talent Powered Organization, Kogan Page Ltd.
2. Stringer, Hank & Rusty Rueff, Talent Force: A New Manifesto for the Human Side of Business, Pearson Education, Prentice Hall Upper Saddle River, New Jersey
3. Sears David, Successful Talent Strategies, American Management Association, AMACOM, Press, New York
4. Lawyer III, Edward E, Talent: Making People your Competitive Advantage, Dave Ulrich, Jossey-Bass, A Wiley Imprint
5. Phillips, Jack J, Lisa Edwards, Managing Talent Retention, An ROI Approach, Pfeiffer, A Wiley Imprint
6. David, Tony, Maggie Cutt, Neil Flynn, Peter Mowl and Simon Orme, Talent Assessment, Gower Publishing Ltd., Hampshire Ltd.

Note:

1. **Instructions for External Examiner:** The question paper shall be divided in two sections.
Session 2014-15

- 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.
- 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.
 - All questions will carry equal marks.

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

ORGANISATION DEVELOPMENT

Paper Code: 510-SHRM-2

UNIT-I

Introduction – Origins and evolution of Organization Development (OD), nature and characteristics of OD; OD core – concept of planned change, change models, action learning, OD Process

UNIT-II

OD Focus – Strategy, organizational design, structure of work, culture, workforce development, team development, leadership development; OD consulting – consulting process, phases, contract, facilitation and coaching

UNIT-III

OD Interventions – Person centred OD interventions – T group, process consultation, third party peace making, team building interventions, organization wide interventions

UNIT-IV

Special Issues in OD – OD in global context, fostering mission and commitment, designing high performance work systems, creating human organization, future of OD

SUGGESTED READINGS:

Gallos, Joan V, Organizational Development, Jossey – Bass, USA
Rothwell, William, and Ronald L Sulliran, Practicing Organization Development, JohnWily & Sons, San Francisco, USA
Bradford, David L and W Warner
Burke, Reinventing Organization Development, JohnWily & Sons, San Francisco, USA
Cummings, Thomas G and Christopher G Worley, Organisation Development and Change, Thomson Learning
Ramnarayan S., T V Rao and Kuldeep Singh, Organisation Development Interventions and Strategies, Response Books, New Delhi
Franch, Wendell L and Lecil H Bell, Organisation Development, PHI, New Delhi

Note:

- 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.
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3. All questions will carry equal marks.

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

MANAGEMENT OF FINANCIAL SERVICES AND INSTITUTIONS
Paper Code: 507-P-FIN-1

UNIT-I

Financial Services: salient features, scope and problems; mutual funds; venture capital financing; regulatory and theoretical framework of leasing; issue management activities/procedures of merchant banking

UNIT-II

Credit rating; factoring and forfeiting; housing finance; merger/amalgamation and acquisition/takeover; debt securitization

UNIT-III

Development Banks - operational policies and practices of IDBI, ICICI, IFCI, SIDBI; EXIM BANK; UTI; LIC; segments/instruments of money market

UNIT-IV

Mechanism of security trading, NSE, OTCEI, scripless trading, depository system and custodial services; SEBI – its objectives, functions and powers

SUGGESTED READINGS:

1. Bhole, L. M., **Financial Institutions and Markets**, Tata McGraw Hills, New Delhi
2. Khan, M. Y., **Financial Services**, Tata McGraw Hill, New Delhi
3. Pathak, **Indian Financial System**, Pearson Education
4. Khan, M.Y., **Indian Financial System**, Tata McGraw Hill, New Delhi
5. Machiraju, H.R., **Indian Financial System**, Vikas Publishing House
6. Machiraju, H.R., **Working of Stock Exchange in India**, New Age Publication
7. Shrivastava, R.M., and Nigam, Divya, **Management of Indian Financial Institutions**, 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.

PROJECT MANAGEMENT AND INFRASTRUCTURE FINANCE
Paper Code: 508-P-FIN-1

UNIT-I

Phases and objectives of capital budgeting; generation and screening of project ideas; market, demand and situational analysis, technical analysis and financial analysis.

UNIT-II

Special decision situations, analysis of project risk; appraisal criteria, firm risk and market risk

UNIT-III

Social cost benefit analysis, UNIDO approach, SCBA by financial institutions, project financing in India project appraisal by financial institutions, environmental appraisal of Projects.

UNIT-IV

Project management: organization, planning, control, human aspects and pre-requisites. Financing infrastructure projects: Concept, rational and financial instruments; Public finance for infrastructure projects; BOOT/ BOT system for infrastructure projects.

SUGGESTED READINGS:

1. Chandra, Prasanna, **Projects : Planning Analysis, Selection, Implementation and Review**, Tata McGraw Hill, New Delhi, 2002.
2. Bhavesh, M Patel, **Project Management**, Vikas Publishing House, New Delhi.
3. Machiraju, H. R., **Project Finance**, Vikas Publishing House, New Delhi.
4. Rao, P.C.K., **Project Management and Control**, Sultan Chand & Sons, N.Delhi.
5. Nijiru, Cyrus and Merna, Tony, **Financing Infrastructure Projects**, Thomas Telford, UK, ISBN

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.

