

**Bachelor of Business Administration**

**Programme Code: BBA**

**Duration – 3 Years Full Time**



**Programme Structure  
and  
Curriculum and Scheme of Examination**

**2022-25**

**AMITY UNIVERSITY MADHYA PRADESH  
GWALIOR**

## PREAMBLE

Amity University aims to achieve academic excellence by providing multi-faceted education to students and encourage them to reach the pinnacle of success. The University has designed a system that would provide rigorous academic programme with necessary skills to enable them to excel in their careers.

This booklet contains the Programme Structure, the Detailed Curriculum and the Scheme of Examination. The Programme Structure includes the courses (Core and Elective), arranged semester wise. The importance of each course is defined in terms of credits attached to it. The credit units attached to each course has been further defined in terms of contact hours i.e. Lecture Hours (L), Tutorial Hours (T), Practical Hours (P). Towards earning credits in terms of contact hours, 1 Lecture and 1 Tutorial per week are rated as 1 credit each and 2 Practical hours per week are rated as 1 credit. Thus, for example, an L-T-P structure of 3-0-0 will have 3 credits, 3-1-0 will have 4 credits, and 3-1-2 will have 5 credits.

The Curriculum and Scheme of Examination of each course includes the course objectives, course contents, scheme of examination and the list of text and references. The scheme of examination defines the various components of evaluation and the weightage attached to each component. The different codes used for the components of evaluation and the weightage attached to them are:

<u>Components</u>	<u>Codes</u>	<u>Weightage (%)</u>
Case Discussion/ Presentation/ Analysis	C	05 - 10
Home Assignment	H	05 - 10
Project	P	05 - 10
Seminar	S	05 - 10
Viva	V	05 - 10
Quiz	Q	05 - 10
Class Test	CT	10 - 15
Attendance	A	05
End Semester Examination	EE	70

It is hoped that it will help the students study in a planned and a structured manner and promote effective learning. Wishing you an intellectually stimulating stay at Amity University.

July, 2022

## BBA 2019-22 PROGRAMME STRUCTURE

### FIRST SEMESTER

Course Code	Course Title	Lectures (L) Hours Per Week	Tutorial (T) Hours Per Week	Practical (P) Hours Per Week	Total Credit	Page No.
BBA 101	Management Foundations	2	1	-	3	
BBA 102	Business Environment	2	1	-	3	
BBA 103	Managerial Economics	2	2	-	4	
CSE 101	Computers in Management	2	-	1.5	3	
BBA 105	Financial Accounting	2	2	-	4	
BBM 101	Elementary Business Mathematics	2	1	-	3	
BBA 107	Polity & Society	2	1	-	3	
EVS142	Environmental Studies – I	2	-	-	2	
BCU 141	Communication Skills –I	1	-	-	-	
BSU 143	Behavioural Science- I	1	-	-	1	
FLU 144	Foreign Language – I	2	-	-	2	
	<b>TOTAL</b>				<b>28</b>	

**Note: #The students will study English from I semester but final evaluation will be done at the end of IInd semester. However continuous evaluation will start from the Ist Semester**

### SECOND SEMESTER

BBA 201	Macro Economics for Business	2	2	-	4	
BBA 202	Corporate Accounting	2	2	-	4	
BBA 203	Organizational Behaviour	2	1	-	3	
CSE 201	Computer Applications in Business Management	2	1	2	4	
BBA 205	Sales and Distribution Management	2	1	-	3	
EVS 242	Environmental Studies – II	2	-	-	2	
BCU 241	Communication Skills –II	1	-	-	3	
BSU 243	Behavioural Science- II	1	-	-	1	
FLU 244	Foreign Language – II French	2	-	-	2	
	<b>TOTAL</b>				<b>26</b>	

### SUMMER ASSIGNMENT/ PROJECT

### THIRD SEMESTER

BBM 301	Business Statistics	2	1	-	3	
BBA 302	Basics of Financial Management	2	2	-	4	
CSE 301	Management Information Systems	2	-	2	3	
BBA 304	Marketing Management – I	2	2	-	4	
BBA 305	Cost & Management Accounting	2	1	-	3	
BBL 326	Business Laws	2	1	-	3	
BCU 341	Communication Skills –III	1	-	-	1	
BSU 343	Behavioural Science- III	1	-	-	1	
FLU 344	Foreign Language – III French	2	-	-	2	
BBA 360	Summer Assignment/ Projects (Evaluation)	-	-	-	3	
	<b>TOTAL</b>				<b>27</b>	

### FOURTH SEMESTER

BBA 401	Corporate Financial Management	2	2	-	4	
BBA 402	Marketing Management – II	2	2	-	4	
BBA 403	Research Methodology and Report Preparation	2	1	-	3	

BBA 404	Entrepreneurship Development	2	1	-	3	
BBA 405	E-Commerce	2	-	2	3	
BBA 406	Human Resource Management	2	1	-	3	
BCU 441	Communication Skills –IV	1	-	-	1	
BSU 443	Behavioural Science- IV	1	-	-	1	
FLU 444	Foreign Language – IV French	2	-	-	2	
	<b>TOTAL</b>				<b>24</b>	

### SUMMER TRAINING (8 WEEKS)

#### FIFTH SEMESTER

<b>BBA 501</b>	International Business Management	2	1	-	3	
BBA 502	Personal Financial Planning	2	1	-	3	
BBM 501	Operations Research	2	2	-	4	
BCU 541	Communication Skills –V	1	-	-	1	
BSU 543	Behavioural Science- V	1	-	-	1	
FLU 544	Foreign Language – V French	2	-	-	2	
BBA 550	Summer Training (Evaluation)	-	-	-	6	
<b>Elective Courses - either 2 Marketing, 2 Finance, 2 HR, 2 IT, 2 Law courses maybe opted.</b>						
<b>Marketing</b>						
BBA 504	Consumer Behaviour	2	2	-	4	
BBA 505	Service Marketing	2	2	-	4	
BBA 506	International Marketing	2	2	-	4	
<b>Finance</b>						
BBA 507	Financial Services	2	2	-	4	
BBA 508	Principles of Investment Management	2	2	-	4	
BBA 509	Financial Derivatives	2	2	-	4	
<b>HR</b>						
BBA 510	Organizational Development & Change	2	2	-	4	
BBA 511	Training & Development	2	2	-	4	
BBA 512	International Human Resource Management	2	2	-	4	
<b>IT</b>						
BBA 513	Relational Database Management System	2	2	-	4	
BBA 514	Software Project Design & Analysis	2	2	-	4	
BBA 515	Programming with Microsoft Visual Basic	2	1	2	4	
<b>Law</b>						
BBA 516	Law of Crimes	2	2	-	4	
BBA 517	Investment & Competition Law	2	2	-	4	
BBA 518	Law & Technology	2	2	-	4	
	<b>TOTAL</b>				<b>28</b>	

#### SIXTH SEMESTER

BBA 601	Business Policy & Strategic Management	2	1	-	3	
BBM 601	Analytical Skill Building	2	2	-	4	
BME 601	Production & Operations Management	2	1	-	3	
BBA 604	Public Relations & Corporate Image	2	1	-	3	
BCU 641	Communication Skills –VI	1	-	-	1	
BSU 643	Behavioural Science- VI	1	-	-	1	
FLU 644	Foreign Language – VI French	2	-	-	2	
BBA 655	Dissertation	-	-	-	6	
<b>Elective Courses – Either 2 Marketing, 2 Finance, 2 HR, 2 IT, 2 Law courses (same stream as chosen in the</b>						

<b>5<sup>th</sup> semester has to be continued).</b>						
<b>Marketing</b>						
BBA 605	Brand Management	2	2	-	4	
BBA 606	Advertising & Sales Promotion	2	2	-	4	
BBA 607	Retail Management	2	2	-	4	
<b>Finance</b>						
BBA 608	Corporate Tax Planning	2	2	-	4	
BBA 609	Banking & Financial Institutions	2	2	-	4	
BBA 610	Advanced Corporate Finance	2	2	-	4	
<b>HR</b>						
BBL 629	Industrial Relations & Labour Law	2	2	-	4	
BBA 612	Performance Management System	2	2	-	4	
BBA 613	Compensation & Reward Management	2	2	-	4	
<b>IT</b>						
BBA 614	Object Oriented Programming with Java	2	-	4	4	
BBA 615	Data Communication & Network	2	-	4	4	
BBA 616	Web Database Programming with ASP	2	-	4	4	
<b>Law</b>						
BBA 617	Intellectual Property Rights	2	2	-	4	
BBA 618	Human Rights	2	2	-	4	
BBA 619	Industrial Relations & Labour Law	2	2	-	4	
	<b>TOTAL</b>				<b>31</b>	

# Curriculum & Scheme of Examination

## MANAGEMENT FOUNDATIONS

Course Code: BBA 101

Credit Units: 03

### Course Objective:

The aim of the course is to orient the students in theories and practices of management so as to apply the acquired knowledge in actual business practices. This is a gateway to the real world of management and decision-making.

### Course Contents:

#### Module I: Introduction

Definition of management, Functions of Management, Levels of Management, Evolution of Management and Principles of Management, School & Thought of Management: Classical and Neo - Classical Theories, Systems Approach to organization, Modern Organization Theory. Management in Indian Culture and Tradition, Function and Responsibilities of Management.

#### Module II: Planning

Planning objectives, significance and characteristics, Planning process, Hierarchies of planning, Planning vs Forecasting, Strategies and Policies, Types of plans, MBO, Decision making – concepts, significance & process, Types of decision, Concept and techniques of forecasting, Planning for start-ups.

#### Module III: Organizing

Nature and Purpose of Organisation, Meaning, Importance and process of organization, Departmentalization, Organisational Structure: types and relevance, line and staff relationship, Span of Control, Types of Organization, Authority, Delegation of Authority, Decentralization.

#### Module IV: Staffing

Meaning, Job analysis, Manpower planning, Recruitment: recruitment sources & selection, Orientation, Transfers and Promotions, Job design, Training & Career Development, Performance appraisal, Rewards and Recognition.

#### Module V: Directing

Direction: Nature and Purpose, Motivation, Leadership, Co-ordination, Communication, Directing, Creativity and Innovation.

#### Module VI: Controlling

Objectives and process of management control, Types of control- budgetary and non-budgetary, Techniques and behavioral aspects of management control. An overview of Strategic Management, SWOT Analysis, Future Management-Challenges and Skills.

### Examination Scheme:

Components	CT	HA/C/V	A	EE
Weightage (%)	15	10	5	70

### Text & References:

- Essential of Management, Koontz O' Donnel
- Management, Stoner, Freemant & Gilbert
- Principles & practice of Mgmt., L.M. Prasad
- Management Today, Burton & Thakur
- Principles & Practices of Mgmt., C.B. Gupta

# BUSINESS ENVIRONMENT

**Course Code: BBA 102**

**Credit Units: 03**

## Course Objective:

The aim of the course is to orient the students towards the basic concepts of Indian and global business environment.

## Course Contents:

### Module I: Overview of Business Environment

Meaning and types of business environment, Internal and external environment, Micro and macro environment, Factors (Cultural, social, Political economic legal, demographic and technological) effecting business environment.

### Module II: Indian Industrial environment

Industrial policy up to 1991, New industrial policy, Liberalisation, Privatisation and Globalization process in India, Disinvestment, Industrial sickness, MRTP act 1969, Competition law 2002, Foreign Exchange Regulation Act and Foreign Exchange Management Act (FERA and FEMA).

### Module III: Financial Environment

Indian money and capital markets: meaning, functions and constituents, Stock exchange- importance and functions, SEBI, Capital market reforms and development, Industrial financial institutions (IDBI, SIDBI, ICICI, IFCI etc.).

### Module IV: Labour Environment

Labour legislation in India, Social security benefits, Industrial disputes- causes and preventive measures, Settlement of disputes, International Labour Organisation (ILO), Trade union- meaning and functions, Trade Union Act.

### Module V: Economic Planning and Development

Planning in India- needs and objectives, five year plans, planning commission, NITI Aayog, Current five year plan, Green and white revolution- achievements and failures, Second green revolution, foreign trade policy 2015, Export processing zones, Export oriented units, Special economic zones (EPZ's, EOU's, SEZ's) and trading houses in India.

### Module VI: Global Environment

Bretton woods system, features of Uruguay round of negotiations, GATT/ WTO- role, functions and ministerial conferences, IMF, World Bank (International Bank for Reconstruction and Development), Regional economic cooperation institutions, SAARC, EU, NAFTA and ASEAN.

## Examination Scheme:

Components	CT	HA/C/V	A	EE
Weightage (%)	15	10	5	70

(C - Case Discussion/ Presentation; HA - Home Assignment; Q – Quiz; V - Viva; CT - Class Test; A - Attendance; EE - End Semester Examination)

## Text & References:

### Text:

- Francis Cherunillum, International Environment, Himalaya Publications.

### References:

- Bedi Suresh, Business Environment, Excel Books, N. Delhi
- Shaikh Saleem, Business Environment, Pearson Education
- Bhatia H.L, International Economics, Vikas Publications
- Mishra S.K, and Puri V.K, Indian Economy, Himalaya Publishing House
- Sundharam K.P.M, Money, Banking and International trade, S. Chand & Co. New Delhi
- Rudra Dutta and Sundharam, Indian Economy, S. Chand & Co. New Delhi
- Luthans, Comparative International Management, Tata McGraw-Hill.

# MANAGERIAL ECONOMICS

Course Code: BBA 103

Credit Units: 04

## Course Objective:

The purpose of this course is to apply managerial economics concepts and techniques in evaluating business decision taken by firms. The emphasis is on explaining how the tools of standard price theory can be employed to formulate a decision problem, evaluate alternative courses of action and finally choose among alternatives.

## Course Contents:

### Module I: Managerial Economics and Firm Theory

Introduction: Nature, Scope, Definitions of Managerial Economics, Significance and Evolution of Micro Economics, Functions of Managerial Economics.

Basic Concepts in Managerial Economics: Resource Allocation; Opportunity Costs; Time Value of Money; Marginal Analysis, Incrementalism, Firm Theory: Objectives of the firm, Theory of the Growth of the Firm.

### Module II: Consumer Behaviour and Demand Analysis

Cardinal Utility Approach: Diminishing Marginal Utility, Law of Equi-Marginal Utility, Ordinal Utility Approach: Indifference Curves Analysis: Assumptions, Properties of indifference curve, Marginal Rate of Substitution, Budget Line and Consumer Equilibrium.

Theory of Demand: concept of Law of Demand, Demand Determinants .Movement along vs. Shift in Demand Curve, law of supply Concept of Measurement of Elasticity of Demand, Factors Affecting Elasticity of Demand, Income Elasticity of Demand, Cross Elasticity of Demand and supply, Theory of consumer surplus determinants of supply, Concept of Market equilibrium.

### Module III: Theory of Production and Cost

Meaning and Concept of Production, Factors of Production and Production Function, Fixed and Variable Factors, Law of Variable Proportion (Short Run Production Analysis), Law of Returns to a Scale (Long Analysis), Concept of Cost, Element of Cost, Cost Function, Short Run Cost, Long Run Cost, Economics and Diseconomies of Scale, Explicit cost and Implicit Cost, Private and Social Cost.

### Module IV: Price and Output Decisions under Different Market Structures

Types of Market Structure, Price and Output Decisions under Perfect Competition, Monopoly and Monopolistic Competition - Pricing under Oligopoly - Kinked Demand Curve - Price Leadership - Pricing under Collusion, Trade Cycles.

### Module V: Application of Managerial Economics to Business,

Economic and Business forecasting: Uses of Economic Forecasts - Methods of Economic Forecasting - Selecting a Forecast - Evaluating Forecasts.

Break-Even Analysis: Linear Break-Even Analysis- Graphical Method, Algebraic Method, Changes in Break-Even Output, Operating leverage, Limitation of Break- Even Analysis.

Cost-Benefit Analysis: Importance, Use, Steps and Criterion of Cost-Benefit Analysis.

## Examination Scheme:

Components	CT	HA/C/V	A	EE
Weightage (%)	15	10	5	70

(C - Case Discussion/ Presentation; HA - Home Assignment; Q – Quiz; V - Viva; CT - Class Test; A - Attendance; EE - End Semester Examination)

## Text & References:

Text:

- Dwivedi, D. N., Managerial Economics, 7<sup>th</sup> Edition, Vikas Publishing House.
- Ahuja, H.L. Advanced Economic Theory (Micro Economics), S. Chand & Co, New Delhi

References:

- Browning Edgar K. & Jacqueline M. Browning, Micro Economics and Application, Kalyani Publishers, New Delhi.
- Gould John P. and Edward P. Lazear Micro Economic Theory, All India Traveller Book-seller, New Delhi.
- Koutsoviannis Modern Micro Economics, Macmillan Press Limited, New Delhi.
- Dewett. K.K. Micro Economics, S. Chand & Co, New Delhi
- Managerial economics - Christopher R Thomas, S Charles Maurice and Sumit Sarkar



- Managerial economics - Geetika, Piyali Ghosh and Purba Roy Choudhury
- Managerial economics- Paul G Keat, Philip K Y Young and Sreejata Banerjee

# COMPUTERS IN MANAGEMENT

**Course Code: CSE 101**

**Credit Units: 03**

## **Course Objective:**

The objective of this subject is to provide conceptual knowledge of the information technology to the future Managers. This subject highlights the topics like Database Management, Networking, Internet, E-commerce etc., which can help managers to take routine decisions very efficiently.

## **Course Contents:**

### **Module I: World of Computers**

Introduction to world of Computers, Computers in Home (Reference, Education & Communications, Entertainment and Digital Media Delivery, Smart Appliances, Home Computers), Computers in Education, Computers in workplace (productivity and decision making, customer services, communications), Computers on the move (Portable and Hand held computers, Self-Service kiosks, GPS Applications), Support Systems - Hardware and Software, Computer Peripherals, Memory Management.

### **Module II: Computer Networks**

Introduction to Computer Networks, Networking components, Classification and types of Networks, Network Topologies – Overview with Advantages and Disadvantages, Communication Channels, Client Sever Architecture, LAN concepts.

### **Module III: Internet Technology & World Wide Web**

Introduction to internet intranet and Extranet, Myths about the Internet, Basic concepts of internet, Domain Name Service, Internet Protocols and Addressing, Services of internet, Internet and support Technologies, Censorship and Privacy issues.

### **Module IV: E-commerce**

Introduction, E-Commerce Vs E-Business, Advantages & Disadvantages, E-Commerce Business Models, E-Commerce Technologies, Hosting E-Commerce Site – Planning and constructing web services, E-Commerce Applications, E-Core Values – Ethical, Legal, Taxation and International issues, E-Commerce Security Issues, Internet based Payment System.