STRATEGIC COST MANAGEMENT AND CONTROL
Paper Code: 508-P-FIN-2

UNIT-I

Conceptual framework of SCM, environmental influences on cost management practices, role of SCM in strategic positioning; cost management tools - life cycle costing, target costing, kaizen costing, JIT & theory of constraints, BPR and bench marking

UNIT-II

Nature of activity-based costing (ABC); benefits and limitations of ABC; limitation of volume –based costing system, indicates of ABC; activity hierarchies; cost drivers; designing an ABC system

Activity-based management; operational and strategic application of ABC; customer profitability analysis, process value analysis, financial measures of activity efficiency; Nature of value-chain analysis; activity analysis and linkage analysis; application of linkage analysis in cost reduction and value addition

UNIT-III

Functional-based planning and control; budgeting –nature, administration and effectiveness; budgeting cycle; activity-based budgeting; Kaizen approach; ZBB; performance budgeting; human aspects of budgeting; responsibility centers and financial control – nature and role of responsibility centres; accounting and evaluation of responsibility centers, measuring the performance of investment centre – ROI, RI, EVA; transfer pricing and its applications

UNIT-IV

Strategic-based performance measurement system: balanced score card – prospective and limitations; establishing objectives and performance measures in different perspectives of balance score card; productivity measurement and control; productivity efficiency; partial and total productivity measurement; measuring changes in activity and process efficiency; quality cost management and reporting system

SUGGESGTD READINGS:

1. Drury, Colin, **Management Accounting and Control**, Thomson Learning
2. Horngren, Datar Foster, **Cost Accounting**, Pearson Education
3. Hansen and Mowen, **Cost Management**, Thomson Learning
4. Kaplan, Atkinson and Young, **Management Accounting**, Pearson Education
5. Kaplan, Atkinson, **Advanced Management Accounting**, Pearson Learning
6. Anthony, Robert N., and Govindrajana, Vijay, **Management Control System**, McGraw Hill

Note:

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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.

TAXATION LAWS AND PLANNING
Paper Code: 509-P-FIN-1

UNIT-I

Basic concepts of Income Tax, brief overview of computation and income under different heads of income; general deductions from gross total income

UNIT-II

Corporate tax: Company – definitions, residential status and tax incidence, assessment of company and computation of tax liability

UNIT-III

Business Tax Procedure and Management: Deduction and collection of tax at source, refund of excess payments, return/assessment of income, income tax authorities and their powers, appeals, revisions and references

UNIT-IV

Tax Planning/Avoidance/Evasion: Concept, tax planning with reference to financial management decisions – capital structure decision, dividend policy decision; tax planning with reference to managerial decisions – purchase vs. lease, make or buy, close or continue, repairs, replace, renewal or renovation

SUGGESTED READINGS:

1. Lal, B B, Direct Taxes, Pearson Education
2. Mehrotra and Goyal, Income Tax Law and Practice, Sahitya Bhawan Publications, Agra
3. Sighania, V K and Singhanian, Student Guide to Income Tax, Taxman Publications
4. Singhanian, V K and Singhanian, Kapil, Direct Taxes Law and Practice, Taxman Publications
5. Singhanian, V K, Singhanian, Kapil and others, Direct Tax Planning and Management, Taxman Publications
6. Study Material of Institute of Company Secretaries of India

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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.

MANAGEMENT OF INSURANCE OPERATIONS
Paper Code: 509-P-FIN-2

UNIT-I

Origin and development of insurance sector; insurance sector reforms; classification and sources of risks; objective and process of risk management; nature and types of insurance operation; aspects of supply chain management; distribution strategy; factors affecting organization design and structure; measuring efficiency of operations, insurance strategy formulation and implementation; customer focus in insurance operation; consumer behaviour, segmentation and positioning of insurance products

UNIT-II

People, process and sales force management in insurance; information system and data base management for insurance operation; fundamental of underwriting; underwriting information; underwriting process for different contracts; implementation of operational control; objective of investment in insurance management; financial risk assessment and management; portfolio management in insurance industry; IRDA guidelines on investments; asset-liability management in insurance companies

UNIT-III

Role, power and functions of IRDA; meaning, function and scope of life insurance; general principles of life insurance; mathematical basis of life insurance; terms and clauses of life insurance contract; proposals and policies; assignment and nomination; essential elements of claim; claim management and organization structure; claim cost and cost effective settlement; claim procedure in relation to claimant and insurer

UNIT-IV

Law relating to general insurance; general principles of general insurance; meaning, function and scope of motor and fire insurance; terms of insurance contract; claim documentation and procedure; role of surveyors and loss assessors; claim, procedure and documentation; role of information technology in claim management

SUGGESTED READINGS:

1. Reijda, George E, Principles of Risk Management and Insurance, Pearson Education, Delhi
2. Black, Kenneth Jr & Skipper, Harold D Jr, Life and Health Insurance, Pearson Education, Delhi
3. Insurance Underwriting Vol I, II, III and IV, ICFAI Press

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.
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 - All questions will carry equal marks.

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

SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Paper Code: 510-P-FIN-1

UNIT-I

Investment-Meaning, nature, process and alternatives; return and risk; Concept and components of total risk; Measuring historical and expected return and risk; systematic and unsystematic risk. Measurement of systematic risk.

UNIT-II

Objectives and benefits of investment analysis and security valuation ; theories of fixed and variable income securities; Efficient Market Theory; Fundamental Analysis - Economic, Industry and Company Analysis; Technical Analysis.

UNIT-III

Portfolio – Meaning, advantages and selection; Selection Problems: Markowitz portfolio theory; expected return and standard deviation for portfolios; the efficient frontier; the efficient frontier and investor utility; the selection of the optimal portfolio; Sharpe singleindex model; Capital Asset Pricing Model; Arbitrage Pricing Theory.

UNIT-IV

Bond portfolio management strategies – passive portfolio strategies, active management strategies; Portfolio revision – meaning, need, constraints and strategies; formula plans - constant-dollar-value plan, constant ratio plan, variable ratio plan; Portfolio performance evaluation: risk adjusted measures of performance.

SUGGESTED READINGS:

1. Reiley & Brown, **Investment Analysis & Portfolio Management**, Thomson Learning, Bombay.
2. Pandian, **Security Analysis and Portfolio Management**, Vikas Publishing House, New Delhi
3. Sharpe, Alexander & Wiley, **Investment**.Prentice Hall of India, New Delhi.
4. Alexander, Gordon J. and Bailey, Jeffery V., **Investment analysis and Portfolio Management**, Dryden Press, Thomson Learning, Bombay.
5. Bodie ZVI, Kane Alex, Marcus, Alan J and Mohanty, Pitabas, **Investments**, TMH, New Delhi, 2006.
6. Elton, Edwin J. & Gruber, Martin J., **Modern Portfolio Theory & Investment Analysis**, John Wiley & Sons.
7. Haugen, Robert A., **Modern Investment Theory**, 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.

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3. All questions will carry equal marks.

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

FINANCIAL DERIVATIVES

Paper Code: 510-P-FIN-2

UNIT-I

Concept and type of derivatives; Participants – hedgers, speculators, arbitragers and scalpers; uses of derivatives; types of orders; derivative markets in India – current trends and future prospects

UNIT-II

Fundamentals of futures and forwards - concept of futures; trading mechanics; basics of stock index future; interest rate futures; currency futures (basics); use of futures for hedging;; difference between forward and future contracts; clearing process

UNIT-III

Types of options, trading strategies involving options; option pricing – black scholes option pricing model

UNIT-IV

Fundamental of swaps – introduction to swaps; interest rate swaps; currency swaps; mechanics of swap – Interest rate swap and currency swaps; swap pricing

SUGGESTED READINGS:

1. Chance, Don M., **An Introduction to Derivatives and Risk Management**, Harcourt College Publishing
2. Robert A Strong, **Derivatives: An Introduction**, Thomson Learning, Bombay
3. Hull, John C., **Futures and other derivatives securities**, PHI, New Delhi
4. Redhead, **Financial Derivatives : An Introduction to Future/Forward, Options and Swaps**, Prentice Hall of India, New Delhi
5. Gupta, S.L., **Financial Derivaties**, PHI
6. Kumar, S.S.S., **Financial Derivatives**, PHI

Note:

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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.

ENTERPRISE RESOURCE PLANNING
Paper code: 507-P-ITM-1

UNIT-I

Understanding Enterprise Resource Planning: Evolution of ERP; ERP and related technologies; Myths about ERP; Importance of ERP; Value creation in organizations through ERP; Benefits of ERP; Risk factors of ERP implementation; Managing risk on ERP projects.

UNIT-II

ERP Implementation: Objectives of ERP implementation; Phases of ERP implementation; Reasons of many ERP implementations failure; Implementation challenges; ERP package evaluation and selection; ERP transition strategies; Success and failure factors of an ERP implementation; ERP implementation costs; Organization and working of ERP implementation team.

UNIT-III

ERP Operations and Future Trends: Operation and maintenance of the ERP system; Maximizing the ERP system; ERP and e-business; Integration of ERP, internet and www; Future of ERP.

UNIT-IV

ERP Systems Processes and Management Control: Sales and marketing; Accounting and Finance; Production and Material management; Human resource management.

SUGGESTED READINGS

1. Leao, Alexis, "Enterprise Resource Planning" TMH Publication, 2nd Ed., 2008.
2. Sumner, Mary, "Enterprise Resource Planning" Pearson Education, 2006.
3. Leao, Alexis, "ERP Demystified", TMH Publication, 2nd Ed., 2004.
4. Koul, Saroj, "Enterprise Resource Planning" Galgotia Publishing, 2001.
5. Garg, V. K. and Venket Krishna N. K., "ERP Concepts and Practice", PHI Publication, 1997.
6. Champy, J. Harper, "Re-engineering Management", Harper Collins, 1995.

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.
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3. All questions will carry equal marks.

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

OBJECT-ORIENTED ANALYSIS & DESIGN WITH PROGRAMMING IN C++
Paper Code: 508-S0-ITM-1

UNIT-I

Object-oriented concepts, object and classes, links and associations, inheritance and multiple inheritance, grouping constructs, polymorphism, encapsulation.

UNIT-II

Object modeling, dynamic modeling, functional modeling, object-oriented system development

UNIT-III

C++ language: Classes and objects, functions, constructors and destructors, overloading, type conversions

UNIT-IV

Inheritance: Extending classes, pointers, virtual functions and polymorphism, input output operations.

Lab: Programming in C++ on above defined syllabus

SUGGESTED READINGS:

1. Deitel and Deitel , C ++How to Program, Pearson Education, New Delhi.
2. Robert Lafore, Turbo C++, Galgotia Publications, New Delhi.
3. Booch , OOAD, Add Wesley
4. Stroustrup , C++ , Addison Wesley
5. Rumbagh, OOPS, PHI, New Delhi.
6. Balagurusamy , OOPS with C++,TMH, New Delhi.
7. Herbert Schildt, C++ The complete Reference, TMH, New Delhi.
8. Satzinger, Object Oriented Analysis and Design, Thomson Learning, Bombay.

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: 50
Practical Marks: 50
Time : 3hrs.

PROGRAMMING IN ORACLE
Paper Code: 508-P-ITM-2

UNIT-I

Introduction to Oracle: DBMS, RDBMS, tools of oracle: SQL*PLUS.PL/SQL, forms, reports, SQL vs SQL*PLUS, data types in oracle, data definition language, data manipulation language, transaction control and data control language.

UNIT-II

SQL functions, operators, joins, queries and sub queries, constraints.

UNIT-III

Database Objects: Synonym, sequence, view and index; abstract data types, varying arrays, nested tables, concept of locks and types of locking.

UNIT-IV

Introduction to PL/SQL: Advantages, PL/SQL block, declarations, executable commands: conditional logic, loops, goto statements; concept of exception handling, database triggers.

Lab: Programming in Oracle on above defined syllabus.