### **Module V: Enterprise Resource Planning**

Introduction, Scope and Benefit, ERP and related technologies (BPR, MIS, DSS, EIS, SCM, OLAP, etc), ERP implementation methodology – implementation life cycle, ERP and its success factors, Pitfalls and management concerns, ERP Market – renowned vendors and the packages.

### **Module VI: Database Management System**

Introduction, Need for DBMS, Components of DBMS, Benefits of DBMS over Tradition File System, classification and types of Database Models, Database Approach – Its benefits and Disadvantages.

## **Examination Scheme:**

Components	CT	HA/C/V	A	EE
Weightage (%)	15	10	5	70

C - Case Discussion/ Presentation; HA - Home Assignment; Q – Quiz; V - Viva; CT - Class Test; A - Attendance; EE - End Semester Examination)

## **Text & References:**

### **Text:**

- Deborah Morley - Understanding Computers: Today & Tomorrow, Eleventh Edition, April 11, 2007, Thomson

### **References:**

- Rajaraman, V. 1998, An Introduction to Computers, Prentice Hall of India.
- Nagpal, 1999, Computer Fundamentals, Wheeler Publishing, New Delhi.
- Bhatnagar, S.C. and Ramani, K.V., Computers and Information Management.
- Hunt and Shelly. 1994, Computers and Commonsense, Prentice Hall of India.

# FINANCIAL ACCOUNTING

**Course Code:**

**BBA 105**

**Credit Units: 04**

## **Course Objective:**

To understand the basics of accounting and concepts of double entry system. The students will be given a detailed grounding on recording of transactions and preparation of final accounting statements for business organizations.

## **Course Contents:**

### **Module I: Introduction to Accounting**

Understanding the meaning, nature, functions and usefulness of accounting, branches of Accounting, Accounting Equation, Accounting Concepts and Generally Accepted Accounting Principles. Difference between Indian GAAP and US GAAP, An overview of Indian and US GAAP, Need for convergence towards Global Standard, IFRS as Global Standard, Benefits of Convergence with IFRS.

### **Module II: Recording of Transactions and Subsidiary Books**

Concept of Double Entry System. Understanding the Accounting cycle, Preparation of Voucher, Journal, Ledger and Trial Balance and Numerical on the same.

Preparation of subsidiary Books including Purchase Book, Sales Book, Purchase Returns Book and Sales Return Books (and numerical on the same),

### **Module III: Preparation of Cash Book & Reconciliation of Bank Statement**

Cash book, types of cash book and balancing of cashbook. Numerical on single column cashbook, Double column cashbook, triple column cashbook and petty cash book.

Causes for difference in the Balance as per Pass book and balance as per cashbook, Procedure for preparation of bank reconciliation statement when there is favorable balance and in case of overdraft (and numerical on the same).

### **Module IV: Financial Statements**

Preparation of Trading Account, Manufacturing Account, Profit And Loss Account and balance sheet along with adjustments (Closing Stock, Outstanding and Prepaid items, Depreciation, Provision for Bad Debts, Provision for Discount on Debtors, Interest on Capital and Drawings) and non-profit making organizations an overview. AS-1, AS-21 (no numerical)

### **Module V: Accounting For Partnership**

Introduction to Partnership Accounts, Partnership Deed. Admission of a new partner- Revaluation account, Computation of New Profit Sharing Ratio and Sacrificing Ratio, Proportionate Capital, Treatment of goodwill in partnership accounts and its valuation. Retirement and Death of a partner: Determining the gaining ratio, Revaluation of assets and liabilities, Reserve, Final payment to retiring partner, Treatment and adjustment of goodwill. Numericals on preparation of various accounts in case of retirement and death of a partner. Dissolution of the firm: Circumstances leading to dissolution of partnership, Settlement of the accounts, Capital ratio on insolvency, Insolvency of all partners and Garner Vs Murray decision.

## **Examination Scheme:**

Components	CT	HA/C/V	A	EE
Weightage (%)	15	10	5	70

(C - Case Discussion/ Presentation; HA - Home Assignment; Q – Quiz; V - Viva; CT - Class Test; A - Attendance; EE - End Semester Examination)

## **Text & References:**

Text:

- Maheshwari, S.N., Advanced Accountancy Volume-I, Ninth Edition, Vikas Publishing House Pvt. Ltd.

References:

- Grewal, T. S., Shukla, M .C, Advanced Accountancy, Sixteenth Edition, Sultan Chand and Sons.
- Tulsian, P.C (2009), Financial Accounting 2<sup>nd</sup> Edition, Pearson Education.
- Narayanaswamy, R. Financial Accounting- A Managerial Perspective, Second Edition, Prentice Hall India.
- Ramachandran, N., Kakani, R.K., Financial Accounting for Management, Tata McGraw Hill Publishing Company Limited.

# ELEMENTARY BUSINESS MATHEMATICS

Course Code: **BBM 101**

Credit Units: **03**

## Course Objective:

The course is designed to orient the students towards the basic concepts of mathematics and its applications in the business world.

## Course Contents:

### Module I: Set Theory & Functions

Theory of Sets: Meaning; Elements; Types of sets, Subsets; Super sets & Power sets; Operation on sets, Venn diagrams, Cardinal no of a set and Applications of set theory; Concept of inclusion-exclusion principle with simple example, Finite, Countable or Infinite sets; Cartesian product of sets. Real number systems, Constant and variable, functions, types of functions, Some useful functions in Business and Economics limits and continuity of a function of one variable.

### Module II: Techniques of counting and Number System

Basic counting principle; Factorial notation; Binomial coefficient; Permutations and Combination; Permutation with restriction; Circular permutation and Combination with restriction. Series and sequence-A.P. and G.P.

### Module III: Simple, Compound Interest and Annuities

Simple Interest, Compound interest (Nominal and effective rate of interest), Concept of present value and amount of sum, Concept of discount, Types of annuities, present value and amount of an annuity, including the case of continuous compounding.

### Module IV: Matrices & Determinants

Matrices; concepts and types; properties; Addition; Multiplication; Transpose and inverse of matrix; Algebra of matrices; Adjoint of a matrix; Determinants; Properties of determinants; Solution of simultaneous Linear Equations; Business applications of matrices; Solution using inverse of the coefficient matrix; Numerical Problems.

## Examination Scheme:

Components	CT	HA/C/V	A	EE
Weightage (%)	15	10	5	70

## Text & References:

### Text:

- Singh J K & Singh Y P (2010), Business Mathematics, Second Edition, Brijwasi Book Distributors and Publishers

### References:

- Gupta S P, Statistical Methods, S. Chand & Co.
- Raghavachari, M, Mathematics for Management, Tata Mc. GrawHill
- Piskunov N, Differential & Integral Calculus, Moscow MIR Publishers
- Sancheti & Kapoor, Business Mathematics, Sultan Chand & Sons
- J. K. Sharma Business mathematics- Theory and Applications, Ane Books India.

# POLITY AND SOCIETY

**Course Code: BBA 107**

**Credit Units: 03**

## **Course Objective:**

This paper focuses on understanding the basic concepts, theories and functioning of state and government.

## **Course Contents:**

### **Module I: Introduction**

What is Polity - definition and scope,

Concept of state and its elements, Constitution – features and classification, organs of government- concepts and function of (Legislature, executive and judiciary- judicial review and independence of judiciary) Separation of power.

### **Module II: Forms of Government**

Unitary and federal form of Government – features and merits and demerits, Parliamentary and Presidential form of Government One party democracy and military rule

### **Module III: Public administration**

Meaning scope and significance of public administration, concept of accountability and control: legislature, executive and judicial control over administration, public policy formulation and problems of implementation.

### **Module IV: Introduction to society**

Society – definition, aims and scope, Social structure in India - (Unity and diversity, Rural urban continuum and Caste (and Varna), class and tribes)

### **Module V: Social Institutions**

Basic concepts- society, community, social groups, association, institution, social stratification, status and role and .Institutions – family, marriage, kinship, religion, education.

### **Module VI: NGO**

Introduction to NGO, (Issues and programmes), place of NGOs in social structure of India, NGOs and judicial activism.

## **Examination Scheme:**

Components	CT	HA/C/V	A	EE
Weightage (%)	15	10	5	70

## **Text & References:**

### **Text:**

- MacIver & Page ‘Society: An Introductory Analysis’; McMillon India Ltd.; N. Delhi.
- M. Haralambos ‘Sociology: Themes and perspectives’; Oxford University Press; N. Delhi.
- Eddy Asirvatham & K.K. Misra ‘Political Theory’; S. Chand & Company Ltd., Delhi.
- A.C. Kapur ‘Principles of Political Science’; S. Chand & Company Ltd., Delhi.

### **References:**

- Myneni ‘Political Science for Law Students’; Allahabad Law Agency.
- R.L. Gupta ‘Political Theory’.
- Vishoo Bhagwan ‘Indian Political thinker’.
- Amal Ray & Bhattacharya ‘Political Theory: Ideas and Institution.
- T.B. Bottomore ‘Sociology: A Guide to problems and Literature’; Blackie & Son (India) Ltd.
- David G. Mandelbaum ‘Society in India’; Popular Prakashan, Mumbai.
- Kingsley Davis ‘Human Society’; Surjeet Publications, Delhi.

## ENVIRONMENTAL STUDIES-I

Course Code: EVS 142

Credit Units: 02

### Course Contents:

#### Module I: The multidisciplinary nature of environmental studies

Definition, scope and importance

Need for public awareness

#### Module II: Natural Resources

Renewable and non-renewable resources:

Natural resources and associated problems

Forest resources: Use and over-exploitation, deforestation, case studies. Timber extraction, mining, dams and their effects on forests and tribal people.

Water resources: Use and over-utilization of surface and ground water, floods, drought, conflicts over water, dams-benefits and problems.

Mineral resources: Use and exploitation, environmental effects of extracting and using mineral resources, case studies.

Food resources: World food problems, changes caused by agriculture and overgrazing, effects of modern agriculture, fertilizer-pesticide problems, water logging, salinity, case studies.

Energy resources: Growing energy needs, renewable and non-renewable energy sources, use of alternate energy sources, case studies.

Land resources: Land as a resource, land degradation, man induced landslides, soil erosion and desertification.

Role of an individual in conservation of natural resources.

Equitable use of resources for sustainable lifestyles.

#### Module III: Ecosystems

Concept of an ecosystem, Structure and function of an ecosystem, Producers, consumers and decomposers, Energy flow in the ecosystem, Ecological succession

Food chains, food webs and ecological pyramids

Introduction, types, characteristic features, structure and function of the following ecosystem:

- Forest ecosystem
- Grassland ecosystem
- Desert ecosystem
- Aquatic ecosystems (ponds, streams, lakes, rivers, ocean estuaries)

#### Module IV: Biodiversity and its conservation

Introduction – Definition: genetic, species and ecosystem diversity

Biogeographical classification of India

Value of biodiversity: consumptive use, productive use, social, ethical aesthetic and option values Biodiversity at global, national and local levels

India as a mega-diversity nation, Hot-spots of biodiversity

Threats to biodiversity: habitat loss, poaching of wildlife, man wildlife conflicts, Endangered and endemic species of India

Conservation of biodiversity: In-situ and Ex-situ conservation of biodiversity

### Examination Scheme:

Components	CT	HA/C/V	A	EE
Weightage (%)	15	10	5	70

## Text & References:

- Agarwal, K.C. 2001 Environmental Biology, Nidi Publ. Ltd. Bikaner.
- Bharucha Erach, The Biodiversity of India, Mapin Publishing Pvt. Ltd., Ahmedabad 380 013, India, Email:mapin@icenet.net (R)
- Brunner R.C., 1989, Hazardous Waste Incineration, McGraw Hill Inc. 480p Clark R.S., Marine Pollution, Clarendon Press Oxford (TB)
- Cunningham, W.P. Cooper, T.H. Gorhani, E & Hepworth, M.T. 2001, Environmental Encyclopedia, Jaico Publ. House, Mumabai, 1196p
- De A.K., Environmental Chemistry, Wiley Eastern Ltd. Down to Earth, Centre for Science and Environment (R)
- Gleick, H.P. 1993. Water in Crisis, Pacific Institute for Studies in Dev., Environment & Security. Stockholm Env. Institute Oxford Univ. Press. 473p
- Hawkins R.E., Encyclopedia of Indian Natural History, Bombay Natural History Society, Bombay (R) Heywood, V.H & Waston, R.T. 1995. Global Biodiversity Assessment. Cambridge Univ. Press 1140p.
- Jadhav, H & Bhosale, V.M. 1995. Environmental Protection and Laws. Himalaya Pub. House, Delhi 284 p. Mckinney, M.L. & School, R.M. 1996. Environmental Science Systems & Solutions, Web enhanced edition. 639p.
- Mhaskar A.K., Matter Hazardous, Techno-Science Publication (TB) Miller T.G. Jr. Environmental Science, Wadsworth Publishing Co. (TB)
- Odum, E.P. 1971. Fundamentals of Ecology. W.B. Saunders Co. USA, 574p
- Rao M N. & Datta, A.K. 1987. Waste Water treatment. Oxford & IBH Publ. Co. Pvt. Ltd. 345p. Sharma B.K., 2001. Environmental Chemistry. Geol Publ. House, Meerut
- Survey of the Environment, The Hindu (M)
- Townsend C., Harper J, and Michael Begon, Essentials of Ecology, Blackwell Science
- Trivedi R.K., Handbook of Environmental Laws, Rules Guidelines, Compliances and Standards, Vol I and II, Enviro Media (R)
- Tri  
ved R. K. and P.K. Goel, Introduction to air pollution, Techno-Science Publication (TB) Wanger K.D., 1998 Environnemental Management. W.B. Saunders Co. Philadelphia, USA 499

**Annexure' CD-01'**

**UG- 01**

**Course Title:Communication Skills-I**

**Credit Units: 1**

**Course Code: BCU141**

L	T	P/ S	SW/F W	TOTAL CREDIT UNITS
<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>

**Course Objective** The course is intended to familiarize students with the basics of English language and help them to learn to identify language structures for correct English usage.

**Prerequisites:** NIL



Course Contents / Syllabus:																					
1.	Module I Essentials of English Grammar			30% Weightage																	
	<ul style="list-style-type: none"> <li>• <b>Common Errors</b></li> <li>• <b>Parts of Speech</b></li> <li>• <b>Collocations, Relative Pronoun</b></li> <li>• <b>Subject-Verb Agreement</b></li> <li>• <b>Articles</b></li> <li>• <b>Punctuation</b></li> <li>• <b>Sentence Structure- ‘Wh’ Questions</b></li> </ul>																				
2.	Module II <b>Written English Communication</b>			30% Weightage																	
	<ul style="list-style-type: none"> <li>• <b>Paragraph Writing</b></li> <li>• <b>Essay Writing</b></li> </ul>																				
3.	Module III <b>Spoken English Communication</b>			30% Weightage																	
	<ul style="list-style-type: none"> <li>• <b>Introduction to Phonetics</b></li> <li>• <b>Syllable-Consonant and Vowel Sounds</b></li> <li>• <b>Stress and Intonation</b></li> </ul>																				
4.	Module IV : Prose			10% Weightage																	
	<p>“Friends, Romans, Countrymen, lend me your ears” Speech by Marc Antony in Julius Caesar</p> <p>❖ Comprehension Questions will be set in the End-Semester Exam</p>																				
5.	<p><b>Student Learning Outcomes:</b> The students should be able to :</p> <ul style="list-style-type: none"> <li>• Identify Common Errors and Rectify Them</li> <li>• Develop and Expand Writing Skills Through Controlled and Guided Activities</li> <li>• To Develop Coherence, Cohesion and Competence in Oral Discourse through Intelligible Pronunciation.</li> </ul>																				
6.	<p>Pedagogy for Course Delivery:</p> <ul style="list-style-type: none"> <li>• Workshop</li> <li>• Group Discussions</li> <li>• Presentations</li> <li>• Lectures</li> <li>• Extempore</li> </ul>																				
	<p>Assessment/ Examination Scheme:</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 33%;">Theory L/T (%)</th> <th style="width: 33%;">Lab/Practical/Studio (%)</th> <th style="width: 33%;">End Term Examination</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;"><b>100%</b></td> <td style="text-align: center;"><b>NA</b></td> <td style="text-align: center;"><b>70%</b></td> </tr> </tbody> </table> <p>Theory Assessment (L&amp;T):</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 20%;">Components (Drop down)</th> <th style="width: 15%;">CIE</th> <th style="width: 15%;">Mid Sem</th> <th style="width: 15%;">Attendance</th> <th style="width: 35%;">End Term Examination</th> </tr> </thead> <tbody> <tr> <td>Weightage (%)</td> <td style="text-align: center;"><b>10%</b></td> <td style="text-align: center;"><b>15%</b></td> <td style="text-align: center;"><b>5%</b></td> <td style="text-align: center;"><b>70%</b></td> </tr> </tbody> </table>			Theory L/T (%)	Lab/Practical/Studio (%)	End Term Examination	<b>100%</b>	<b>NA</b>	<b>70%</b>	Components (Drop down)	CIE	Mid Sem	Attendance	End Term Examination	Weightage (%)	<b>10%</b>	<b>15%</b>	<b>5%</b>	<b>70%</b>		
Theory L/T (%)	Lab/Practical/Studio (%)	End Term Examination																			
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Components (Drop down)	CIE	Mid Sem	Attendance	End Term Examination																	
Weightage (%)	<b>10%</b>	<b>15%</b>	<b>5%</b>	<b>70%</b>																	

**Text:** *Rosenblum, M. How to Build Better Vocabulary, London: Bloomsbury Publication*  
*Verma, Shalini. Word Power made Handy, S. Chand Publications*  
*High School English Grammar & Composition by Wren & Martin*  
**References:** *K.K.Sinha , Business Communication, Galgotia Publishing Company.*

Additional Reading: Newspapers and Journals

# BEHAVIOURAL SCIENCE - I

**Course Code: BSU 143**

**Credit Units: 01**

## **Course Objective:**

This course aims at imparting:

- Understanding self & process of self exploration
- Learning strategies for development of a healthy self esteem
- Importance of attitudes and its effective on personality
- Building Emotional Competence

## **Course Contents:**

### **Module I: Self: Core Competency**

**(2 Hours)**

- Understanding of Self
- Components of Self – Self identity
- Self concept
- confidence Self
- Self image

### **Module II: Techniques of Self Awareness**

**(2 Hours)**

- Exploration through Johari Window
- Mapping the key characteristics of self
- Framing a charter for self
- Stages – self awareness, self acceptance and self realization

### **Module III: Self Esteem & Effectiveness**

**(2 Hours)**

- Meaning and Importance
- Components of self esteem
- High and low self esteem
- Measuring your self esteem

### **Module IV: Building Positive Attitude**

**(2 Hours)**

- Meaning and nature of attitude
- Components and Types of attitude
- Importance and relevance of attitude

### **Module V: Building Emotional Competence**

**(2 Hours)**

- Emotional Intelligence – Meaning, components, Importance and Relevance
- Positive and Negative emotions
- Healthy and Unhealthy expression of emotions

### **Module VI: End-of-Semester Appraisal**

**(2 Hours)**

- Viva based on personal journal
- Assessment of Behavioral change as a result of training
- **Exit Level Rating by Self and Observer**

## **Suggested Readings:**

- Organizational Behaviour, Davis, K.
- Hoover, Judhith D. Effective Small Group and Team Communication, 2002, Harcourt College Publishers
- Dick, Mc Cann & Margerison, Charles: Team Management, 1992 Edition, viva books

- Bates, A. P. and Julian, J.: Sociology - Understanding Social Behaviour
- Dressler, David and Cans, Donald: The Study of Human Interaction
- Lapiere, Richard. T – Social Change
- Lindzey, G. and Borgatta, E: Sociometric Measurement in the Handbook of Social Psychology, Addison – Welsley, US.
- Rose, G.: Oxford Textbook of Public Health, Vol.4, 1985.
- LaFasto and Larson: When Teams Work Best, 2001, Response Books (Sage), New Delhi
- J William Pfeiffer (ed.) Theories and Models in Applied Behavioural Science, Vol 2, Group (1996); Pfeiffer & Company
- Smither Robert D.; The Psychology of Work and Human Performance, 1994, Harper Collins College Publishers

# FRENCH

Course Code: FLU 144

Credit Units: 02

## Course Objective:

To familiarize the students with the French language

- with the phonetic system
- with the syntax
- with the manners
- with the cultural aspects

## Course Contents:

Module A: pp. 01 to 37: Unités 1, 2, Unité 3 Object if 1, 2

Only grammar of Unité 3: object if 3, 4 and 5

Contenu lexical: Unité 1: Découvrir la langue française: (oral et écrit)

1. se présenter, présenter quelqu'un, faire la connaissance des autres, formules de politesse, rencontres
2. dire/interroger si on comprend
3. Nommer les choses

Unité 2: Faire connaissance

1. donner/demander des informations sur une personne, premiers contacts, exprimer ses goûts et ses préférences
2. Parler de soi: parler du travail, de ses activités, de son pays, de sa ville.