SUGGESTED READINGS:

1. Page, Special Editions using Oracle 8/8i, Prentice Hall of India, New Delhi.
2. Lemme & Colby, Implementing and Managing Oracle Databases, Prentice Hall of India, New Delhi.
3. Loney, ORACLE 8i: The Complete Reference, Tata McGraw Hill, New Delhi.
4. Phillip J. Pratt, Guide to SQL, Thomson Learning, Bombay.
5. Morrision, Enchanced Guide to Oracle 8i, Thomson Learning, Bombay.

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
Practical Marks: 20
Time : 3hrs.

MULTIMEDIA AND WEB ENGINEERING
Paper Code: 509-P-ITM-1

UNIT-I

Introduction to Multimedia: Multimedia devices, components of multimedia systems, authoring tools, creating multimedia, video-capturing, video on demand.

UNIT-II

Data compression : Need for data compression, non-lossy and lossy compressions for images, color, gray scale and still-video image, video image, and audio compression JPEG standard, MPEG standard, DVI Technology, MIDI, brief survey of speech recognition and generation.

UNIT-III

Data and file format standards, Multimedia applications design :Application classes, types of multimedia systems; Distributed multimedia systems : Components, distributed multimedia databases.

UNIT-IV

Introduction to Web design: Web development process, site types and architectures, navigation theory and practice. Introduction to Page: Page sizes, page types, web design tools; introduction to text: Fonts and text layout, formatting tags, text design issues for the web.

Lab: Each student is required to develop at least one website.

SUGGESTED READINGS:

1. Buford, Multimedia Systems, Pearson Education
2. Vaughan, Multimedia Making IT Work, Tata McGraw Hill
3. Villamil and Molina, Multimedia: An Introduction, Prentice-Hall of India
4. Shuman, Multimedia in Action, Vikas Publishing House, New Delhi
5. Senclair, Multimedia on the PC, BPB Publications.
6. Rosch, Multimedia Bible, Sams Publishing
7. Powell, Web Design The Complete Reference, Tata McGraw Hill, 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
Practical Marks: 20
Time : 3hrs.

SOFTWARE ENGINEERING
Paper Code: 509-P-ITM-2

UNIT-I

Concept of software engineering, software characteristics, software metrics : categories, areas of applications, token count, function point analysis, data structure metrics Software Development : Phases,; Models : Waterfall model, Prototyping model, Spiral model, Rapid Application Development model

UNIT-II

Software quality factors, cost estimations, COCOMO, project scheduling, quality assurance plans, project monitoring plans; Software risk management

UNIT-III

System design, design objectives, effective modular design (coupling, cohesion), design tools and techniques, prototyping, structured programming

UNIT-IV

Coding, verification, monitoring and control, testing. testing fundamentals, test case design, functional and structural testing, test plan, activities during testing, unit and integration testing

SUGGESTED READINGS:

1. Pressman , Software Engineering: A Practitioner's Approach 6e, Mc Graw Hill
2. Ghezzi, Fundamentals of Software Engineering, Prentice Hall of India, New Delhi.
3. Jalote, An Integrated Approach to Software Engineering 3e, Narosa
4. Leon & Leon, Software Engineering, Vikas Publishing House, New Delhi
5. Sommerville, Software Engineering, Pearson Education.
6. Fenton & Pfleeger, Software Metrics, Thomson Learning

Note:

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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 : 3hrs.

PROGRAMMING IN VISUAL BASIC
Paper Code: 510-P-ITM-1

UNIT-I

Visual basic environment – main screen, help system, file menu, editing, loading and running programs, fundamentals of visual basic programming – anatomy of a visual basic program, code window, statements in visual basic, assignment and property setting, variables, strings, numbers, constants, repeating operators, making decisions, working with objects at run time, projects with multiple forms, creating properties and methods, creating applications with multiple forms, creating MDI applications

UNIT-II

Designing a form; controls (text box, picture box, label frame, checkbox, command button, checkbox, option button, combo box, list box, horizontal scroll box, vertical scroll box, timer, drive list box, file list box, shape, image, data control, OLE) menus, and events – working with windows, forms and controls

UNIT-III

Advanced programming techniques – arrays, pointers, built-in functions, user-defined functions and procedures, recursion, building larger projects, compiler essentials, the go to, objects – manipulating objects built-into visual basic, collections, creating an object in visual basic, building classes

UNIT-IV

Tools and techniques for testing and debugging – error handling, the debugging tools testing programs, debug window, stopping programs temporarily, working with files, creating programs with the data access objects, graphics – screen scales, line and shape controls, graphics via code, pixel control, lines, boxes, circles and ellipses, paint picture method; creating database applications – accessing data with the data control

Lab: Programming in Visual Basic based on the above syllabus

SUGGESTED READINGS:

1. Programming with Visual Basic, Thomson Learning, Bombay
2. Programming with Visual Basic Net, Thomson Learning, Bombay
3. Halvorson, Learn Microsoft Visual Basic 6.0 Now, Prentice Hall of India, New Delhi
4. Silver/Spott, Special Edition Using VB 6, Prentice Hall of India, New Delhi
5. Vine, Microsoft Visual Basic Programming for the Absolute Beginner, PHI, New Delhi
6. Jain, V K, Introduction to OPSS and Visual Basic, Vikas Publishing House, New Delhi

Note:

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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 : 3hrs.