Unité 3: Organiser son temps

1. dire la date et l'heure

Contenu grammatical:

1. organisation générale de la grammaire
2. article indéfini, défini, contracté
3. nom, adjectif, masculin, féminin, singulier et pluriel
4. négation avec « de », "moi aussi", "moi non plus"
5. interrogation: Inversion, est-ce que, qui, que, quoi, qu'est-ce que, où, quand, comment, quel(s), quelle(s)  
Interro-négatif: réponses: oui, si, non
6. pronom tonique/disjoint- pour insister après une préposition
7. futur proche

## Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

C – Project + Presentation

I – Interaction/Conversation Practice

## Text & References:

- le livre à suivre: Campus: Tome 1



# MACRO ECONOMICS FOR BUSINESS

**Course Code: BBA 201**

**Credit Units: 04**

## **Course Objective:**

This course deals with principles of macroeconomics. The coverage includes determination of and linkages between major macro economic variables, the level of output and prices, inflation, unemployment, GDP growth, interest rates and exchange rates.

## **Course Contents:**

### **Module – I Introduction to Macroeconomics**

The nature of macroeconomics, Mirco V/s Marco, Major Macroeconomic Issues, Macroeconomic Policy Objectives, Macroeconomic stability and business environment, Brief introduction to major schools of thought in Macroeconomics.

### **Module II- Some Important Macroeconomic Aggregates**

Concept of National Income and Its Measurement, Circular flow of income in two, three, four sector economy, relation between leakages and injections in circular flow. Estimates and Analysis(GNP, NNP,GDP,HDI), Methods of measurement of National Income.

### **Module III- Rent Theory**

Theory of Rent, Theory of Interest, Theories of Profit

### **Module IV: Theory of Full Employment and Income**

Classical, Modern (Keynesian) Approach, Consumption Function, Relationship between Saving and Consumption. Investment Function, Concept of Marginal Efficiency of Capital and Marginal Efficiency of Investment. National Income DETERMINATION in two, three and four Sector Models. Multiplier in two, three and four Sectors Model.

### **Module- V: Money Market**

Definition and Function of Money, Demand Theory of Money- Fisher's, Keynes and Friedman's , IS-LM Model, Source of Money Supply Inflation and Deflation, Measures to Control Inflation- Monetary Policy, Fiscal policy

### **Module VI: International Linkages**

Balance of Payments and Exchange Rates, Trade in Goods, Market Equilibrium and the Balance of Trade, Capital Mobility, Exchange Rate changes and Trade adjustment; Monetary approach to Balance of Payment; Flexible Exchange Rate, Money and Price; Interest Differentials and Exchange Rate Expectations, Exchange Rate Fluctuation and Interdependence.

## **Examination Scheme:**

Components	CT	HA/C/V	A	EE
Weightage (%)	15	10	5	70

(C - Case Discussion/ Presentation; HA - Home Assignment; Q – Quiz; V - Viva; CT - Class Test; A - Attendance; EE - End Semester Examination)

## **Text & References:**

### **Text:**

- Ahuja H.L. Macro Economics, S. Chand & Co, New Delhi

### **References:**

- Dewett, K. K, Modern Economic Theory: S. Chand &Co, New Delhi
- Shapiro Edward, Macro Economic Analysi, Tata Mc. Graw Hill.
- Seth M.L. Macro Economics, Agarwal Publications, Agra.
- R. Dornbusch & S. Fisher, Macroeconomics, Tata Mc. Graw Hill.
- Mankiw, Principles of Macro Economics, Thomson Publication.
- Sundharam. K.P.M, Money, Banking and International Trade, S. Chand & Co, New Delhi.

# CORPORATE ACCOUNTING

Course Code: BBA 202

Credit Units: 04

## Course Objective:

This course enables the students to develop awareness about Corporate Accounting in conformity with the Provision of Companies' Act and latest amendments thereto with adoption of Accounting Standards that are likely to be introduced from time to time.

## Course Contents:

### Module I- Introduction

Statutory records to be maintained by a company, Accounting standards - relevance and significance; National and international accounting standards.

### Module II- Accounting for share capital transactions

Accounting for share capital transactions - issue of shares at par, at premium and at discount; forfeiture and re-issue of shares; buy-back of shares; redemption of preference shares - Statutory requirements, Disclosure in balance sheet; Rights issue, Underwriting.

### Module III- Debentures

Issue of debentures - accounting treatment and procedures; Redemption of debentures; Conversion of debentures into shares.

### Module IV- final accounts

Preparation and presentation of final accounts of joint stock companies as per company law requirements; Provisions and reserves; Determination of managerial remuneration; Appropriation out of profits; Transfer of profits to reserves; Payment of dividend, Transfer of unpaid dividend to Investor Education and Protection Fund; Bonus shares and payment of interest out of capital.

### Module V- Holding and subsidiary companies

Holding and subsidiary companies - Accounting treatment and disclosures; Consolidation of accounts.

### Module VI - Valuation of goodwill and shares

Good will – Meaning, Definition, Elements, Types and Methods of Valuation of Goodwill, Methods of share valuation (Equity & preference shares).

### Module VII- Amalgamation, Absorption and reconstruction of companies

Accounting treatment for amalgamation, Absorption and reconstruction of companies; Internal and external reconstruction, Liquidation- Preparation of liquidators statement & affairs, Deficiency/surplus statement, Calculation of pro rata treatment of uncalled capital.

## Examination Scheme:

Components	CT	HA/C/V	A	EE
Weightage (%)	15	10	5	70

C - Case Discussion/ Presentation; HA - Home Assignment; P - Project; S - Seminar; V - Viva; Q - Quiz; CT - Class Test; A - Attendance; EE - End Semester Examination

## Text & References:

- Maheswari, S.N. (2009), Principles of Management Accounting, Sultan Chand & Sons, N Delhi.
- Tulsian, P C, (2009), Financial Accounting, 2<sup>nd</sup> Edition, Pearson Education.
- Rajasekran, (2010), Financial Accounting, 1<sup>st</sup> Edition, Pearson Education.
- Narayanaswamy, Financial Accounting
- SP Iyengar, Advanced Accountancy
- RL Gupta, Advanced Accountancy
- Jain and Narang, Corporate Accounting



# ORGANISATIONAL BEHAVIOUR

**Course Code: BBA 203**

**Credit Units: 03**

## **Course Objective:**

The objective of this course is to familiarize the students with the behavioral patterns of Human beings at individual and group levels

## **Course Contents:**

### **Module I: Understanding Human Behaviour**

The concept, Nature and Significance of Human Behaviour, Factors Effecting Human Behaviour, Levels of Human Behaviour; Disciplines contributing to OB. Models of OB.PP

### **Module II: Individual Behaviour**

Individual Differences, Concept of Personality, Determinants of Personality and Types of Personality, Theories of Personality, Perception & Perceptual Process, Learning and Behavior reinforcement, values.

### **Module III: Motivation & Attitude**

Concept, Type and Significance and Theories of Motivation: Maslow's theory of hierarchical needs, Herzberg's two factor theory, McClelland's theory of needs, McGregor's theory X and theory Y, Vroom's theory of expectancy, Attitudes, (Meaning and nature), Formation and change attitudes, Job related attitudes.

### **Module IV: Interpersonal Behaviour, Power & Politics**

Interpersonal Dimensions of Behaviour, Transactional Analysis, Implications of TA, Organizational communication, making communication effective, Power (Concept, determinants & sources, types), Organizational Politics, Tactics & Impression Management.

### **Module V: Group Behaviour and Leadership**

Group Development process, Group Behaviour, Determinants of Group Behavior, Difference between Groups & Teams Inter Group Problems, Leadership, Nature and Significance of Leadership, Leadership Styles, Theories of Leadership, Trait Theory, Behavioral Theory (Managerial Grid).

### **Module VI: Change and Conflicts**

Organizational conflict, Nature and types of conflict, Approaches to conflict management, Organizational culture, Learning and maintaining organizational culture, Organizational change, Planned change, Resistance to change, Organization development (Definition), Need for organization development, Organization development process.

Assignment : Group Discussion & Analysis - Emerging Business Realities

## **Examination Scheme:**

Components	CT	HA/C/V	A	EE
Weightage (%)	15	10	5	70

(C - Case Discussion/ Presentation; HA - Home Assignment; P - Project; S - Seminar; V - Viva; Q - Quiz; CT - Class Test; A - Attendance; EE - End Semester Examination)

## **Text & References:**

### **Text:**

- Stephen Robins, Organisational Behaviour PHI

### **References:**

- K. Ashwathappa, Organisational Behaviour, Tata McGr
- Keith Davis, Organisational Behaviour, Tata Mc Graw-Hill

- Keith Davis, Human Behaviour at Work, Tata McGraw-Hill

## Computer Application in Business Management

**Course Code:** CSE 201

**Credit Units: 04**

### Course Objective:

To provide computer skills and knowledge for commerce students, and to make them complacent with the use of new tools of IT.

### Course Contents:

#### Module I:

Computer applications – data processing, information processing, commercial, office automation, industry and engineering, healthcare, education, graphics and multimedia, Von-Neumann architecture, Computer system organization, Computer memory- primary memory and secondary memory. Secondary storage devices – magnetic and optical media, Operating system and function, Evolution of operating system, Operating System structure, Operating System Services.

#### Module II:

Data Representation: Number systems, Positional and Non-Positional Number system, Character representation codes, Binary, octal, hexadecimal and their interconversions. Binary arithmetic, Algorithm and flowcharts, Process Modeling – DFD, Logic Modeling – Structured English & Decision Tables.

#### Module III:

System & its parts, Types of Systems, Characteristics of a System, System Analyst and its responsibilities, Types of system Analysis, Database Design, Database Management System – an introduction, Overview of Data Models (Relational Database Model, E-R data model, Network Data model, Hierarchical Data model) Keys, Schema & Subschema, Structure, Facilities & Users, Constraints, Anomalies, Functional Dependency, Normalization (1NF and 2NF), Database Administrator and its functions.

#### Module IV:

SDLC & System Development Models (Waterfall model, Prototype model, Evolutionary model & Spiral Model), System Planning & Selection (Identifying, Selecting, Initiating & Planning System Development Project), Comparison between System Development models.

#### Module V:

Management Information System (MIS) - Concept, need and characteristics of MIS - data, information and data life cycle, System Security: Data Security, Backup & Recovery during System & Database failure, Ethical Issues in System Development, Threat and Risk Analysis, Audit, System Audit.

#### Module VI:

Introduction to computer networks, types of Network, Topology, reference models, Theoretical basis for data communication, transmission media, error detection and correction, Basic concepts of hubs, switches, gateways, and routers.

### Examination Scheme:

Components	CT	HA/C/V	A	EE
Weightage (%)	15	10	5	70

### Text & References:

#### Text:

- Essentials of System Analysis & Design, Second Edition, Valacich George Hoffer, Prentice-Hall India

#### References:

- Analysis and Design of information systems, James A. Senn
- Computer Based Information Systems, Kroeber, Donald W. and Watron, Hugh J.
- Systems Analysis & Design, E. M. Awad.
- Systems Analysis and Design – An Applied Approach, Dennis Wixom, Wiley

# SALES AND DISTRIBUTION MANAGEMENT

**Course Code: BBA 205**

**Credit Units: 03**

## **Course Objective:**

The major objective of this course is to acquaint the students with the theory and practice of Management of Sales Operations.

## **Course Contents:**

### **Module I: Introduction**

Sales management- Concept, Objectives and functions. Evolution of sales management. Nature and role of Sales Manager's job. Sales management as a career. Emerging trends in sales management .

### **Module II: Sales Organization**

Purpose of sales organization. Setting sales organization. Types of sales organization. Coordination of selling functions with other marketing activities. **Sales forecasting.**

### **Module III: Controlling sales effort**

Sales Budget: Purpose and budgetary procedure. Quotas: Concept, Objectives and Types. Sales Territory: Concept and procedure of devising sales territories, **Routing and Scheduling of Sales force. Sales Audit.**

### **Module IV: Managing Sales Force**

Concept of sales force management. Recruitment and Selection of sales personnel (domestic and international perspective). Sales training. Compensating and motivating sales personnel. Controlling and evaluating sales personnel

### **Module V Personal Selling**

Introduction to Personal Selling: Qualities of effective sales person, Personal selling situations, Personal selling process: Pre approach, Opening a sale, Sales Presentation and Demonstration, Handling objections and Closing a sale, Post sales follow up.

### **Module VI: Distribution and Logistics Management**

Distribution channels: Concept and need, Channel Conflict: Concept and stages. Conflict management. **Objectives of logistics. Concept of logistics planning: inventory management decisions, transportation decisions, location decisions.**

### **Project Based Learning**

Sales Simulations: Small role plays throughout the semester. For this simulation, students would be given a product to sell with a several days to research the product, industry and clients.

## **Examination Scheme:**

Components	CT	HA/C/V	A	EE
Weightage (%)	15	10	5	70

## **Text & References:**

### *Text:*

- Still Cundiff, Sales Management Decision Strategies, Fifth Edition, Printice Hall.
- Panda Tapan K., Sahadev Sunil, Sales and Distribution Management, 2005, Oxford University Press.

### *References:*

- Kapoor Ramneek, Fundamentals of Sales Management, 2005, McMillan.
- Sudha GS, Sales & Advertising Management, 2005, Indus Valley Publications.
- Walker, Churchill Ford, Management of Sales Force

## ENVIRONMENTAL STUDIES-II

Course Code: EVS 242

Credit Units: 02

### Course Contents:

#### Module I: Environmental Pollution

Definition, causes, effects and control measures of:

- a. Air pollution
- b. Water pollution
- c. Soil pollution
- d. Marine pollution
- e. Noise pollution
- f. Thermal pollution
- g. Nuclear pollution

Solid waste management: Causes, effects and control measures of urban and industrial wastes. Role of an individual in prevention of pollution. Pollution case studies. Disaster management: floods, earthquake, cyclone and landslides.

#### Module II: Social Issues and the Environment

From unsustainable to sustainable development, Urban problems and related to energy, Water conservation, rain water harvesting, watershed management

Resettlement and rehabilitation of people; its problems and concerns. Case studies.