STRATEGIC MANAGEMENT OF INFORMATION TECHNOLOGY
Paper Code: 510-P-ITM-2

UNIT-I

Key issues in information systems, management and the role of the CIO, analytical framework for strategic IT initiatives

UNIT-II

Sustaining competitive advantage by use of IT, creativity, learning, organizations and role of information technology in business transformation, information partnerships

UNIT-III

Understanding information, managing information as a resource, managing in the market space

UNIT-IV

National information infrastructure and IT policy at the national level; planning for strategic IT resource; managing the IT function; Outsourcing IT function

SUGGESTED READINGS:

1. Franzel, Management of Information Technology, Thomson Learning, Bombay
2. Rajaraman, Fundamentals of Computers, Prentice Hall of India, New Delhi
3. Galliers, R D, Strategic Information Management: Challenges and Strategies in Managing Information Systems, Oxford Butterworth-Heinemann
4. Bhushan Dewan, Managing Information Technology, Vikas Publishing House
5. Leon & Leon, Fundamentals of Information Technology, Vikas Publishing House
6. McKenney, James L, Waves of Change: Business Evolution through Information Technology, Boston, HBS Press

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.

MULTINATIONAL STRATEGIC MANAGEMENT
Paper Code: 507-P-IBM-1

UNIT-I

Nature and dimensions of multinational strategic management; domestic versus international strategic management; components and challenges of international strategic management; developing a strategic planning model for an MNC; approaches to multinational corporate strategy; impact of personal values and corporate culture on international strategy.

UNIT-II

Motives for strategic global alliances; strategic value of an alliance; partner analysis; criteria for successful alliances; cross-border mergers and acquisitions; managing integration, transition and consolidation phases; strategic considerations in foreign market identification, entry and exit; product strategies for global markets; strategic decisions over different stages of international product lifecycle; R&D networking and technology strategy; global knowledge management.

UNIT-III

Strategic considerations in expatriate personnel management; HR strategies in cross-cultural environment; international control system; aspects of headquarter control over subsidiaries; challenges of multinational recruitment, selection and performance appraisal; integrating ethical and social responsibility concerns with strategic management; communication and negotiation strategies; e-commerce strategy.

UNIT-IV

Risk strategies in multinational management; global capital structure decisions; international investment strategy; minimizing taxation burden; transfer pricing techniques; managing international intra-company accounts; management of blocked funds; managing project, working capital and trade finance; strategies for global competitive advantage.

SUGGESTED READINGS:

1. Cullen John B., **Multinational Management – A Strategic Approach**, South-Western, Ohio.
2. Sindhvani Trilok N., **The Global Business Game – A Strategic Perspective**, MacMillan, New Delhi
3. Daniels John D. et.al., **International Business – Environment and Operations**, Pearson Education, New Delhi
4. Lasserre Philippe, **Global Strategic Management**, Palgrave MacMillan, Hampshire

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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.

FOREIGN EXCHANGE MANAGEMENT
Paper Code: 508-P-IBM-1

UNIT-I

Nature of foreign exchange; sources of demand for and supply of foreign exchange – the balance of payments (bop) framework; equilibrium and disequilibrium in bop; nominal, real and effective exchange rates; competitive determination of rate of exchange – competitive mint par theory, monetary theory and portfolio balance approach; purchasing power parity theory; overvalued and under valued currencies; fixed, flexible and hybrid exchange rate systems; International Monetary System.

UNIT-II

General factors of exchange rate fluctuations; the DORNBUSCH Sticky – price theory of exchange rate volatility; exchange rate overshooting; empirical patterns of exchange rate fluctuations; central banking intervention for exchange rate stability; effect of devaluation on trade balance; the J-curve effect.

UNIT-III

Nature functions and participants of foreign exchange market; spot and forward markets; forward premium; methods of quoting exchange rates; cross rates of exchange; bid-ask spreads; relation between exchange rate interest rate and inflation rate; the Interest Rate Parity Theorem; the expectation theory; International Fisher Effect.

UNIT-IV

Currency futures, options and determination of their market value, over-the-counter options; currency and interest rate swaps; measuring foreign exchange risk and exposure; techniques of exposure management.

SUGGESTED READINGS:

1. Sharan, International Financial Management, Prentice Hall of India, N.Delhi.
2. Shapiro, Multinational Financial Management, Prentice Hall of India, N.Delhi.
3. Paul Einzip, A Textbook On Foreign Exchange.
4. Maurice D. Levi, International Finance, Mcgraw Hill, NY.
5. Buckley, Multinational Finance, Prentice Hall Of India, New Delhi.
6. Paul Roth, Mastering Foreign Exchange And Money Markets, Pitman, London.

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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.

EXPORT MANAGEMENT
PAPER CODE: 508-P-IBM-2

UNIT-I

Meaning, need, nature, features and process of export management, functions of export manager and export firm; International trading environment; organizing an export firm, target market selection

UNIT-II

International marketing intelligence; product identification for exports; export pricing decision; INCOTERMS; methods of payment, channels of distribution; market entry strategies – location of importers, business negotiation

UNIT-III

International promotional strategies – personal selling, publicity, sales promotion, advertising; organization for export marketing; FEMA, market access initiative, marketing development assistance

UNIT-IV

Pre-shipment export documentation; significance of procedures and documentation in international trade; procedures and documentation as trade barriers; export of services, India's foreign trade; India's current foreign trade policy

SUGGESTED READINGS:

1. Khurana P.K., Export Management; Galgotia Publishing Company
2. Onkvisil Sak and Shaw John J., International Marketing – Analysis and Strategy, Prentice Hall, Inc.
3. Cherunilam, Francis, International Trade and Export Management, Himalaya Publishing House
4. Czinkota, Ronkainen and Moffett, International Business, Harcourt College Publishers

Note:

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3. All questions will carry equal marks.