Environmental ethics: Issues and possible solutions

Climate change, global warming, acid rain, ozone layer depletion, nuclear accidents and holocaust. Case studies. Wasteland reclamation, Consumerism and waste products, Environmental Protection Act

Air (Prevention and Control of Pollution) Act, Water (Prevention and control of Pollution) Act, Wildlife Protection Act, Forest Conservation Act

Issues involved in enforcement of environmental legislation Public awareness

#### Module III: Human Population and the Environment

Population growth, variation among nations

Population explosion – Family Welfare Programmes

Environment and human health

Human Rights

Value Education

HIV / AIDS

Women and Child Welfare

Role of Information Technology in Environment and Human Health

Case Studies

#### Module IV: Field Work

Visit to a local area to document environmental assets-river / forest/ grassland/ hill/ mountain. Visit to a local polluted site – Urban / Rural / Industrial / Agricultural. Study of common plants, insects, birds. Study of simple ecosystems-pond, river, hill slopes, etc (Field work equal to 5 lecture hours)

### Examination Scheme:

Components	CT	HA	S/V/Q	A	EE
Weightage (%)	15	5	5	5	70

## Text & References:

- Agarwal, K.C. 2001 Environmental Biology, Nidi Publ. Ltd. Bikaner.
- Bharucha Erach, The Biodiversity of India, Mapin Publishing Pvt. Ltd., Ahmedabad 380 013, India, Email:mapin@icenet.net (R)
- Brunner R.C., 1989, Hazardous Waste Incineration, McGraw Hill Inc. 480p Clark R.S., Marine Pollution, Clarendon Press Oxford (TB)
- Cunningham, W.P. Cooper, T.H. Gorhani, E & Hepworth, M.T. 2001, Environmental Encyclopedia, Jaico Publ. House, Mumabai, 1196p
- De A.K., Environmental Chemistry, Wiley Eastern Ltd. Down to Earth, Centre for Science and Environment (R)
- Gleick, H.P. 1993. Water in Crisis, Pacific Institute for Studies in Dev., Environment & Security. Stockholm Env. Institute Oxford Univ. Press. 473p
- Hawkins R.E., Encyclopedia of Indian Natural History, Bombay Natural History Society, Bombay (R) Heywood, V.H & Waston, R.T. 1995. Global Biodiversity Assessment. Cambridge Univ. Press 1140p.
- Jadhav, H & Bhosale, V.M. 1995. Environmental Protection and Laws. Himalaya Pub. House, Delhi 284 p. Mckinney, M.L. & School, R.M. 1996. Environmental Science Systems & Solutions, Web enhanced edition. 639p.
- Mhaskar A.K., Matter Hazardous, Techno-Science Publication (TB) Miller T.G. Jr. Environmental Science, Wadsworth Publishing Co. (TB)
- Odum, E.P. 1971. Fundamentals of Ecology. W.B. Saunders Co. USA, 574p
- Rao M N. & Datta, A.K. 1987. Waste Water treatment. Oxford & IBH Publ. Co. Pvt. Ltd. 345p. Sharma B.K., 2001. Environmental Chemistry. Geol Publ. House, Meerut
- Survey of the Environment, The Hindu (M)
- Townsend C., Harper J, and Michael Begon, Essentials of Ecology, Blackwell Science
- Trivedi R.K., Handbook of Environmental Laws, Rules Guidelines, Compliances and Standards, Vol I and II, Enviro Media (R)
- Tri  
ved R. K. and P.K. Goel, Introduction to air pollution, Techno-Science Publication (TB) Wanger K.D., 1998 Environnemental Management. W.B. Saunders Co. Philadelphia, USA 499p

UG: Semester II

Course Title: Communication Skills-II

Course Code: BCU 241

Credit Units: 1

L	T	P/ S	SW/F W	TOTAL CREDIT UNITS
1	0	0	0	1

Course Objectives:

To understand the different aspects of communication using the four macro skills –  
LSRW (Listening, Speaking, Reading, Writing)

Prerequisites: NIL

Course Contents / Syllabus:		
1.	<b>Module I Communication</b>	35% Weightage
	<ul style="list-style-type: none"> <li>• Process and Importance</li> <li>• Models of Communication (Linear &amp; Shannon Weaver)</li> <li>• Role and Purpose</li> <li>• Types &amp; Channels</li> <li>• Communication Networks</li> <li>• Principles &amp; Barriers</li> </ul>	
2.	<b>Module II Verbal Communication</b>	25% Weightage
	Oral Communication: Forms, Advantages & Disadvantages Written Communication: Forms, Advantages & Disadvantages <b>Introduction of Communication Skills (Listening, Speaking, Reading, Writing)</b>	
3.	<b>Module III Non-Verbal Communication</b>	30% Weightage
	<ul style="list-style-type: none"> <li>• Principles &amp; Significance of Nonverbal Communication</li> <li>• KOPPACT (Kinesics, Oculesics, Proxemics, Para-Language, Artifacts, Chronemics, Tactilics)</li> <li>• Visible Code</li> </ul>	
4.	<b>Module IV : Prose</b>	10% Weightage
	TEXT: APJ Abdul Kalam and Arun Tiwari. <i>Wings of Fire: An Autobiography</i> , Universities Press, 2011  Comprehension Questions will be set in the End-Semester Exam	
5.	<b>Student Learning Outcomes:</b>	
	<b>The students should be able to :</b> <ul style="list-style-type: none"> <li>• Apply Verbal and Non-Verbal Communication Techniques in the Professional Environment</li> </ul>	
6.	<b>Pedagogy for Course Delivery:</b>	
	<ul style="list-style-type: none"> <li>• Extempore</li> <li>• Presentations</li> <li>• Lectures</li> </ul>	

7.	<b>Assessment/ Examination Scheme:</b>			
	Theory L/T (%)	Lab/Practical/Studio (%)	End Term Examination	
	<b>100%</b>	<b>NA</b>	<b>50%</b>	
	Theory Assessment (L&T):			
Components (Drop down)	CIE	Mid Sem	Attendance	End Term Examination
Weightage (%)	<b>10%</b>	<b>15%</b>	<b>5%</b>	<b>70%</b>

**Text:** Rosenblum, M. How to Build Better Vocabulary, London: Bloomsbury Publication.  
 Verma, Shalini. Word Power made Handy, S. Chand Publications.  
 High School English Grammar & Composition by Wren & Martin

**Reference:** K.K.Sinha , Business Communication, Galgotia Publishing Company.  
 Alan Pease : Body Language

**Additional Reading:** Newspapers and Journals

# BEHAVIOURAL SCIENCE - II

**Course Code: BSU 243**

**Credit Units: 01**

## Course Objective:

This course aims at enabling students towards:

- Understand the importance of individual differences
- Better understanding of self in relation to society and nation
- Facilitation for a meaningful existence and adjustment in society
- Inculcating patriotism and national pride

Course Contents:

### Module I: Individual differences & Personality

(2 Hours)

- Personality: Definition & Relevance
- Importance of nature & nurture in Personality Development
- Importance and Recognition of Individual differences in Personality
- Accepting and Managing Individual differences
- Intuition, Judgment, Perception & Sensation (MBTI)
- BIG5 Factors

### Module II: Managing Diversity

(2 Hours)

- Defining Diversity
- Affirmation Action and Managing Diversity
- Increasing Diversity in Work Force
- Barriers and Challenges in Managing Diversity

### Module III: Socialization

(2 Hours)

- Nature of Socialization
- Social Interaction
- Interaction of Socialization Process
- Contributions to Society and Nation

### Module IV: Patriotism and National Pride

(2 Hours)

- Sense of pride and patriotism
- Importance of discipline and hard work
- Integrity and accountability

### Module V: Human Rights, Values and Ethics

(2 Hours)

- Meaning and Importance of human rights
- Human rights awareness
- Values and Ethics- Learning based on project work on Scriptures like- Ramayana, Mahabharata, Gita etc.

### Module VI: End-of-Semester Appraisal

(2 Hours)

- Viva - Voce based on personal journal
- Assessment of Behavioral change as a result of training
- Exit Level Rating by Self and Observer

## Examination Scheme:

Components	SAP	A	Mid Term Test (CT)	VIVA	Journal for Success (JOS)
Weightage (%)	20	05	20	30	25



# FRENCH

**Course Code:** FLU 244

**Credit Units: 02**

## Course Objective:

To enable the students to overcome the fear of speaking a foreign language and take position as a foreigner speaking French.

To make them learn the basic rules of French Grammar.

## Course Contents:

**Module A: pp.38 – 47: Unité 3: Object if 3, 4, 5, 6**

**Module B: pp. 47 to 75 Unité 4, 5**

### Contenu lexical:

#### Unité 3: Organiser son temps

1. donner/demander des informations sur un emploi du temps, un horaire SNCF – Imaginer un dialogue
2. rédiger un message/ une lettre pour ...
  - i) prendre un rendez-vous/ accepter et confirmer/ annuler
  - ii) inviter/accepter/refuser
3. Faire un programme d'activités
4. imaginer une conversation téléphonique/un dialogue
5. Propositions- interroger, répondre

#### Unité 4: Découvrir son environnement

1. situer un lieu
2. s'orienter, s'informer sur un itinéraire.
3. Chercher, décrire un logement
4. connaître les rythmes de la vie

#### Unité 5: s'informer

1. demander/donner des informations sur un emploi du temps passé.
2. donner une explication, exprimer le doute ou la certitude.
3. découvrir les relations entre les mots
4. savoir s'informer

### Contenu grammatical:

1. Adjectifs démonstratifs
2. Adjectifs possessifs/exprimer la possession à l'aide de:
  - i. « de »
  - ii. A+nom/pronom disjoint
3. Conjugaison pronominale – négative, interrogative - construction à l'infinitif
4. Impératif/exprimer l'obligation/l'interdiction à l'aide de « il faut... »/ «il ne faut pas... »
5. passé composé
6. Questions directes/indirectes

## Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

C – Project + Presentation

I – Interaction/Conversation Practice

## Text & References:

- le livre à suivre: Campus: Tome 1

# BUSINESS STATISTICS

**Course Code: BBM 301**

**Credit Units: 03**

## **Course Objective:**

To provide basic understanding of quantitative tools and their elementary application to business problems.

## **Course Contents:**

### **Module I: Basics of Statistics & Measures of Central Tendency**

Definitions, Functions of Statistics, Statistics and Computers, Limitation of Statistics, Graphic Representation of Data, Measure of central tendency- Mean, Median and Mode for Grouped and ungrouped data. Combined-Mean.

### **Module II: Measures of Dispersion**

Measures of dispersion; Range, Mean Deviation, Standard deviation, coefficient of variation, Quartile. Deviation, skewness and kurtosis, Difference between these measures and their interpretation

### **Module III: Correlation and Regression**

Correlation: simple, coefficient of correlation-Karl Pearson and Rank correlation partial and Multiple correlation Analysis, Regression analysis Estimation of regression line in a bivariate distribution - Least squares method, interpretation of regression coefficients.

## **Examination Scheme:**

<b>Components</b>	<b>Mid term</b>	<b>HA//C/V</b>	<b>EE</b>
<b>Weightage (%)</b>	<b>15</b>	<b>5</b>	<b>70</b>

## **Text & References:**

- Allen, R.G.D, Mathematical Analysis for Economics, Macmillan Press, London.
- Black, J. and J.F. Bradley, Essential Mathematics for Economics, John Wiley and Sons.
- Chiang, A.C, Fundamental Method of Mathematical Economics, McGraw-Hill, New Delhi.
- Croxton, F.E., D.J. Cowden and S. Klein, Applied General Statistics, Prentice Hall, New Delhi.
- Gupta, S.C. and V.K. Kapoor, Fundamentals of Applied Statistics, S.Chand and Sons, New Delhi.
- Speigal, M.R, Theory and Problems of Statistics, McGraw-Hill Book, London.

# BASICS OF FINANCIAL MANAGEMENT

**Course Code: BBA 302**

**Credit Units: 04**

## Course Objective:

To take decisions which are effective, a manager in any of the functional areas be it Marketing, HR or IT requires a thorough cost and benefit analysis and a feel for Finance so as to look at the long term implications of his/her decision. This course is a "nut and bolts" course on Finance where the basic Financial decisions will be explained through problems and exercises, thus giving the student an understanding and a feel for Financial decision making.

## Course Contents:

### Module I: Introduction to Financial Management

Evolution of Financial Management, Key activities of Finance Manager Changing Role of Finance Managers, Key Decision Areas in Financial Management, Objectives of the firm.

### Module II: Financial Statement Analysis

Introduction, objectives of financial statement analysis, Techniques-Ratio analysis, Comparative analysis and limitations of financial statement analysis, AS-20 (no numerical)

### Module III: Valuation Concepts

Concept of Time value of Money, Process of Compounding and Discounting, Future Value of a Single amount, Future Value of an Annuity, Present Value of a Single Amount, Present Value of an Annuity, Future value of annuity due, Present value of annuity due, Concept of perpetuity, Concept and calculation of Effective Interest rate (EIR)

### Module IV: Financing Decision

Asset-Based Financing – Introduction; Lease Financing; Hire Purchase Financing; Infrastructure Project Financing, Corporate Credit Policy: Nature and Goals; Collection Procedures; Nature of Inventory

### Module V: Investment Decision

Basics of Capital Budgeting, Types of capital budgeting decisions, Estimating cash flows for project appraisal, Green capital budgeting, Non-discounted Cash Flow Techniques: Payback Period, ARR, Discounted Cash Flow Techniques: NPV, IRR, PI. Risk Analysis of Capital Budgeting: Risk adjusted discount rate, Certainty Equivalent Approach.

### Module VI: Working Capital Management

Meaning and importance of adequate working capital, Excess or inadequate working capital, Determinants of working capital requirement, Cash management, Receivable management and Inventory management – Sources of working capital.

### Module VII: Risk Analysis in Financial Management

Measures of risk in financial analysis- Define and measure risk for individual assets, calculation of standard deviation and variance of returns, Computation of historical average return of securities and market premium, difference between relevant and irrelevant risks.

## Examination Scheme:

Components	CT	HA/C/V	A	EE
Weightage (%)	15	10	5	70

## Text & References:

### Text:

- Pandey, I. M. (2010), Financial Management. 10<sup>th</sup> Edition, Vikas Publishing House Pvt. Ltd.

### References:

- Van Horne, J.C (2008), Financial Management & Policy, 13<sup>th</sup> Edition, Prentice Hall
  - Chandra, P., Fundamentals of Financial Management, Sixth Edition, Tata McGraw Hill.
- Brearly R.A. and Myers, S.C. Principles of Corporate Finance, 8<sup>th</sup> Edition, Tata Mc-Graw Hill

# MANAGEMENT INFORMATION SYSTEMS

**Course Code: CSE 301**

**Credit Units: 03**

## Course Objective:

This course focuses on the relationships among management, information, and systems as well as the relationship between a manager's need for information and his/her position in the organization, how hardware, software, data, people, and procedures are combined to form an information system, how information technology can be used by a business organization to gain a competitive advantage why a knowledge of information systems is crucial to anyone who plans a career in business Organization.

## Course Contents:

### Module I: Organizations, Management and Information

Meaning of MIS, Components of MIS, IS in Business, Data Information and knowledge, Characteristics of Information in context, Issues with Information, System and Subsystems, Organization as a System, Different Organizational Structures: Hierarchical Structure – (Different Levels of Management, Information disposition at different levels), Matrix Structure, Business Process (Management, Operational and Support).

### Module II: Information Technology Architecture

Managing Hardware Assets – Considerations in Procurement and installation, Managing Software Assets – Consideration in procurement and configuration, Data Resource Management (Database Management System – Types and Structure of Database, Data Warehousing – Phases in building Data Warehouses in an organization, Data Mining – Data Mining Applications, Data Banking)

### Module III: Management and Organizational Support Systems for the Firm

Information, Decision and Management, Decision Support System (Phases in Decision Making, Problems and Decision Types, DSS components, and Analytical Models in Decision Making), Executive Information System – Characteristics and benefits, Managing Knowledge (Knowledge Engineering, Knowledge Management Activities and Knowledge Representation Methodologies), Artificial Intelligence (Domains of AI, AI in Business), Expert System (Components, Benefits and Limitations, Suitability Criteria for ES)

### Module IV: Building Information Systems in the Digital Firm

Organizational Planning – Planning at distinct Managerial Levels, Approaches in Planning (Top Down, Bottom Up, Planning through CSF), IT and IS Planning – Prerequisites and factors, IT and IS Architecture (Centralized, Decentralized and Distributed), Implementing IT and IS (Factors and Resistance in implementation), Change Management with BPR, System Development (System Development Life Cycle-Overview, Prototyping), Evaluating Factors for IT and IS services.

### Module V: Managing Information Systems in the Digital Firm

Managing Security (Security Challenges of IT, Business and Technological Ethics), Computer Crime (Tools for Computer Crime, Tools for Security Management), IS Security Management Control (Information System Control, Auditing the Security), Managing World Wide Information System (Managing Multi Site IT and IS – Cultural and Technical Differences), World Wide IT and IS Strategies (Multinational, International and Global Strategies)

### Module VI: Key System Applications for the Digital Age

Enterprise Systems – Supply Chain Management & Customer Relationship Management Systems, Using Enterprise Applications and Achieving Operational Excellence & Customer Intimacy, E-Commerce: Digital Market & Digital Goods, M-Commerce: Services & Applications, Enterprise Applications: New Opportunities and Challenges.

## Examination Scheme:

Components	Mid Term Exam	Attendance	Project/Assignment/Quiz/Numerical/Presentation	ESE
Weightage (%)	15 marks	5 marks	10 marks	70 Marks

## Text & References:

### Text:

- Data Communication and Teleprocessing System, Trevor Housley

### References:

- Data Communication and Distributed Networks, Uyless D. Black

# MARKETING MANAGEMENT – I

Course Code: BBA 304

Credit Units: 04

## Course Objective:

The main objective of this course is to give students an elementary knowledge of the fundamentals in the field of marketing. The focus will be both on developing and helping them imbibe basic marketing principles and establishing an appreciation of contemporary realities. However, in order to do justice to the varying diversity of a real market place, the course shall be taught over two semesters- semester III and IV. In semester III, emphasis will be on the core concepts in marketing, thereby giving the students an understanding of the environment in which marketing works.

*In semester IV, the students will be introduced to the greater and finer details of how marketing works.*

## Course Contents:

### Module I: Introduction to Marketing

Meaning of marketing, Core concepts of marketing, Evolution and its role in the changing business environment, various marketing management philosophies, viz., the production concept, the product concept, selling concept and the marketing concept, The newer definitions of marketing- societal marketing and relationship marketing.

### Module II: Relationship between Marketing and Strategic Planning

Introduction to Strategic Planning with marketing perspective, Marketing process and Marketing Plan.

### Module III: Analyzing marketing opportunities

Internal and External Marketing Environment Analysis, Introduction to Marketing Information System and Marketing Research, BCG matrix, GE 9 cell model, Intensive growth strategies.

### Module IV: Studying Consumer Behaviour

Buying Behaviour for Consumer Markets and Industrial Markets, Types of Buying Situations, Buying Decision Process and Factors Affecting Buyer Behaviour, Consumer Adoption Process.

### Module V: Segmentation, Targeting and Positioning

Concept of Market Segmentation, Bases for segmenting Consumer and Business markets, Approaches for Targeting, Differentiation and Positioning.

### Module VI: Emerging Marketing Paradigms

Concept of E-marketing, Global marketing, Mobile marketing, Kiosk marketing, Green marketing, Tele marketing, Multi level marketing, Rural marketing.

## Examination Scheme:

Components	CT	HA/C/V	A	EE
Weightage (%)	15	10	5	70

## Text & References:

### Text:

- Marketing Management, Philip Kotler, Eleventh Edition

### References:

- Principles of Marketing, Philip Kotler and Gray Armstrong
- Marketing Management, Michael R. Czinkota and Masaaki Kotabe
- Marketing, Charles W. Lamb, Joseph F. Hair, and Carl McDaniel
- Fundamentals of Marketing, Stanton, Ezel, etc.

# COST AND MANAGEMENT ACCOUNTING

Course Code: BBA 305

Credit Units: 03

## Course Objective:

The course aims at developing an insight into cost accounting, its need and the various methods used to determining the cost of production, preparation of cost sheet, allocation and absorption of overheads, break even analysis, variance analysis and budgeting.

## Course Contents:

### Module I: Introduction to Cost Accounting

Meaning, nature and scope of cost accounting. Differentiate cost accounting from management accounting and financial accounting. Methods of costing. Cost concepts and numerical on preparation of cost sheet. Relevant costs for decision-making.

### Module II: Material Pricing & Methods of Costing

Methods of pricing materials. Actual cost method, First in First out method, Last in First out method, Weighted Average method (numericals), Highest in First out method, Replacement Cost method, Introduction to various methods used in costing: job costing, batch costing, contract costing, single costing, process costing, services or operating costing (no numericals).

Case Study: “Cortland Manufacturing, Inc” (<http://www.chegg.com/homework-help/questions-and-answers/maneagerial-accounting-case-study-case-assignment-1-cortland-manufacturing-inc>)

### Module III: Overhead Allocation and Absorption

Introduction and classification of overheads. Accounting for factory overheads, Accounting for the administration overheads. Definition and classification of Selling and Distribution overheads and numericals on the same. Introduction to Activity Based Costing.

### Module IV: Marginal Costing and Cost Volume Profit Analysis

Marginal Costing – Fixed & variable cost, meaning & characteristics of marginal costing profit/volume ratio. Limiting or key factor, break-even analysis and calculation of sales for desired profit and numericals on the same.

### Module V: Budgetary Control

Budgetary Control, objective of budgetary control, preparation of purchase budget, production budget, cash budget, fixed & flexible budgets and zero base budgeting.

### Module VI: Variance Analysis

Concept of variance. Material Cost Variance, Material Price Variance and numericals on the same. Labour cost Variance, Labour Rate Variance and numericals on the same. Concept of overhead variance.

## Examination Scheme:

Components	CT	HA/C/V	A	EE
Weightage (%)	15	10	5	70

## Text & References:

### Text:

- Cost Accounting, S.P Jain & K.L Narang

### References:

- Management Accounting, MY Khan & PK Jain, Third Edition, Tata McGraw Hill
- Advanced Management Accounting, Robert S Koplman, Anthony A Atkinson, Third Edition, Printice Hall.

# BUSINESS LAWS

**Course Code:** BBL 326

**Credit Units: 03**

## Course Objective:

The objective of the course is to acquaint the students with the fundamentals of business related laws, which have an important role over smooth conduct of business.

## Course Contents:

### Module I: Legal Environment of Business

Importance of Law, Legal environment of business, sources of law, function of law.

### Module II: Indian Contract Act, 1872

Nature and kinds of Contracts, Concepts related to offer, Acceptance and Consideration, Principles Governing Capacity of Parties and Free Consent, Legality of Objects, Performance and Discharge of Contract, Breach of Contract and its Remedies, Basic Elements of Law Relating to Agency, Guarantee and Pledge.

### Module III: Indian Sale of Goods Act, 1930

Sale and Agreement to Sell, Hire Purchase – Pledge – Mortgage – Hypothecation Lease. Goods – Different types of Goods, Passing of Property in Goods, Conditions and Warranties, Doctrine of Caveat emptor, Rights of an unpaid Seller.

### Module IV: Negotiable Instruments Act, 1881

Meaning of Negotiability and Definition of Negotiable Instruments, Features, Cheques, Bill of Exchange and Promissory Note, Holder in Due Course, Crossing of Cheques, Endorsement and Dishonour of Cheques.

### Module V: Elements of Company Law

Meaning and types of companies, Formation of a company, Memorandum and Articles of Association, Prospectus and Issue of Shares, Share Capital and Shareholders, Company Meetings and Proceedings, Powers and Liabilities of Directors, meeting, Managerial Remuneration and Winding up of Company.

### Module VI: Consumer Protection Act 1986 and Torts

Need for Consumer Protection – Meaning of Consumer – Different Redressal Forums for Consumers, Rights of Consumers, Unfair Trade Practices, and Procedure for Filing Complaints. Meaning of tort, Application of Tortious Liability in Business Situations.

## Examination Scheme:

Components	CT	HA/C/V	A	EE
Weightage (%)	15	10	5	70

## Text & References:

### Text:

- Mercantile Law N.D. Kapoor.
- Prof (Cmde) P.K Goel, Business Law for managers Biztantra.

### References:

- Dr. S.M. Shukla and Dr. O P Gupta Mercantile Law.
- S. S. Gulshan Excel Book Mercantile Law.
- Maheshwari & Maheshwari Business Law.



**UG: Semester III****Course Title: Effective Written Communication /  
Communication Skills-III****Credit Units: 1****Course Code: BCU 341****Course Objective:**

To emphasize the essential aspects of effective written communication necessary for professional success.

**Prerequisites: NIL**

L	T	P/ S	SW/F W	TOTAL CREDIT UNITS
1	0	0	0	1

Course Contents / Syllabus:		
1.	<b>Module I Principles of Effective Writing</b>	35% Weightage
	<ul style="list-style-type: none"> <li>• Spellings-100 Most Misspelled Words in English</li> <li>• Web Based Writing</li> <li>• Note Taking: Process &amp; Techniques</li> </ul>	
2.	<b>Module II Formal Letter Writing</b>	35% Weightage
	<ul style="list-style-type: none"> <li>• Block Format</li> <li>• Types of Letters</li> <li>• E-mail</li> <li>• Netiquette</li> </ul>	
3.	<b>Module III Business Memos</b>	20% Weightage
	<ul style="list-style-type: none"> <li>• Format &amp; Characteristics</li> </ul>	
4.	<b>Module IV Short Stories</b>	10% Weightage
	<ul style="list-style-type: none"> <li>• Stench of Kerosene-Amrita Pritam</li> <li>• A Flowering Tree-A.K. Ramanujan</li> <li>• The Gift of the Magi- O. Henry</li> <li>• A Fly in Buttermilk-James Baldwin</li> </ul>	
5.	Student Learning Outcomes: <b>The students should be able to write correctly and properly with special reference to Letter writing.</b>	
6.	Pedagogy for Course Delivery: <ul style="list-style-type: none"> <li>• Workshop</li> <li>• Group Discussions</li> <li>• Presentations</li> <li>• Lectures</li> </ul>	

7.	Assessment/ Examination Scheme:			
	Theory L/T (%)	Lab/Practical/Studio (%)	End Term Examination	
	<b>100%</b>	<b>NA</b>	<b>70%</b>	
	Theory Assessment (L&T):			
Components (Drop down)	<b>CIE</b>	<b>Mid Sem</b>	<b>Attendance</b>	<b>End Term Examination</b>
Weightage (%)	<b>10%</b>	<b>15%</b>	<b>5%</b>	<b>70%</b>

**Text:** *Rai, Urmila & S.M. Rai. Business Communication, Mumbai: Himalaya Publishing House, 2002.*

*K.K.Sinha, Business Communication, Galgotia Publishing Company.*

**Reference:** *Sanjay Kumar & Pushp Lata, Communication Skills, Oxford University Press.*

Additional Reading: Newspapers and Journals

# BEHAVIOURAL SCIENCE - III

**Course Code: BSU 343**

**Credit Units: 01**

**Course Objective:**

To enable the students:

- Understand the process of problem solving and creative thinking.
- Facilitation and enhancement of skills required for decision-making.

**Course Contents:**

**Module I: Thinking as a tool for Problem Solving**

**(2 Hours)**

- What is thinking: The Mind/Brain/Behavior
- Critical Thinking and Learning:
  - Making Predictions and Reasoning
  - Memory and Critical Thinking
  - Emotions and Critical Thinking
- Thinking skills

**Module II: Hindrances to Problem Solving Process**

**(2 Hours)**

- Perception
- Expression
- Emotion
- Intellect
- Work environment

**Module III: Problem Solving**

**(2 Hours)**

- Recognizing and Defining a problem
- Analyzing the problem (potential causes)
- Developing possible alternatives
- Evaluating Solutions
- Resolution of problem
- Implementation
- Barriers to problem solving:
  - Perception
  - Expression
  - Emotion
  - Intellect
  - Work environment

**Module IV: Plan of Action**

**(2 Hour)**

- Construction of POA
- Monitoring
- Reviewing and analyzing the outcome

**Module V: Creative Thinking**

**(2 Hours)**

- Definition and meaning of creativity
- The nature of creative thinking
  - Convergent and Divergent thinking
  - Idea generation and evaluation (Brain Storming)
  - Image generation and evaluation
  - Debating
- The six-phase model of Creative Thinking: ICEDIP model

**Suggested Readings:**

- Michael Steven: How to be a better problem solver, Kogan Page, New Delhi, 1999
- Geoff Petty: How to be better at creativity; Kogan Page, New Delhi, 1999
- Richard Y. Chang and P. Keith, Kelly: Wheeler Publishing, New Delhi, 1998.
- Phil Lowe Koge Page: Creativity and Problem Solving, New Delhi, 1996
- J William Pfeiffer (ed.) Theories and Models in Applied Behavioural Science, Vol 3, Management (1996); Pfeiffer & Company
- Bensley, Alan D.: Critical Thinking in Psychology – A Unified Skills Approach, (1998), Brooks/Cole Publishing Company.

# FRENCH

**Course Code:** FLU 344

**Credit Units: 02**

## Course Objective:

To provide the students with the know-how

To master the current social communication skills in oral and in written.

To enrich the formulations, the linguistic tools and vary the sentence construction without repetition.

## Course Contents:

**Module B: pp. 76 – 88 Unité 6**

**Module C: pp. 89 to 103 Unité 7**

### Contenu lexical: Unité 6: se faire plaisir

1. acheter: exprimer ses choix, décrire un objet (forme, dimension, poids et matières) payer
2. parler de la nourriture, deux façons d'exprimer la quantité, commander un repas au restaurant
3. parler des différentes occasions de faire la fête

### Unité 7: Cultiver ses relations

1. maîtriser les actes de la communication sociale courante
2. (Salutations, présentations, invitations, remerciements)
3. annoncer un événement, exprimer un souhait, remercier,
4. s'excuser par écrit.
5. caractériser une personne (aspect physique et caractère)

### Contenu grammatical:

1. accord des adjectifs qualificatifs
2. articles partitifs
3. Négations avec de, ne...rien/personne/plus
4. Questions avec combien, quel...
5. expressions de la quantité
6. ne...plus/toujours - encore
7. pronoms compléments directs et indirects
8. accord du participe passé (auxiliaire « avoir ») avec l'objet direct
9. Impératif avec un pronom complément direct ou indirect
10. construction avec « que » - Je crois que/ Je pense que/ Je sais que

## Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

C – Project + Presentation

I – Interaction/Conversation Practice

## Text & References:

- le livre à suivre: Campus: Tome 1



# SUMMER ASSIGNMENT/ PROJECTS

**Course Code: BBA 360**

**Credit Units: 03**

## GUIDELINES FOR PROJECT FILE

Research experience is as close to a professional problem-solving activity as anything in the curriculum. It provides exposure to research methodology and an opportunity to work closely with a faculty guide. It usually requires the use of advanced concepts, a variety of experimental techniques, and state-of-the-art instrumentation.

Research is genuine exploration of the unknown that leads to new knowledge which often warrants publication. But whether or not the results of a research project are publishable, the project should be communicated in the form of a research report written by the student.

The project should build the attributes like intellectual ability, professional judgment and decision making ability, inter-disciplinary approach, skills for data handling, ability in written and oral presentation, and sense of responsibility

### 1. SCOPE

The relevant topic has to be defined with the mutual consent with your guide. The project is to study the selected problem, quality and shortcomings of available solutions. Your project must also include any new solution you can think of and general comments on why the problem is important. It is important to note that it takes time to write a good report.

### 2. TOPIC

It is the sole discretion of your faculty guide to allot you a topic for the project. If you have been thinking of some topic over a period of time and do the research work on the same, than it has to be with the consent of your guide.

Normally, the topic must be picked carefully keeping in mind

- ✓ Related to one or more subjects or areas of study within the core program.
- ✓ Clearly focused so as to facilitate an in-depth approach for finding the solution.
- ✓ Subject to availability of relevant information and to you knowledge
- ✓ Relevant to the current business scenario
- ✓ It is of interest to you and will lead to you all round development.

### 3. PLANNING YOUR PROJECT

The planning of the project is always recommended since it is an outline of what you intend to do. It will schedule you working and act as a guideline right from the outset.

The planning should entail the following:

- ✓ Defining aims and objectives of the project
- ✓ Formulating questions to be investigated
- ✓ Calculating the feasibility of the investigations.
- ✓ Working out various stages of the project
- ✓ Devising a time table to see the timely completion of different stages as per the schedule.

#### Benefits of planning

- ✓ Formulating a plan is creating an ideal model of your project, thus builds up your confidence.
- ✓ Make aware your guide to provide constructive comments as each stage of your project and provide you appropriate feedback of your work.
- ✓ It helps you concentrate on your thoughts.
- ✓ A plan can act as a guideline which helps you to keep check with the proceedings and direction.

### 4. MAKING A PROJECT DIARY

This includes the following:

- ✓ Making a note of everything you read; including those discarded.
- ✓ Ensuring that when recording sources, author's name and initials, date of publication, title, place of publication and publisher are included. (You may consider starting a card index or database from the outset). Making an accurate note of all quotations at the time you read them.
- ✓ Make clear what is a direct a direct quotation and what is your paraphrase.

### 5. GUIDELINES FOR A PROJECT FILE/REPORT

The file aims to encourage keeping a personal record of your learning and achievement throughout the project.

The file is a document that helps the evaluator assess your analytical skills & ability and present the evidence of the serious work carried out by you.

In general, file should be comprehensive and include:

- ✓ A short account of the activities that were undertaken as part of the project;
- ✓ A statement about the extent to which the project has achieved its stated goals.
- ✓ A statement about the outcomes of the evaluation and dissemination processes engaged in as part of the project;
- ✓ Any activities planned but not yet completed as part of the project, or as a future initiative directly resulting from the project;
- ✓ Any problems that have arisen that may be useful to document for future reference.

## 6. LAYOUT OF THE PROJECT/FILE

The format of the report should comprise of the following components

### 1. Title/cover page

It should detail the project title, student's name, course, year, guide name, date of submission (As per the format in annexure-1)

### 2. Acknowledgements

Acknowledgement to any advisory / financial assistance received while working on the project may be given.

The writer recognizes his indebtedness for guidance and assistance of the advisor/guide. Courtesy demands that he also recognize specific contributions by the other persons and institutions like libraries. Acknowledgements should be expressed very simply.

### 3. Abstract

An abstract is a brief or condensed statement by the writer, or the essential ideas of the writer's work. It should be straight to the point, not too descriptive but highly informative. It is a statement of the problem, a summary of the scope, methods and procedures, findings and results of the project.

### 4. Table of contents

This gives page references for each chapter and section. Titles and subtitles are to correspond exactly with those in the report.

### 5. Introduction

This brief documentation provides with the following facts about the project

- ✓ The background of the project,
- ✓ The objectives of the project
- ✓ The rationale for the project
- ✓ The limitations of the project should also be listed.

### 6. Materials and methods

This section should aim at the methodology, research design, sampling and fieldwork (if any)

Research methodology should be explained including modifications if any

Reflect the reliability and validity of the methods

Analysis and interpretation is to be shown.

### 7. Result and discussions

In this section emphasis should be laid down on

- ✓ What is performed and achieved in the project rather than the available literature in the context of the project.
- ✓ Discussion on your results with reference to the literature review.
- ✓ Matching your own results against what was established in the literature review. From this you should draw conclusion and make comments.
- ✓ Add value to the results with your own comments
- ✓ Highlight and provide analysis of any new themes that have emerged from your own research.

### 8. Conclusions and recommendations

In this section the outcome of the work is mentioned briefly. This should be a conclusion to the whole project. Check that your work answers the following questions:

- ✓ Did the research project meet its aims (check back to introduction for stated aims)?
- ✓ What are the main findings of the research?
- ✓ Are there any recommendations?
- ✓ Do you have any conclusion on the research process itself?

### 9. Future prospects

This section must give clear picture of where should further research be focused and for what other projects this project could be taken as input?

### 10. Appendices

It contains the material which is of interest to the reader but not an integral part of the project and statements of pros and cons that may be useful to document for future reference.

## 11. References

In this section you should give a list of all the references you have used. This should be cross referenced with you text. This includes papers and books referred to the body of the report.

For books, the following details are required:

Levi, M. 1996, International Financial Management, Prentice Hall, New York, 3rd Ed, 1996

For articles from journals,

Draper P and Pandyal K. 1991, The Investment Trust Discount Revisited, Journal of Business Finance and Accounting, Vol18, No6, Nov, pp 791-832.

## 7. ASSESSMENT OF THE PROJECT FILE

The weightage of the report will be based on the following criteria

- ✓ The quality of the report.
- ✓ The technical merit of the project which attempts to access the depth of the intellectual efforts put into the project.
- ✓ The project execution is concerned with how much work has been put in.

The file should fulfill the following assessment objectives

- ✓ Has the student made a clear statement of the objective or objective(s)?
- ✓ If there is more than one objective, do these constitute parts of a whole?
- ✓ Has the student developed an appropriate analytical framework for addressing the problem at hand?
- ✓ Is this based on up-to-date developments in the topic area?
- ✓ Has the student collected information / data suitable to the frameworks?
- ✓ Are the techniques employed by the student to analyze the data / information appropriate and relevant?
- ✓ Has the student succeeded in drawing conclusion form the analysis?
- ✓ Do the conclusions relate well to the objectives of the project?
- ✓ Has the student been regular in his work?
- ✓ Is the layout of the written report is as per the format?

## 8. EVALUATION SCHEME

The total weightage of the Project is 100 Marks. The evaluation of the project should be as per the following heads

✓ Faculty Guide	20
✓ Viva	20
✓ Presentation	20
✓ Report	40
Content and layout	10
Conceptual framework	10
Objectives and methodology	10
Implication and conclusions	10

## 9. PROJECT SCHEDULING

### 1. Registration

First week of the last academic month

Allotment of Faculty Guide takes place in accordance to the area of interest / stream chosen by the student at the time of registration.

### 2. Allotment of project topic

Week following the 'week of registration'

### 3. Submission of synopsis to faculty guide

Prior to the completion of End-Term Examination. The synopsis could be submitted any time after the allotment of project topic but certainly must be before completion of last examination.

### 4. Duration of Project

The project stretches for the full duration of the Semester break

### 5. Submission of Reports

First Report – After 20 Days from the commencement of the project

Second Report – 20 days after submission of the first report.

The first and second reports could be submitted through e-mail or any other medium as per the consent of faculty guide.

Rough Draft – Within first week of rejoining of institution

Final Report – Within second week of rejoining of institution

### 6. Evaluation

Evaluation of project should be done as per the scheme in the first week of August.



# CORPORATE FINANCIAL MANAGEMENT

Course Code: BBA 401

Credit Units: 04

## Course Objective:

In today's world, every manager is a decision-making unit. To take decisions which are effective, a manager should understand all areas of management. The objective of this course is to develop an understanding of short term and long-term financial decisions of a firm and various financial tools used in taking these decisions. It is also aimed to develop the understanding of the financial environment in which a company operates and how it copes with it.

## Course Contents:

### Module I: Introduction to Financial Management

Indian Financial System (Meaning, importance and role). Sources of finance – Debt: Term Loans, Debentures. Equity: Ordinary Shares. Hybrid: Preference, Warrants, Convertible securities, ADRs, GDRs.

### Module II: Cost of capital

Concept significance assumptions, Computation of cost of capital of various sources: Equity, Debt, Reserve & Surplus and Preference shares. Weighted average cost of capital. Book value weights v/s market value weights.