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

MULTINATIONAL FINANCIAL MANAGEMENT
PAPER CODE: 509-P-IBM-1

UNIT-I

An overview of multinational financial management; international monetary and financial systems, IBRD and development banks; finance function in a multinational firms; international flow of funds

UNIT-II

International working capital management: international cash management; international receivable management, managing short term assets and liabilities; international capital money markets; euro dollar and currency market; financial market instruments – GDRs, ADRs, Euro issues, CP and ECB

UNIT-III

Multinational capital budgeting, cost of capital and capital structure decisions; dividend policy of multinational firm

UNIT-IV

Developments in foreign exchange markets; exchange rate determination; measuring and managing various risks and exposure; country risk analysis; taxation in multinational firms

SUGGESTED READINGS:

1. Madura Jeff, **International Financial Management**; Thomson Learning
2. Sharan, V., **International Financial Management**, PHI, New Delhi
3. Allen Shapiro, **Multinational Financial Management**, PHI, New Delhi
4. Levi, Maurice D., **International Finance**, McGraw Hill
5. Apte, P.G., **International Financial Management**, Tata McGraw Hill
6. Eiteman, David K., Stonehill, Arthur I., Moffett, Michael H. and Pandey, Alok,
7. **Multinational Business Finance**, Pearson Education

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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.

INTERNATIONAL BANKING MANAGEMENT
PAPER CODE: 509-P-IBM-2

UNIT-I

Structure and growth of international banking; eurocurrency markets; growth of Eurocurrency deposits and credit; determination of eurocurrency interest rates; Eurocurrency instruments; euro credit multiplier process; factors of multinationalization of banking; organizational characteristics of multinational banking.

UNIT-II

Regulatory environment for international banking; international banking risks; capital adequacy; syndication techniques in international lending; transferability and trading of loans; international bank credit rating; role of Bank for International Settlements.

UNIT-III

International payment systems; international asset and liabilities management; derivatives trading by multinational banks; bank asset portfolio management; strategies for managing non-performing assets; international credit appraisal techniques.

UNIT-IV

Banks' participation in international money and capital markets; international banking mergers and acquisitions.

SUGGESTED READINGS:

1. Macdonald S. Scott and Timothy W. Koch, **Management of Banking**, Thomson Learning, Singapore
2. Fabozzi Frank J., et. al., **Foundations of Financial Markets and Institutions**, Pearson Education, Delhi
3. Giddy Ian H., **Global Financial Markets**, AITBS, New Delhi
4. Robinson Stuart W., **Multinational Banking**, A.W. Sijthoff International, Leiden
5. Lees Francis A., **International Banking and Finance**, John Wiley, New York

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3. All questions will carry equal marks.

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

INTERNATIONAL LOGISTICS
Paper Code: 510-P-IBM-1

UNIT-I

Trends in world trade growth; nature, significance and components of international logistics; registration and licensing; selecting export products and markets deciding payment terms; export contracts; deciding currency of payment; export order processing; international logistics infrastructure.

UNIT-II

Arranging pre-shipment finance; export procurement; quality control and pre-shipment inspection; packing and labeling of export consignments; basic procedure and documentation for excise and custom clearance; ADS; Cargo insurance; shipping modes procedures and documentation; role of forwarding agents.

UNIT-III

Arranging post-shipment finance; documentary collection of export bills; UCPDC guidelines; negotiating documents under L/C; managing exchange earners' foreign currency accounts; availing foreign exchange facilities; protecting against adverse movements in exchange rates; role of EXIM Bank; major provisions of FEMA relating to exporters; export credit risk insurance and the role of ECGC.

UNIT-IV

Major export promotion schemes in India; export assistance to export houses; SEZ units, EOUs, EHTP, STP and BTP units; facilities for deemed exports; trade information support; role of commodity boards and export promotion councils in trade promotion; facilities for service exports.

SUGGESTED READINGS:

1. Paras Ram, **Export: What, When, How**, Anupam Publications, New Delhi
2. Khurana, P.K., **Export Management**, Galgotia Publishing, New Delhi
3. Shavaramu, **Export Marketing – A Practical Guide for Exporters**, Wheeler Publishing, New Delhi
4. Govt of India, **An Overview of Customs**, Commissionate of Customs and ICDs, New Delhi
5. Govt. of India, **Ministry of Commerce and Industry – Handbook of Procedure**, Govt. of India, New Delhi

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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.

INTERNATIONAL INVESTMENT
Paper Code: 510-P-IBM-1

Unit-I

Types and motives of international investment; risks and challenges of investment; investment instruments; issuing and trading securities; secondary security market; major international stock exchanges.

Unit –II

Security market indexes; short positions, hedging and arbitrage; international bond portfolio management; technical analysis; international portfolios analysis.

Unit III

Gains from international diversification; international capital asset pricing model; potential gains from integration of capital markets.

Unit IV

Types and corporate forms of FDI; competitive pressures to pursue FDI; FDI strategies and organisational challenges; capital budgeting for FDI.

Recommended Readings

The reading will be announced at the time of launching the course by the concerns teacher.

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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.

STRATEGIC BRAND MANAGEMENT
Paper Code: 507-P-MM-1

UNIT-I

Concept of a Brand – Evolution, perspectives, anatomy, types of brand names, brand name associations, brands vs. products, advantages of brands to consumers and firms, brand elements, strategic implications of branding, brand diversity, branding challenges and opportunities; rejuvenation, re-launch-product vs. brands, goods and services, retailer and distributors, people and organization, brand challenges and opportunities

UNIT-II

Brand image, image dimensions, brand associations and image; brand identity – perspectives, levels and prisms; management brand image: stages – functional, symbolic and experiential brands; brand equity – sources of equity, brand equity models, brand equity and consumer mindset, brand audits, brand loyalty and cult brands; brand knowledge and brand building

UNIT-III

Leveraging Brands – Brand extensions, merits and demerits, line extensions; line trap – cobranding and licensing brands; reinforcing and revitalization of brands – need, methods; brand architecture – product, line, range, umbrella and source endorsed brands; brand portfolio management