### Module III: Leverage Analysis and Capital Structure Theories

Leverage Analysis: Operating Leverage, Financial Leverage & Combined Leverage.

Factors affecting Capital Structure decisions, Theory of Capital Structure Decisions, MM Theory, NI, NOI and traditional theory.

### Module IV: Dividend Decisions

Importance of dividend decisions, Theories of Dividend decisions: Irrelevance theory, optimal dividend decision, relevance theory, Issues in dividend policy: Bonus Shares, Stock Splits & Buyback of shares.

### Module V: Introduction to Derivatives

Meaning and Concept of Derivatives, Conceptual understanding of Futures and Options, Use of Derivative in financial investment decision.

### Module VI: Marketing of Financial Services

Introduction to Financial Services, Features of marketing these services, Recent developments.

## Examination Scheme:

Components	CT	HA/C/V	A	EE
Weightage (%)	15	10	5	70

## Text & References:

### Text:

- Pandey, I .M. Ninth Edition, Financial Management, Vikas Publishing House Pvt. Ltd.

### References:

- Chandra, P. Fundamentals of Financial Management, Sixth Edition, Tata Mc-Graw Hill.
- Brearly R.A. and Myers, S.C. Eighth Edition Principles of Corporate Finance, Tata Mc-Graw Hill.
- Horne.V.Tenth Edition, Financial Management and Policy, Prentice Hall of India

# MARKETING MANAGEMENT – II

**Course Code: BBA 402**

**Credit Units: 04**

## **Course Objective:**

To expose the students to the advance concepts of Marketing and to help them analyze the recurrent issues in Marketing with the help of cases.

## **Course Contents:**

### **Module I: Product Mix Strategy**

Product: concept & levels, Classification of products consumer and industrial, product differentiation, product mix, Product Life Cycle and various strategies, Branding: concept and challenges, brand decisions. Packaging and labeling.

### **Module II: Product Development Decision**

Product Line Decision, New Product Development: Challenges & Process, Consumer Adoption Process, Diffusion of Innovation.

### **Module III: Pricing Considerations and Strategies**

Introduction to various objectives of pricing, Pricing Process. Adapting the price: Concept of geographical pricing, promotional pricing, discriminatory pricing. Understanding various pricing strategies and their application.

### **Module IV: Distribution and Logistics Decision**

Nature of Marketing Channels, Channel Functions and Flows, Channel Design and Management Decisions, Channel Dynamics. Introduction to Wholesaling, Retailing and Logistics.

### **Module V: Deciding on the Marketing Communications Mix**

The process of deciding the Marketing communication mix, Marketing communication budget. Introduction to various elements of integrated marketing communications briefly.

### **Module VI: Introduction to global market place**

Challenges and opportunities of Globalization. Factors governing entry into foreign markets. Marketing Mix for Global Markets. Trends in international marketing

## **Examination Scheme:**

Components	CT	HA/C/V	A	EE
Weightage (%)	15	10	5	70

## **Text & References:**

### **Text:**

- Kotler Philip Marketing Management, Eleventh Edition, Pearson.

### **References:**

- Kotler Philip and Armstrong Gray, Principles of Marketing, Eleventh Edition, Pearson Education.
- Ramaswamy VS, Namakumari S, Marketing Management, Planning Implementation & Control, Third Edition, MacMillan.

# RESEARCH METHODOLOGY AND REPORT PREPARATION

**Course Code: BBA 403**

**Credit Units: 03**

## **Course Objective:**

To understand the way in which systematic research can be conducted to describe, explain, and predict phenomena of interest; To develop practical knowledge and skills to understand and carry out research projects; To develop understanding of the basic techniques and tools for conducting research; To develop contents and organization of both the written report and oral presentation for which the research study was done.

## **Course Contents:**

### **Module I: Introduction**

Meaning and Importance of Research, Conceptualization and Formulation of a Research Problem, Introduction to Research Design, Scales and Measurements: Ordinal, Nominal, Ratio, Interval, Likert. Preliminary Research: Literature Review, Construction of Hypotheses

### **Module II: Data collection methods**

Primary And Secondary Data; Data Collection Methods: Observation, Survey, Questionnaire; Steps in Constructing Questionnaire, Type of Questions, Introduction to Projective techniques

### **Module III: Sampling**

Nature of Sampling, Steps of Sampling Design, Sampling Frame, Sample Selection Methods - Probability and Non Probability, Sample Size, Sampling Errors and Principles of Sampling.

### **Module IV: Data Collection Field Work**

Fieldwork procedure, Common sources of error in the fieldwork, Minimizing fieldwork errors, Tabulation of collected data

### **Module V: Data Analysis**

Data analysis-I: Test of significance Z, t, F and chi-square, Data analysis-II: Correlation and Regression techniques, Data analysis – III: Introduction to Statistical Package

### **Module VI: Report Writing**

Research presentation and research process examination; Report writing – Format and Types of research report.

## **Examination Scheme:**

Components	CT	HA/C/V	A	EE
Weightage (%)	15	10	5	70

## **Text & References:**

### **Text:**

Cooper D R, Schindler P S and Sharma J K (2012), Business Research Methods(11<sup>th</sup>edition), Tata McGraw-Hill

### **References:**

Luck, David J and Rubin, Ronald S., Marketing Research(7th edition), Prentice Hall of India

Aaker, David A; Kumar V and George S., Marketing Research(6th edition), John Wiley & Sons.

Boyd, Harper W, Westphall, Ralph & Stasch, Stanely F, Market Research : Text & Cases, Richard D. Irwin Inc.



# ENTREPRENEURSHIP DEVELOPMENT

**Course Code: BBA 404**

**Credit Units: 03**

## **Course Objective:**

The objective of the course is to provide students an understanding of entrepreneurship & the process of creating and growing a new venture. The course also focuses on giving the students the concept of an entrepreneurs who is willing to accept all the risks & put forth the effort necessary to create a new venture.

## **Course Contents:**

### **Module I: Basic Concepts**

Qualities, Characteristics of an entrepreneur, Venture idea generation, Ideas and the entrepreneurship, Women entrepreneurs, Preliminary Screening, Drawbacks or Problems of entrepreneurship, Reasons of failure, Overview of setting up an enterprise with organizational forms – MSMED Act.

Project Based Learning -1

Group task: studying various success stories of entrepreneurs and discussing their characteristics and reasons for success.

### **Module II: Project Appraisal**

Pre-feasibility Report, Project Report, Comparative Rating of Product ideas, Cash Flow, Financial Analysis and Planning, Sources of Finance. Stages of Project Feasibility Analysis-Market, Technical, Financial, Social Analysis, Project Implementation Stages.

Project Based Learning – 2

Activities and assignments: Students asked to finalize on their ideas and start writing business plans.

### **Module III: Financial Analysis**

Financing the project, Sources of finance, Venture Capital Sources, What Investor looks in the Investment Proposal, Outline for a Venture Capital Proposal.

### **Module IV: Market and Materials Management Analysis**

Vendor development, vendor selection decision factors, methods of price determination, direct and hidden cost in material management, market development, market feasibility, activities and decisions in materials management – International Markets.

### **Module V: Project Management**

Steps and procedure for setting up small scale, Role of Banks and Financial Institutions in Development, E-Commerce, E-Business, E-Auction. Project management problems. SEZ, Cluster Development. Legal Issues for the Entrepreneur: Patents, Trademarks, Copyrights.

## **Examination Scheme:**

Components	CT	HA/C/V	A	EE
Weightage (%)	15	10	5	70

## **Text & References:**

*Text:*

- Developing Entrepreneurship, Udai Pareek Sanjeev & Rao T.V, Printers, Ahmedabad
- Issues and Problems: Small: 1, Sharma, S.V.S., Industry Extension Training Institute, Hyderabad

*References:*

- A Practical Guide to Industrial Entrepreneurs; Srivastave, S.B., Sultan Chand & Sons
- Entrepreneurship Development; Bhanussali, Himalaya Publishing, Bombay

# E-COMMERCE

**Course Code: BBA 405**

**Credit Units: 03**

## **Course Objective:**

In the changed business environment of today, it has become imperative for businesses to understand, appreciate and learn to create their presence in cyber space. This course focuses on exposing the students to the world of e-commerce, the opportunities, and the threats and teaches them the strategies of making businesses viable and successful.

## **Course Contents:**

### **Module I: Understanding E-commerce**

Electronic Commerce (Overview, Definitions, Advantages, Issues & Constraints), Myths allied with E-Commerce, E-Commerce Vs E-Business, Role of E-Strategy, Value Chain in E-Commerce, E-Commerce Business Models, Managerial Prospective in E-Commerce, E-Governance.

### **Module II: Planning, Implementing and Controlling of e-Business:**

Creating the Marketing Mix, Organizational and Managerial issues, Financial Planning and Working with Investors, Implementation and Control of the e-Business Plan.

### **Module III: E-Strategies and Tactics**

Building E-Presence, Building life cycle – a website, Web site evaluation and usability testing, Web Portals & Web Services, Internet marketing (pros and cons, techniques, E-Cycle of Internet), E-Commerce Transaction Models (B2B, B2C, C2B, C2C), Integrating E-Commerce & Business Activities (SCM, ERP), E-Core values (Ethical, Legal, Taxation & International Issues).

### **Module IV: E-Commerce and Payment Systems**

Real world Cash, Electronic Money, Analyzing Cash, Cheques and Credit Cards, Internet based payment system (requirement and models), payments methods & its types, B2B & E-Payment, M-commerce and M-Payment, Guidelines to E-Payments, Issues and Implications of E-Payment. Wireless technology and Mobile-Commerce, Electronic Data Interchange.

### **Module V: E-Commerce and Business Applications**

E-Commerce Banking (Changing dynamics in banking industry, Home banking implementation approach), Retailing (Online retailing dynamics, Mercantile Models from the consumer's prospective and management challenges), Online Publishing (Edutainment, Advertising), Supply chain Management, Customer Asset Management, Sales force automation, Service and support, Logistics Management.

### **Module VI: Security Threats with E-Commerce**

Security in Cyber Space, Kinds of thefts and Crime, Security protection and recovery, Designing the security, Online Money Laundering, Managerial Implications, Encryption and Basic Algorithms, Authentication and Trust (Digital Signatures & Certificates), Managing Cryptography, Internet Security Protocols and Standards (SSL, HTTPS), Government regulation and security issues.

## **Examination Scheme:**

Components	CT	HA/C/V	A	EE
Weightage (%)	15	10	5	70

## **Text & References:**

### **Text:**

- Electronic Commerce from Vision to fulfilment, Third Edition, Elias M Awad, Pearson Education

### **References:**

- Electronic Commerce – A manager's Guide, Ravi Kalakota & Andrew B. Shinston, Pearson Education.
- Electronic Commerce - Technologies & Applications, Bhaskar Bharat, Tata McGraw Hill.
- Global E-Commerce, University Press, J. Christopher & T.H.K. Clerk.

# HUMAN RESOURCE MANAGEMENT

Course Code: BBA 406

Credit Units: 03

## Course Objective:

The objectives of this course are to help the students develop an understanding of the dimensions of the management of human resources, with particular reference to HRM policies and practices in India.

## Course Contents:

### Module I: Fundamentals of HRM

Introduction, Concept and Functions, Scope and Significance of Human Resource Management, Difference between Personnel Management and HRM, Overview of basic HRM Model, Role and Responsibilities of the Human Resource Manager and essentials of Sound HR Policies.

### Module II: Acquisition of Human Resources

Objectives, Policies and Process of Human Resource Planning, Job Analysis, Recruitment (process, methods: internal, external), Selection (process, tests, interviews), Induction, Placement.

### Module III: Development of Human Resources

Training and Development(process, methods: On-the job, Off-the job), Evaluation of training( Kirkpatrick model) and Performance Appraisal-concept, significance, process, methods

### Module IV: Maintenance of Human Resources

Job Evaluation: concept, process, compensation: concept, components, Designing and Administering the Wage and Salary Structure, Grievance Procedure and Handling.

### Module V: Retention and Separation Processes

Discharge, Retirement, Layoff, Retrenchment, VRS, Promotion and Transfer, exit interview, attrition and retention (concept, significance, determinants and strategies).

### Module VI: Current Issues in HRM

Increased concern for HRM( Sound IR, dual career couples, flexi-working hours, work-from home facility), International Human Resource Management-Managing inter country differences, SHRM, talent management, Employee engagement, HR audit.

## Examination Scheme:

Components	CT	HA/C/V	A	EE
Weightage (%)	15	10	5	70

## Text & References:

### Text:

- Garry Dessler, Human Resource Management, Pearson Publications

### References:

- Edward, B Flippo, Personnel Management, Mc Graw hill International Ed.
- Dale Yoder, Personnel Management and Industrial Relation,
- Monappa & Sayiaddin, Personnel Management, Vikas Publishing Company
- Desimone; Human Resource Development, Thomson Learning
- VSP Rao, Human Resource Management, Excel Publications
- K Aswathappa; Human Resource and Personnel Management; McGraw- Hill Companies
- Bohlander; Managing Human Resources; Thomson Learning. Ed. 13 2004

**UG: Semester IV****Course Title: Communication Skills-IV**

Annexure' CD-01'

**Credit Units: 1****Course Code: BCU 441**

L	T	P/ S	SW/F W	TOTAL CREDIT UNITS
<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>

**Course Objective:**

This course is designed to develop the skills of the students in preparing job search artifacts and negotiating their use in GDs and interviews.

**Prerequisites:** NIL

Course Contents / Syllabus:																		
1.	<b>Module I Employment-Related Correspondence</b>			35% Weightage														
	<ul style="list-style-type: none"> <li>Resume Writing</li> <li>Covering Letters</li> <li>Follow Up Letters</li> </ul>																	
2.	<b>Module II Dynamics of Group Discussion</b>			35% Weightage														
	<ul style="list-style-type: none"> <li>Significance of GD</li> <li>Methodology &amp; Guidelines</li> </ul>																	
3.	<b>Module III Interviews</b>			20% Weightage														
	<ul style="list-style-type: none"> <li>Types &amp; Styles of Interviews</li> <li>Fundamentals of facing Interviews</li> <li>Interview-Frequently Asked Questions</li> </ul>																	
4.	<b>Module IV Short Stories</b>			10% Weightage														
	<ul style="list-style-type: none"> <li>Proof of the Pudding - O. Henry</li> <li>"The Lottery" 1948 – Shirley Jackson</li> <li>The Eyes Have it- Ruskin Bond</li> <li>Kallu- Ismat Chughtai</li> </ul> <p>All the four stories will be discussed in one class. One Long Question will be set in the Exam from the Text.</p>																	
5.	<b>Student Learning Outcomes:</b> <ul style="list-style-type: none"> <li>Develop a resume for oneself</li> <li>Ability to handle the interview process confidently</li> <li>Learn the subtle nuances of an effective group discussion</li> </ul>																	
6.	<b>Pedagogy for Course Delivery:</b> <ul style="list-style-type: none"> <li>Workshop</li> <li>Group Discussions</li> <li>Presentations</li> <li>Lectures</li> </ul>																	
7.	<b>Assessment/ Examination Scheme:</b> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 33%;">Theory L/T (%)</th> <th style="width: 33%;">Lab/Practical/Studio (%)</th> <th style="width: 33%;">End Term Examination</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;"><b>100%</b></td> <td style="text-align: center;"><b>NA</b></td> <td style="text-align: center;"><b>70%</b></td> </tr> </tbody> </table> <b>Theory Assessment (L&amp;T):</b> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 25%;">Components (Drop down)</th> <th style="width: 12.5%;">CIE</th> <th style="width: 12.5%;">Attendance</th> <th style="width: 50%;">End Term Examination</th> </tr> </thead> <tbody> <tr> <td>Weightage (%)</td> <td style="text-align: center;"><b>25%</b></td> <td style="text-align: center;"><b>5%</b></td> <td style="text-align: center;"><b>70%</b></td> </tr> </tbody> </table>			Theory L/T (%)	Lab/Practical/Studio (%)	End Term Examination	<b>100%</b>	<b>NA</b>	<b>70%</b>	Components (Drop down)	CIE	Attendance	End Term Examination	Weightage (%)	<b>25%</b>	<b>5%</b>	<b>70%</b>	
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Weightage (%)	<b>25%</b>	<b>5%</b>	<b>70%</b>															



**Text:** *Sharma, R.C. & Krishna Mohan. Business Correspondence and Report Writing: A Practical approach to Business & Technical Communication, New Delhi: Tata McGraw Hill & Co. Ltd., 2002.*

*Rai, Urmila & S.M. Rai. Business Communication, Mumbai: Himalaya Publishing House, 2002.*

*Rizvi, M.Ashraf. Effective Technical Communication, New Delhi: Tata McGraw Hill, 2007.*

**Reference:** *Brusaw, Charles T., Gerald J. Alred & Walter E. Oliu. The Business Writer's Companion, Bedford: St. Martin's Press, 2010.*

*Lewis, Norman. How to Read Better and Faster. New Delhi: Binny Publishing House.*

**Additional Reading:** Newspapers and Journals

# BEHAVIOURAL SCIENCE - IV

**Course Code:** BSU 443

**Credit Units: 01**

## **Course Objective:**

To inculcate an elementary level of understanding of group/team functions.  
To develop team-spirit and to know the importance of working in teams.

## **Course Contents:**

### **Module I: Group formation**

Definition and Characteristics

Importance of groups

Classification of groups

Stages of group formation

Benefits of group formation

### **Module II: Group Functions**

External Conditions affecting group functioning: Authority, Structure, Org. Resources, Organizational policies etc.

Internal conditions affecting group functioning: Roles, Norms, Conformity, Status, Cohesiveness, Size, Inter group conflict.

#### **Group Cohesiveness and Group Conflict**

Adjustment in Groups

### **Module III: Teams**

Meaning and nature of teams

External and Internal factors effecting team

#### **Building Effective Teams**

Consensus Building

Collaboration

### **Module IV: Leadership**

Meaning, Nature and Functions

Self leadership

Leadership styles in organization

Leadership in Teams

### **Module V: Power to empower: Individual and Teams**

Meaning and Nature

Types of power

Relevance in organization and Society

### **Module VI: End-of-Semester Appraisal**

Viva based on personal journal

Assessment of Behavioural change as a result of training

Exit Level Rating by Self and Observer

## **Examination Scheme:**

Components	SAP	A	Mid Term Test (CT)	VIVA	Journal for Success (JOS)
Weightage (%)	20	05	20	30	25

## **Text & References:**

- Organizational Behaviour, Davis, K.
- Hoover, Judith D. Effective Small Group and Team Communication, 2002, Harcourt College Publishers
- Dick, Mc Cann & Margerison, Charles: Team Management, 1992 Edition, viva books
- LaFasto and Larson: When Teams Work Best, 2001, Response Books (Sage), New Delhi
- Smither Robert D.; The Psychology of Work and Human Performance, 1994, Harper Collins College Publishers

# FRENCH

**Course Code:** FLU 444

**Credit Units: 02**

## Course Objective:

To enable students:

To develop strategies of comprehension of texts of different origin

To present facts, projects, plans with precision

## Course Contents:

**Module C: pp. 104 – 139: Unités 8, 9**

### Contenu lexical:

#### Unité 8: Découvrir le passé

- 1) parler du passé, des habitudes et des changements.
- 2) parler de la famille, raconter une suite
- 3) d'événements/préciser leur date et leur durée.
- 4) connaître quelques moments de l'histoire

#### Unité 9: Entreprendre

1. faire un projet de la réalisation: (exprimer un besoin,
2. préciser les étapes d'une réalisation)
3. parler d'une entreprise
4. parler du futur

### Contenu grammatical: Imparfait

- 1) Pronom « en »
- 2) Futur
- 3) Discours rapporté au présent
- 4) Passé récent
- 5) Présent progressif

## Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

C – Project + Presentation

I – Interaction/Conversation Practice

## Text & References:

- le livre à suivre: Campus: Tome 1



# INTERNATIONAL BUSINESS MANAGEMENT

**Course Code: BBA 501**

**Credit Units: 03**

## **Course Objective:**

To introduce students to the contemporary issues in International Business that illustrate the unique challenges faced by managers in the international business environment.

## **Course Contents:**

### **Module I: Introduction to International Business**

Nature and scope of international business. International business environment.

Classical theory of international trade: Absolute cost advantage theory, comparative cost theory, and Modern theory of international trade. Michael Porter model of competitive advantage of nations.

Globalization – forces, Meaning, dimensions and stages in Globalization. Contemporary Issues in International Business.

### **Module II: International Business Environment**

Tariff and non-tariff barriers. General Agreement on Trade and Tariffs (GATT), World Trade Organization. Important Ministerial Conferences & their outcomes. Dispute settlement mechanism under WTO. Regional Integrations, Trade Blocks – nature and levels of integration – arguments for and against regional integration.

### **Module III: Modes of International Entry**

International Business – Entry modes - Franchising, Exporting, Licensing, International Agents, International Distributors, Cross Border Mergers & Acquisitions, Strategic Alliances, Joint Ventures, Overseas Manufacture and International Sales Subsidiaries, Outsourcing, FDI, FII.

### **Module IV: International Financial Management**

Introduction to International Financial Management – International Monetary System, exchange rate system (floating and fixed) Financial Markets and Instruments- Introduction to Export and Import Finance – ECGC & EXIM Bank, Methods of payment in International Trade: Letter of Credit, Banker's Acceptance, Draft.

### **Module V: Forex Exposure**

Country Risk Analysis – Political, Social and Economic. Types of Forex Exposure: Accounting, Operating & Transaction – their management. An introduction to interest rate exposure

### **Module VI: Foreign Trade Procedure**

An Introduction to Foreign trade Policy, Foreign trade Policy 2021-26 and its impact on different sectors of the Economy. Documentation Framework: Types, and Characteristics of Document, Export Contract - INCO Terms - Processing of an Export Order.

## **Examination Scheme:**

Components	CT	HA/C/V	A	EE
Weightage (%)	15	10	5	70

## **Text & References:**

Text:

- Charles W L Hill. and Arun Kumar Jain. International Business: competing in the global market place, Mc Graw-Hill, 2007.

References:

- John D. Daniels Lee H Radebaugh, International Business: Environments and Operations. Addison Wesley, 2007.
- Cherulinam, Francis, International Business, 3<sup>rd</sup> edition, Prentice Hall India

# PERSONAL FINANCIAL PLANNING

Course Code: BBA 502

Credit Units: 03

## Course Objective:

Post Liberalization, India has witnessed a phenomenal growth in her GDP. With the advent of MNC's, and growth in private business, individuals income and saving pattern has changed. Therefore the need arises to manage these funds in a manner that it is no more called as savings but addressed as a need for Personal financial planning. This course is essential for every student irrespective of the specialization as every individual needs to plan his finances.

## Course Contents:

### Module I: Introduction to personal financial planning and personal accounting

Concept of Personal Financial Planning: Need, Significance, Scope; Ethical issues in Personal Financial Planning; Changing per capita investors. Need to maintain Accounts, Methods: Traditional & Using Electronic Media. Applying for PAN & filing of Income Tax returns.

### Module II: Investment Avenues

Real Assets: Investment in Real Assets: Real Estate, Precious Metals, Other Fixed assets. Their relative merits & demerits. Change in their returns over the past few years.

Financial Assets: Investments in securities: Through IPO, Secondary Market. Investment in G-sec; Debt instruments, Post Office instruments, Insurance Policies, Mutual Funds, Certificate of Deposits, Foreign Market.

### Module III: Introduction to Income tax and Income from salary

Introduction to Income tax act 1961 and Finance Act. Previous year, Assessment year, Income, Total Income, Gross Total Income, Capital and Revenue Receipts / Expenditures, Exempted Incomes, Residential Status and incidence of Tax. Salary, Exemption:- Leave encashment, Gratuity, Pension, Annuity, Pension fund, Allowance (HRA, Entertainment, Special allowance – dependent of expense ad not dependent on expenae, perquisites – rent free accommodation, Leave travel concession, medical facility), Deductions 80c to 80u. ). Sections (2(9), 2(31), 2(7), 2(24), 3, 6, 14, 288A, 288B, 2(17), 4, 9, 45, 9(1)(ii), 9(1)(iv), 9(1)(v), 10, 11, 12, 17(1), 22

### Module IV: Income from house property, capital gains and other sources

Income from House Property(Types of house property, Exempted house property income, Computation of GAV and NAV, Treatment of unrealized, recovered and arrears of rent), Capital Gains and other Sources (Short term & Long term capital gain, Cost of acquisition, Cost of improvement, Index cost, Income that are taxed under other sources, Deduction under other sources, Tax treatment of lotteries, puzzles. Sections 23, 24, 2528, 30, 31, 32.

### Module V: Tax planning

Concept, significance and problems of tax planning, Tax evasion and tax avoidance, Individual Taxation Slabs, Wealth Tax, Gift Tax, Capital Gains Tax, Service tax, Recent Tax saving schemes

### Module VI: Retirement & Goal Planning

Concept of risk assessment of individual, Introduction to portfolio management, Retirement planning & investment: Income generation after retirement, liability management, anticipation of expenses. Investment for major goals: House, Family, Education, Medical, Wealth Management/ Financial Advisory companies. Their role, significance & growth

### Module VII Insurance Planning (Life & Medical)

Concept of Insurance, Characteristics of insurance, Concept of risk financing, Nature, Functions of Insurance and Types of Insurance, Requirements of an Insurable risk, Advantages and Disadvantages of Insurance, Approaches of life insurance. Medical Insurance, Its Features, advantages & Disadvantages.

## Examination Scheme:

Components	CT	HA/C/V	A	EE
Weightage (%)	15	10	5	70

**Text & References:**

Text:

- Chandra P, Investment analysis and Portfolio Management, 3rd edition, Tata McGraw Hill
- Lal & Vashisht, Direct Taxes, 29<sup>th</sup> Edition, Tata McGraw Hill.

References:

- V.K.Bhalla, Security analysis and Portfolio Management, 16th edition, S.Chand



# OPERATIONS RESEARCH

**Course Code: BBM 501**

**Credit Units: 04**

## **Course Objective:**

The objective of this paper is to make students familiar with basic concept and tools in Operations Research. These techniques assist in solving complex problems and help in decision making.

## **Course Contents:**

### **Module I: Introduction**

Introduction to Operations Research, Definition, scope and limitations of Operations Research

### **Module II: Linear Programming**

Linear Programming – Basic Concepts, Model formulation; Solution methods – Graphical Solution method, Simplex method (problems involving only upto 3 constraints and of inequality <), Application of LPP in business decision making.

### **Module III: Transportation Problem**

Transportation problem- Initial Basic feasible solution (North West corner rule, Vogel's approximation method), Test for optimality (The Modified Distribution (MODI) method)

### **Module IV: Assignment Problem**

**Assignment Problem** – Introduction, Approach of the Assignment model, Solution Methods (Hungarian method)

### **Module V: Game Theory**

**Game Theory**- Concept and definition; Solution methods of Pure Strategy games (with saddle point), Significance of Game Theory.

### **Module VI: Queuing & Simulation**

Introduction, Elementary queuing system, Introduction to Single – **channel queuing model (with Poisson arrivals and Exponential service times)**, (no numerical); Introduction to Simulation, applications, advantages and drawbacks of simulation, Introduction to Monte – Carlo Simulation, Role of computers in Simulation

## **Examination Scheme:**

Components	CT	HA/C/V	A	EE
Weightage (%)	15	10	5	70

## **Text & References:**

### **Text:**

- Kapoor V K, Operations Research (Techniques for Management), Seventh edition, Sultan Chand & Sons.

### **References:**

- Sharma J K, Operations Research (Theory & Practices), Second edition, Macmillan India Ltd.
- Hamdy A Taha, Operations Research, Seventh edition, Prentice Hall India
- Kothari C R, An introduction to Operations Research, Third edition, Vikas Publishing

House



UG: Semester V

Course Title: Communication Skills-V

Credit Units: 1

Course Code: BCU 541

L	T	P/ S	SW/F W	TOTAL CREDIT UNITS
1	0	0	0	1

Course Objective:

- To enable the students to adopt strategies for effective reading and writing skills.
- The course would enhance student's vocabulary, language and fluency. It would also teach the students to deliver professional presentations.

Prerequisites: NIL

Course Contents / Syllabus:		
1.	Module I Vocabulary	35% Weightage
	<ul style="list-style-type: none"> <li>• Define Vocabulary</li> <li>• Significance of Vocabulary</li> <li>• One Word Substitution, Synonyms &amp; Antonyms and Idioms &amp; Phrases</li> <li>• Define and Differentiate Homonyms, Homophones and Homographs</li> <li>• Vocabulary Drills</li> <li>• Foreign Words</li> </ul>	
2.	Module II Comprehension Skills	25% Weightage
	<ul style="list-style-type: none"> <li>• <b>Reading Comprehension-SQ3R Reading Techniques</b></li> <li>• <b>Summarising and Paraphrasing</b></li> <li>• <b>Précis Writing</b></li> <li>• <b>Listening Comprehension</b></li> </ul>	
3.	Module III Presentation Skills	30% Weightage
	<ul style="list-style-type: none"> <li>• <b>Discussing the Significance of Audio-visual Aids, Audience and Feedback in Presentation Skills</b></li> <li>• Analyzing the Significance of Non-Verbal Communication</li> </ul>	
4.	Module IV Prose	10% Weightage
	<ul style="list-style-type: none"> <li>• <b>How Far is the River-Ruskin Bond</b></li> <li>• <b>My Wood-E.M.Forster</b></li> <li>• <b>I have a Dream-Martin Luther King</b></li> <li>• <b>Spoken English and Broken English-G.B. Shaw</b></li> </ul>	
5.	Student Learning Outcomes:	
	<ul style="list-style-type: none"> <li>• Communicate fluently and sustain comprehension of an extended discourse.</li> <li>• Demonstrate ability to interpret texts and observe the rules of good writing.</li> <li>• Prepare and present effective presentations aided by ICT tools.</li> </ul>	
6.	<b>Pedagogy for Course Delivery:</b> Workshop	
	<ul style="list-style-type: none"> <li>• Group Discussions</li> <li>• Presentations</li> <li>• Lectures</li> </ul>	
7.	Assessment/ Examination Scheme:	

	Theory L/T (%)	Lab/Practical/Studio (%)	End Term Examination
	<b>100%</b>	<b>NA</b>	<b>70%</b>
	Theory Assessment (L&T):		
	Components (Drop down)	<b>CIE</b>	<b>Attendance</b>
	Weightage (%)	<b>25%</b>	<b>5%</b>
			<b>70%</b>

**Text: Jaffe, C.I. Public Speaking: Concepts and Skills for a Diverse Society, 4<sup>th</sup> ed. Belmont, CA: Wadsworth, 2004.**

**Effective English for Engineering Students, B Cauveri, Macmillan India**

***Creative English for Communication*, Krishnaswamy N, Macmillan**

**Reference: *A Textbook of English Phonetics*, Balasubramanian T, Macmillan**

**Additional Reading: Newspapers and Journals**

# BEHAVIOURAL SCIENCE - V

**Course Code: BSU 543**

**Credit Units: 01**

## **Course Objective:**

This course aims at enabling students towards:  
Understand the importance of individual differences  
Better understanding of self in relation to society and nation  
Facilitation for a meaningful existence and adjustment in society  
To inculcate patriotism and National pride.  
To enhance personal and professional excellence

## **Course Contents:**

### **Module I: Individual differences & Personality**

Personality: Definition & Relevance  
Importance of nature & nurture in Personality Development  
Importance and Recognition of Individual differences in Personality  
Accepting and Managing Individual differences (Adjustment Mechanisms)  
Intuition, Judgement, Perception & Sensation (MBTI)  
BIG5 Factors

### **Module II: Socialization**

Nature of Socialization  
Social Interaction  
Interaction of Socialization Process  
Contributions to Society & Nation

### **Module III: Patriotism and National Pride**

Sense of Pride and Patriotism  
Importance of Discipline and hard work  
Integrity and accountability

### **Module IV: Human Rights, Values and Ethics**

Meaning of Human Rights  
Human Rights Awareness  
Importance of human rights  
Values and Ethics- Learning based on project work on Scriptures like Ramayana, Mahabharata, Gita etc

### **Module V: Personal and Professional Excellence**

Personal excellence:  
Identifying Long-term choices and goals  
Uncovering talent, strength and style  
Alan P. Rossiter's eight aspects of Professional Excellence  
Resilience during challenge and loss  
Continued Reflection (Placements, Events, Seminars, Conferences, Projects, Extracurricular Activities, etc.)

## **Examination Scheme:**

Components	SAP	A	Mid Term Test (CT)	VIVA	Journal for Success (JOS)
Weightage (%)	20	05	20	30	25

## **Text & References:**

- Bates, A. P. and Julian, J.: Sociology - Understanding Social Behaviour
- Dressler, David and Cans, Donald: The Study of Human Interaction
- Lapiere, Richard. T – Social Change
- Rose, G.: Oxford Textbook of Public Health, Vol.4, 1985.
- Robbins O.B. Stephen;. Organizational Behaviour

# FRENCH

**Course Code:** FLU 544

**Credit Units:** 02

## Course Objective:

To furnish some basic knowledge of French culture and civilization for understanding an authentic document and information relating to political and administrative life

## Course Contents:

**Module D: pp. 131 – 156 Unités 10,11**

### Contenu lexical:

#### Unité 10: Prendre des décisions

1. Faire des comparaisons
2. décrire un lieu, le temps, les gens, l'ambiance
3. rédiger une carte postale

#### Unité 11: faire face aux problèmes

- 1) Exposer un problème.
- 2) parler de la santé, de la maladie
- 3) interdire/demander/donner une autorisation
- 4) connaître la vie politique française

### Contenu grammatical:

- 1) comparatif - comparer des qualités/ quantités/actions
- 2) supposition: Si + présent, futur
- 3) adverbe - caractériser une action
- 4) pronom "Y"

## Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

C – Project + Presentation

I – Interaction/Conversation Practice

## Text & References:

- le livre à suivre: Campus: Tome 1





# SUMMER TRAINING

**Course Code: BBA 550**

**Credit Units: 06**

## **GUIDELINES FOR INTERNSHIP FILE**

There are certain phases of every Intern's professional development that cannot be effectively taught in the academic environment. These facets can only be learned through direct, on-the-job experience working with successful professionals and experts in the field. The internship program can best be described as an attempt to institutionalise efforts to bridge the gap between the professional world and the academic institutions. Entire effort in internship is in terms of extending the program of education and evaluation beyond the classroom of a university or institution. The educational process in the internship course seeks out and focuses attention on many latent attributes, which do not surface in the normal class room situations. These attributes are intellectual ability, professional judgment and decision making ability, inter-disciplinary approach, skills for data handling, ability in written and oral presentation, sense of responsibility etc.

In order to achieve these objectives, each student will maintain a file (Internship File). The Internship File aims to encourage students to keep a personal record of their learning and achievement throughout the Programme. It can be used as the basis for lifelong learning and for job applications. Items can be drawn from activities completed in the course modules and from the workplace to demonstrate learning and personal development.

The File will assess the student's analytical skills and ability to present supportive evidence, whilst demonstrating understanding of their organization, its needs and their own personal contribution to the organization.

### **The layout guidelines for the Internship File**

- A4 size Paper
- font: Arial (10 points) or Times New Roman (12 points)
- line spacing: 1.5
- top and bottom margins: 1 inch/ 2.5 cm; left and right margins: 1.25 inches/ 3 cm

The File will include *five sections* in the order described below. The content and comprehensiveness of the main body and appendices of the report should include the following:

1. **The Title Page**--Title - An Internship Experience Report For (Your Name), name of internship organization, name of the Supervisor/Guide and his/her designation, date started and completed, and number of credits for which the report is submitted.
2. **Table of Content**--an outline of the contents by topics and subtopics with the page number and location of each section.
3. **Introduction**--short, but should include how and why you obtained the internship experience position and the relationship it has to your professional and career goals.
4. **Main Body**--should include but not be limited to daily tasks performed. Major projects contributed to, dates, hours on task, observations and feelings, meetings attended and their purposes, listing of tools and materials and their suppliers, and photographs if possible of projects, buildings and co-workers.
5. **Appendices**--include pamphlets, forms, charts, brochures, technical and descriptive literature, graphs and other information related to your Internship experience.

The Main Body will have three sections and will include the following items which will be evaluated for the final assessment:-

1. An analysis of the company/organization in which the student is working
2. A personal review of the student's management skills and how they have been developed through the programme.
3. The research report that the student has prepared on the project assigned to him by the organization. (Incase a student is not assigned a specific research project in the organization, he has to select any one aspect of the organization and prepare a research report on it).

## **ASSESSMENT OF THE INTERNSHIP FILE**

The student will be provided with the Student Assessment Record (SAR) to be placed in front of the Internship File. Each item in the SAR is ticked off when it is completed successfully. The faculty will also assess each item as it is completed. The SAR will be signed by the student and by the faculty to indicate that the File is the student's own work. It will also ensure regularity and meeting the dealines.