UNIT-IV

Brand Valuation – Methods of valuation, implications for buying and selling brands; applications – branding industrial products, services and retailers; building brand online; indianization of foreign brands and taking brands global – issues and challenges

SUGGESTED READINGS:

1. Kapferer, J N, The New Strategic Brand Management, Kogan Page, New Delhi
2. Keller, Kevin Lane, Strategic Brand Management, Pearson Education, New Delhi
3. Majumdar, Product Management in India, PHI
4. Sengupta, Brand Positioning, Tata McGraw Hill

Note:

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

INTEGRATED MARKETING COMMUNICATION
Paper Code: 508-P-MM-1

UNIT-I

Introduction – Concept of marketing communication, marketing communication mix, factor affecting marketing communication mix, drivers of integrated marketing mix; models of marketing communication – Blade Box Model, AIDAS model, Lavidge Steiner model, DAGMAR model, PCB model; marketing communication planning process

UNIT-II

Managing the Marketing Communication Process – Analysis of promotional opportunities, concepts of segmentation and target marketing, promotional strategy of formulation and competitive positioning, determination of promotional objectives, deciding promotional appropriation, integrating marketing communication programme, commissioning and contracting external resources

UNIT-III

Advertising and Media Planning – Advertising plan, creative strategy, advertising appeal, creative formats, stages of creative strategy – idea generation, copy writing, layout, copy testing and diagnosis; media planning – traditional and contemporary media; media objectives – reach, frequency, cost etc.; media strategy, media scheduling, media planning models, key issues in advertising – comparative advertising, web advertising; advertising agency – functions and types, outdoor advertising

UNIT-IV

Wider Issues and Dimensions – Sales promotions, personal selling, direct marketing, public relations, publicity and corporate advertising, unconventional promotional media, marketing communication budgeting, measuring promotional performance, global marketing communication, legal and ethical issues in integrated marketing communication

SUGGESTED READINGS:

1. Shah, Kruti and Alan D'Souza, Advertising and Promotion – An IMC Perspective, Tata McGraw Hill, New Delhi
2. Belch, George and Belch, Michael; Advertising and Promotion, Tata McGraw Hill, New Delhi
3. Wells, William, Burnett, John and Moriary, Sandra; Advertising Principles and Practice' Pearson Education, New Delhi
4. Jethwaney, Jaishree and Jain, Shruti; Advertising Management; Oxford University, New Delhi

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3. All questions will carry equal marks.

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

CUSTOMER RELATIONSHIP MANAGEMENT
Paper Code: 508-P-MM-2

UNIT-I

Introduction – Origin, evolution and concept of CRM, strategic importance of CRM, goals of CRM, types of CRM, CRM Architecture

UNIT-II

Operational CRM – Sales force automation: lead management, contact management, field force automation; enterprise marketing automation: market segmentation, campaign management, customer service and support, contact and call centre operations

UNIT-III

Analytical CRM – Managing and sharing customer data: customer information database, ethics and legalities of data use, data warehousing and data mining; types of data analysis – online analytical processing, click stream analysis, collaborative filtering, CRM and business intelligence collaborative CRM

UNIT-IV

CRM Implementation – Establishing CRM performance monitoring, CRM readiness assessment, system, CRM audit, CRM project management, employee engagement in CRM project, CRM budget, key account management, evaluating CRM return on investment

SUGGESTED READINGS:

1. Buttle, Francis, Customer Relationship Management – Concept and Tools, Elsevier Butterworth – Heinemann, Oxford, UK
2. Payne, Adrian, Handbook of CRM – Achieving Excellence in Customer Management, Butterworth – Heinemann, Oxford, UK
3. Dyche, Jill, The CRM Handbook – A Business Guide to Customer Relationship Management, Pearson Education, New Delhi
4. Knox, Simon, Stan Maklan, Adrian Payne, Joe Peppard and Lynette Ryal, Customer Relationship Management, Butterworth – Heinemann, Oxford, UK
5. Greenlers, Paul, CRM at the Speed of Light, Tata McGraw Hill Publishing Ltd., New Delhi
6. Anderson, Kristen, and Carol J Kerr, Customer Relationship Management, Tata Mc Graw Hill

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External Marks: 80

Internal Marks: 20

Time: 3 hrs.

CONSUMER BEHAVIOUR ANALYSIS
Paper Code: 509-P-MM-1

UNIT-I

Significance and underlying principles of consumer behaviour; the basic consumer decision process; methods of studying consumer behaviour; using consumer analysis to build consumer relationships and loyalty

UNIT-II

Pre-purchases processes; consumer resources and purchase decision process; post-purchase behaviour; consumer demographics and psychographics; personality factors in consumer behaviour; consumer motivation and its challenges; managing consumer knowledge; consumer behaviour towards new and innovative products

UNIT-III

Impact of culture, ethnicity and social classification on consumer behaviour; family influences; household consumer behaviour; group influences; influence through dyadic exchanges

UNIT-IV

Approaches to attracting consumer attention; managing consumer exposure; process of customer opinion formation; approaches to changing consumer opinion; improving consumer memory through cognitive learning and retrieval; brand recognition and recall measures

SUGGESTED READINGS:

1. Blackwell, R E et. al, Consumer Behaviour, Thomson, South-Western, New Delhi
2. Kardes K, Consumer Behaviour and Managerial Decision Making, Pearson Education, New Delhi
3. Schiffman, L G and Kanuk, L L, Consumer Behaviour, Pearson Education, New Delhi
4. Ward, Scott and Robertson, T S (eds.), Consumer Behaviour; Theoretical Sources, Prentice-Hall, Englewood Cliffs, N J

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3. All questions will carry equal marks.

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

RETAIL MANAGEMENT
Paper Code: 509-P-MM-2

UNIT-I

Introduction to retail: retail in India; retail models and theories of retail development; understanding the retail consumers; ethical issues in retailing

UNIT-II

Retail marketing strategy; retail franchising; retail store location and site selection; retail store design and visual merchandising; customer relationship management in retailing

UNIT-III

Basics of retail merchandising; the process of retail merchandising; the method of merchandise procurement; retail pricing and evaluating merchandise performance; retail communication mix

UNIT-IV

Retail store operations; servicing the retail customers; retail human resource management; financial aspects of retail management; retail information system; supply chain management in retailing

SUGGESTED READINGS:

1. Pradhan, Swapna; **Retailing Management**; Tata McGraw Hill; New Delhi
2. Bajaj, Chetan, Tuli, Rajnish and Srivastava, Nidhi; **Retail Management**; Oxford University Press; New Delhi
3. Berman, Barry & Evans, Joel R.; **Retail Management – A strategic approach**; Pearson Education/Prentice Hall of India; New Delhi
4. Levy, Michael & Weitz, Barton A.; **Retailing Management**; Tata McGraw Hill; New Delhi
5. Newman, Andrew J. & Cullen, Peter; **Retailing – Environment and Operations**; Thomson Asia Pvt. Ltd.; New Delhi
6. Dunne, Patrick M., Lusch, Robert F & Griffith, David A.; **Retailing**; Thomson Asia Pvt. Ltd; New Delhi
7. Lamba, A.J.; **The Art of Retailing**; Tata McGraw Hill; New Delhi

Note:

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3. All questions will carry equal marks.

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

E-MARKETING Paper
Code: 510-P-MM-1

UNIT-I

Introduction to E-Marketing: Meaning, scope and benefits; business models of electronic marketing; emarketing techniques; how to market presence; attracting customers to your site; tracking customers; customer service; e-marketing plan; website design issues.

UNIT-II

Consumer characteristics and behavior: Marketing mix and fifth 'p' as personalization applied to emarketing; e-marketing information system; Personal characteristics and demographics of internet surfers; consumer purchasing decision making; intelligent agents for consumers; market segmentation bases; targeting online consumers.

UNIT-III

E-marketing strategies: Differentiation of online businesses; product-service differentiation strategies; positioning strategies; creating customer value online; e-marketing enhanced product development; online pricing strategies; length and functions of distribution channels; classification of online channel members.

UNIT-IV

E-marketing communication: Online advertising; Emergence of the internet as a competitive advertising media; online advertisement methods and strategies; push technology and intelligent agents; economics and effectiveness of advertisements; Weaknesses in online advertising.

SUGGESTED READINGS:

1. Napier, **Creating a winning E-business**, Cengage Learning, New Delhi
2. Efraim Turban, Jay Lee, David King & H.Michael Chang, **Electronic Commerce: A Managerial Perspective**, Pearson Education, Delhi.
3. Laudon, K.C., and Traver, C. G., *E-Pommerce – Business. Technology. Society.*, Pearson Education, 2006.
4. Greenstein and Vasherhelyi, *Electronic Commerce: Security, Risk Management, and Control*, TMH, New Delhi.
5. Elias M. Awad. (2009). *Electronic Commerce: From vision to fulfillment*, 3rd ed., Pearson Education, New Delhi.
6. Bharat Bhasker, **Electronic Commerce**, TMH, N Delhi.
7. Chaffey D. (2009) *E-Business and E-Pommerce Management*, 3rd ed., Pearson Education, New Delhi.
8. Strauss, et. al., *E-Marketing*, 3rd Edition, Pearson Education, New Delhi.
9. Hanson & Kalyanam, **Internet Marketing & e-commerce**, Thomson Learning, Bombay.

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3. All questions will carry equal marks.

External Marks: 80

Internal Marks: 20

Time: 3 hrs.

SALES & DISTRIBUTION MANAGEMENT
Paper Code: 510-P-MM-2

UNIT-I

Objective of sales management; Personal selling objectives; theories of selling; personal selling process; size of sales force; social and ethical responsibilities in sales management; compensation and motivation of sales force

UNIT-II

Sales meetings; sales contests; sales quotas; sales territories; evaluating and controlling the sales personnel; analysis of sales, costs and profitability

UNIT-III

Distribution management and marketing mix; marketing channels; channel institutions – wholesaling and retailing; designing channel system

UNIT-IV

Channel management; channel information system; market logistics and supply chain management; international sales management

SUGGESTED READINGS:

1. Havaldar, Krishna K.& Cavale, Vasant M.; **Sales and Distribution Management**; Tata McGraw Hill, New Delhi
2. Khan, Mateen; **Sales and Distribution Management**; Excel Books; New Delhi
3. Still, Richard R., Cundiff, Edward W. & Govoni, Norman; **Sales Management – Decision, Strategies and Cases**; Pearson Education/Prentice Hall of India; New Delhi
4. Dalrymple, Douglas J.; Cron, William L. & Decarlo, Thomas; **Sales Management**; John Wiley & Sons
(Asia) Pvt. Ltd; New Delhi
5. Futrell, Charles M.; **Sales Management – Team work, Leadership and Technology**; Thomson Learning.; New Delhi
6. Rosenbloom, Bert; **Marketing Channels: A Management View**; Thomson Learning; New Delhi
7. Stern, Louis W.; El-Ansary, Adel & Coughlan, Anne T.; **Marketing Channels**; Prentice Hall of India/Pearson Education; New Delhi
8. Kapoor, Satish K. & Kansal, Purva; **Basics of Distribution Management**; Prentice Hall of India; New Delhi
9. Kapoor, Ramnik; **Fundamentals of Sales Management**; McMillan India Ltd; New Delhi

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