## STUDENT ASSESSMENT RECORD (SAR)

Management File Item	Criteria for successful completion of the item
1. Analysis of organization (1500-2000 words)	<ul style="list-style-type: none"> <li>• Clear presentation of ideas and analysis</li> <li>• Provides an organizational diagram, following organization presentation conventions</li> <li>• Analysis covers the organization's:               <ul style="list-style-type: none"> <li>➤ Business strategy and mission</li> <li>➤ Structure</li> <li>➤ Resources and assets</li> <li>➤ Current financial performance</li> <li>➤ Leadership/decision-making style</li> <li>➤ Staffing and skill base</li> <li>➤ Products/services and customers</li> </ul> </li> </ul>
2. Personal review of Management skills development (1000-1500 words)	<ul style="list-style-type: none"> <li>• Clear presentation of ideas and analysis</li> <li>• Demonstrate awareness of own management skills</li> <li>• Presents critical analysis of own management effectiveness, supported with examples</li> <li>• Provides evidence of development of specific management skills e.g. strategic, financial, leadership</li> <li>• Explains how new skills and learning have benefited the organization and self</li> </ul>
3. Design of Research Project (1500- 2000 words)	<ul style="list-style-type: none"> <li>• Clear presentation of ideas and analysis</li> <li>• Justifies the choice of subject for the research project and why this might be beneficial to the organization</li> <li>• Selects and justifies appropriate research methods for the project</li> <li>• Demonstrate understanding of the key stages in undertaking a research project</li> <li>• Indicates which analytical/statistical tools would be most appropriate and why</li> <li>• The design plan takes account of the resourcing implications of carrying out the research e.g. staffing and other costs</li> </ul>

### Examination Scheme:

#### Report by Student (Internship File)

a. Organization & Presentation/Language and clarity /substance of Contents covered and Comprehensiveness	20%
b. Research Report	30%
Industry Feedback (continuous)	20%
Presentation & Viva (At the end)	30%
<b>Total</b>	<b>100%</b>

# CONSUMER BEHAVIOUR

Course Code: BBA 504

Credit Units: 04

## Course Objective:

To develop an understanding of how consumers behave and use the knowledge to adopt appropriate marketing strategies.

## Course Contents:

### Module I: Introduction

Consumer Behaviour: Definition and significance. Understanding consumer and market. Difference in individual buyer behaviour and organizational buyer behaviour. Market segmentation: lifestyle and demographic segmentation, usage segmentation, benefit segmentation. Product positioning.

### Module II: Environmental influences

Culture: Meaning and Characteristics. Cross Cultural understanding of Consumer Behaviour. Subculture. Social Groups: Meaning and formation of a group. Reference groups. Influence of reference groups on consumer behaviour. Family: Lifecycle and it's significance on consumer behaviour. Family purchase decision process.

### Module III: Personal influence and Diffusion of Innovation

Concept, nature and significance of personal influence. Opinion leadership and its role in consumer behaviour. Concept of product adoption and adoption process. Diffusion of innovation and process of diffusion.

### Module IV: Individual determinants of Consumer Behaviour

Personality and self concept and it's relevance in consumer behaviour. Motivation: Nature and role of motives and their significance in marketing. Information processing: Concept and Process. Attitudes: Characteristics, functions and it's importance in buyer behaviour.

### Module V: Consumer Decision process

Consumer decision process model. Problem Recognition, Search and Evaluation, Purchasing Process. Post-purchase Behaviour: Post Purchase evaluation and Product disposition.

### Module VI: Organizational buyer behaviour

Nature of Organizational Buying. Factors influencing organizational buyer behaviour. Types of decision situations. Organizational buyers decision process.

## Examination Scheme:

Components	CT	HA/C/V	A	EE
Weightage (%)	15	10	5	70

## Text & References:

### Text:

- Loudon David L. & Della Bitta Albert J. Consumer Behaviour, Fourth Edition, Tata McGraw Hill.

### References:

- Schiffman and Kanuk, Consumer Behaviour, Eighth Edition, Printice Hall.
- Hawkins, Best, Coney, Consumer Behaviour, Building Marketing Strategy, Ninth Edition, Tata McGraw Hill.

# SERVICE MARKETING

Course Code: BBA 505

Credit Units: 04

## Course Objective:

The course has been designed to familiarize students with characteristics of services, their design and delivery and the complexities of handling intangibles.

## Course Contents:

### Module I: Services an Overview

Services: concept, characteristics. Marketing of goods v/s marketing of services. Significance of services marketing. Role of services sector in economy. Growth of service sector. Services- Global and Indian Scenario. Introduction to service marketing mix: Seven Ps of Service Marketing, Classification of services,

### Module II: Consumer Behaviour in Services

Consumer decision-making process. Consumer Expectations: Concept. Factors influencing customer expectation of services. Service encounter and moments of truths. Managing Customer Satisfaction. Service failure and recovery.

### Module III: Service Quality & Productivity

Managing service operations. Concept of productivity in service context. Approaches to improve productivity. Managing service demand and capacity: Understanding capacity constraints, understanding demand patterns. Strategies for matching demand and supply; service blueprinting, physical evidence & Servicescape.

### Module IV: Service Quality

Concept of service quality, Gap model of service quality, measuring & improving service quality, concept of SERVQUAL system, concept of CRM & enhancing quality through it. Introduction to Six Sigma.

### Module V: Managing Service Personnel

Role of service personnel and developing customer-focused personnel. Job characteristics. Internal marketing, Strategies for delivering quality through people.

### Module VI: Pricing and Distribution for Services

Price determinants, pricing modifications. Approaches to pricing services. Pricing strategies linking to value definitions. Customer-focused pricing. Channel structures, distribution-growth options. Service industries: insurance, banking, air transportation, courier, education etc.

## Project Based Learning

Service Marketing Project Presentation: Presentations should provide details about the chosen firm and identify the challenges facing this firm in the current environment. Following this brief introduction, groups will present their solution.

## Examination Scheme:

Components	CT	HA/C/V	A	EE
Weightage (%)	15	10	5	70

## Text & References:

*Text:*

- Clow Kenneth E. and Kurtz David L., Services marketing operations, management and strategy, biztantra innovations in management, John Willey & Sons

*References:*

- Valarie A Zeithaml and mary J Bitner, Services Marketing, Third Edition, Tata McGraw Hill Companies
- Christopher lovelock, Service Marketing (people, technology and strategy), 2001, Fifth Edition, Pearson Education.
- Rampal M.K., Gupta S.L., Service Marketing, 2006 Galgotia Publishing Company.

# INTERNATIONAL MARKETING

Course Code: BBA 506

Credit Units: 04

## Course Objective:

After giving students an introduction of marketing management, it is necessary to give them an overview about the international scenario keeping in view the ever growing importance of international market.

## Course Contents:

### Module I: Introduction

Meaning, scope and challenges of international marketing. International dimensions of marketing, international marketing v/s domestic marketing. Benefits of International Marketing.

### Module II: Global Business Environment

WTO and its impact on international business operations. Tariff and non-tariff barriers. Regional economic groupings and their significance.

### Module III: International Marketing Environment

International marketing environment- Geographical, demographic, economic, political, legal, socio cultural environment- Elements of culture. Cultural challenges Business customs and practices. Emerging markets and marketing challenges.

### Module IV: Planning for International Marketing

International Marketing Research and Information System. Modes of entering into foreign markets. International Product Life Cycle. International market segmentation, targeting and positioning.

### Module V: International Marketing Decisions

International pricing strategy- Factors influencing price, pricing methods. Global Branding Decisions. International distribution – Types and functions of foreign distribution channels; distribution logistics. Promotion Decisions- International advertising, selection of media, challenges of international advertising, personal selling publicity and sales promotion.

### Module VI: The Indian Scenario

The Export Import Scene in India. EXIM Policy. Export Documentation, Export Procedure

## Examination Scheme:

Components	CT	HA/C/V	A	EE
Weightage (%)	15	10	5	70

## Text & References:

### Text:

- Onkvist Sak Onkvist, Shaw John J. International Marketing Analysis & Strategy, Third Edition, Prentice Hall.

### References:

- Graham Cateora, International Marketing, Twelfth Edition, Tata McGraw Hill.
- Keegan Warren J. Global Marketing Management, Seventh Edition, Prentice Hall.

# FINANCIAL SERVICES

Course Code: BBA 507

Credit Units: 04

## Course Objective:

The aim of the course is to orient the student to the recent changes in the financial institutions and financial services industry and their link to economic development. The financial institutions and services are changing rapidly. A course that merely describes the existing institutions and services will not prepare you for the change. Thus you must familiarize yourself with the services available in the industry today and understand why they are the way they are and why they are changing. An Indian perspective will be given.

## Course Contents:

### Module I: Financial Services

Introduction: An Overview of Indian Financial System, Components of Indian Financial System, Role of Financial Services in economic development. Evolution of Financial Services Sector in India. Investment Banking: Introduction and Functions

### Module II: Venture Capital & Depository System

Venture Capital, Stages of Venture Capital Financing, International Experiences in Venture Capital Financing, Venture Capital Financing in India, Pitfalls to be Avoided.

Overview of Depository system, Key features of depository system in India, Agreement between depository and Issuer, Organisation and functions of NSDL and CDSL. Brief introduction of BSE, NSE, NYSE AND NASDAQ

### Module III: Factoring & Forfaiting

Factoring Services – Features, Merits and Demerits, **Cost Benefit Analysis**. Forfaiting: Features, Merits & Limitations

### Module IV: Leasing and Hire Purchase

Development and Definition of Leasing and Hire Purchase, Types of Leasing, Differences between Leasing and Hire-Purchase. **Pricing Methodology and Financial Analysis**, Taxation, Legal Framework for Leasing and Hire Purchase Companies.

### Module V: Mutual funds

The concept & Role of M/Fs, History of M/Fs in India, Types of M/Fs, Fund Structure & Constituent, Selecting the Right Investment Products for Investors, Comparison of Investment products, Measuring of Risk In M/Fs, Recommending model Portfolios & selecting the right funds.

### Module VI: Credit rating

Credit rating concept of Credit rating, Types of credit rating, Advantages and Disadvantages of credit rating, **Credit rating agencies and their methodology and process, Individual Credit rating, Sovereign Credit Rating Practices.**

## Examination Scheme:

Components	CT	HA/C/V	A	EE
Weightage (%)	15	10	5	70

## Text & References:

Text:

- Khan, M. Y. Indian Financial System, Tata McGraw Hill
- Khan, M.Y. Financial Services, Tata McGraw Hill



# PRINCIPLES OF INVESTMENT MANAGEMENT

Course Code: BBA 508

Credit Units: 04

## Course Objective:

The course aims at equipping the undergraduate students with financial tools, which help in making decisions for investment in financial securities. It is also aimed at imparting a basic understanding of the influence of changing economic scenario on the decisions and important theories and models, techniques and regulations underlying these decisions.

## Course Contents:

### Module I: Introduction to Investments

Investments: Introduction, Avenues for Investment including introduction to derivatives, Investments and Speculation, Features of a Good Investment programme, Process of Investment Decision Making, Risks involved in Investments including the concept of beta, Principle of Dominance.

### Module II: The Stock Markets in India

Nature and Functions of the Stock Market, OTCEI & BSE, NSE & Role of Depositories, Market Indices, The Brokerage Business

### Module III: Valuation of Securities

Bond Valuation and Analysis, Preference share Valuation and Analysis, Equity Share Valuation

### Module IV: Security Analysis

Fundamental Security Analysis, Technical Security Analysis

### Module V: Portfolio Analysis and Management

Portfolio Analysis: Risk and Return, Portfolio Choice: Utility Theory and Indifference Curves, Markowitz: Portfolio Selection Model, Capital Asset Pricing Model, Sharpe's Single Index Model and Portfolio Evaluation Treynor, Sharpe and Jensen.

## Examination Scheme:

Components	CT	HA/C/V	A	EE
Weightage (%)	15	10	5	70

## Text & References:

### Text:

- Sharpe, William F. Alexander and Bailey, Investments, Sixth Edition Prentice - Hall, India

### References:

- Fisher, Donald E & Jordan, Ronald., Securities Analysis & Portfolio Management:, Sixth Edition, Prentice Hall
- Haugen, Robert. Modern Investment Theory, Fifth Edition, Prentice Hall
- Bhalla, V. K. Investment Management, S. Chand & Co.



# FINANCIAL DERIVATIVES

**Course Code: BBA 509**

**Credit Units: 04**

## Course Objective:

This course attempts to give an overview of the derivatives market with special reference to India. A financial manager must understand how derivatives can be used to the advantage of the firm. An introduction to Derivatives will equip the students to understand the mechanics of this highly intriguing & innovative field of study

## Course Contents:

### Module I: Introduction to financial derivatives

Introduction to derivative trading, Characteristics of derivatives, Underlying assets (Equity Bonds/loans, Foreign Currency, and Commodity), Importance of derivatives as an investment option, introduction to types of derivatives, Participants in derivatives market (Hedgers, Speculators, Arbitrageurs). Evolution of Derivative markets in India.

### Module II: Forwards & Futures

Forward contracts: Limitations of forward markets, Differences between forwards and futures, Early delivery, extension & cancellation of forward contracts, Futures terminology, pricing of futures contract, Introduction to currency futures, Interest rate futures, Treasury bond futures, Eurodollar futures, commodity futures, Index futures & Stock Futures (Hedging, speculation and arbitrage).

### Module III: Options: Fundamentals

Terminology - call, put, writer, buyer, premium, intrinsic value, time value, expiry date, settlement date, strike price, ATM, OTM & ITM, Options positions (payoff graphs), Types of Stock options, futures options vs spot options, Options on stock Indices, currencies & futures, Warrants & executive stock options, Exotic options

### Module IV: Principles of trading & Hedging with Options

Option Valuation: The BS-Merton Model (Solving for BS model, assumption application and criticism), Trading strategies - Option trading using bull and bear spreads (payoff graphs)

### Module V: Swaps

Terminology:- LIBOR, MIBOR, Swap basis, Interest rate swaps, Determining LIBOR/MIBOR swap zero rates, Currency swaps: Various types of swaps & features, Introduction to Swaptions.

### Module VI: Recent Developments

New Derivative contracts including Credit Derivatives, Weather Derivatives, Energy Derivatives, etc. Role of derivatives in the economic meltdown of 2007 - 2008, Major Derivative mishaps in the world including The Baring Bank disaster (1995), The Sumitomo corporation scandal (1996) the Swiss Bank scam (2011), US Subprime Crisis (2008), Forex derivatives scam by Indian banks (25 lakh crores)

## Examination Scheme:

Components	CT	HA/C/V	A	EE
Weightage (%)	15	10	5	70

## Text & References:

### Text:

- Hull, John C, An introduction to futures and options markets, Second Edition Prentice Hall of India

### References:

Gupta, S .L., Financial Derivatives Theory, Concepts and Problem 2005, Prentice - Hall, India

# ORGANISATIONAL DEVELOPMENT AND CHANGE

Course Code: BBA 510

Credit Units: 04

## Course Objective:

It aims to provide a conceptual input of meaning, characteristics, process and influences of organizational development and change management. It gives comprehensive overview of human capital from the prospective of organizational excellence in the light of transitional phase of Indian Industries. It gives the imperatives, assumptions, role and skills of O.D. specialists through experiential learning methods it facilitates teamwork, team building and the concepts of transformational Leadership.

## Course Contents:

### Module I: Organizational Development

Nature, basic assumptions, characteristics & importance, values and assumption underlying organization development (OD).

### Module II: Organizational Development Process

OD process, Steps involved in OD, Role of Managers, Factors affecting OD, Techniques of organizational diagnosis - Questionnaires, interviews

### Module III: Structural and Comprehensive OD interventions

Classification of OD interventions: Human Process, Techno structural, HRM, Strategic interventions, Evaluation and institutionalization of interventions.

### Module IV: Change Management

Need for the change, Factors causing change, environmental, Technological, Legal, Political, Social and cultural factors of change, Models and Techniques involved in change management,

### Module V: Implementation of Change Models

Lewin's force field analysis, Kotler's eight step model, action research model.

Total Quality Management, Business Process Reengineering, Learning Organization.

### Module VI: Trends in OD

Role & styles of OD practitioners, OD-HRD interface; OD in global settings; contemporary OD issues for today's managers.

**Assignment :** Experiential learning: Managing leadership talent to support change (Class activity) Designing organizational diagnosis tool (Class activity)

Cases study: Change management success and failure

## Examination Scheme:

Components	CT	HA/C/V	A	EE
Weightage (%)	15	10	5	70

## Text & References:

*Text:*

- French W L & Bell, Organizational Development, Prentice Hall of India
- Ravishankar S & Mishra R.K., Organizational Development, Visison Books Pvt. Ltd.

*References:*

- Perek U & Rao T V, Designing & Managing HR System, Oxford & IBH Publishing company
- Perek U & Rao T V Making Organization Roles Effective, TATA McGraw Hill



# TRAINING AND DEVELOPMENT

Course Code: BBA 511

Credit Units: 04

## Course Objective:

The objective of the course is to help students acquire and enhance their knowledge of how to plan, develop, carry out, and evaluate training and executive development programmes in Business Organizations.

## Course Contents:

### Module I: Introduction

Meaning and definition of training, Training vs education, Culture and Context, Introduction to training Strategy.

### Module II: Process of Training

Establishing objectives, training need assessment (Person Analysis, Task Analysis, Organization Analysis), designing the programs, training methods, trainers and training styles, Introduction to Management Development program.

### Module III: Evaluation of Training & Development

Training Evaluation – Need for evaluation, Measuring Training Effectiveness, Concept of Return on Investment, Cost – Benefit Analysis, Models of Training Evaluation.

### Module IV: Training Systems

Action Research for better training, knowledge management, career development, succession planning, diversity training, orientation training.

Module V: Changes in Training Needs for Modern Organizations. Concept and Need for Learning Organizations, Trainer Identification) & Training for Trainers, Leadership, Basics of Sensitivity Training, Computer Based Training. Training transfer to workplace

### Module VI: Development

Executive Development – significance & nature, identifying development needs and setting objectives. Techniques of development and advantages. Role of HRD in 21<sup>st</sup> Century.

Assignment – Visit an Organization & find out their training needs.

## Examination Scheme:

Components	CT	HA/C/V	A	EE
Weightage (%)	15	10	5	70

## Text & References:

### Text:

- Lynton R.P and Pareek U (1990). Training for Development. Vistaar Publications, New Delhi

### References:

- Goldstein, Training in Organizations, Thomson Learning.
- Pareek Udai, Training and Development, Tata McGraw Hill.
- Srivastava, S., Recruitment, Selection & Retention, ABS Course pack, 1999.
- Wexley, K & Lathan Gary, Developing & Training HR in Organization. P. Hall, 2002.



# INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Course Code: BBA 512

Credit Units: 04

## Course Objective:

The main objective of this course is to explore the dynamics of global business development and to prepare the students about examining significant business investment opportunities and maximization of returns in context with human resources.

## Course Contents:

### Module I: Internationalization

Broad overview of International Human Resource Management features, elements, benefits and limitations, Domestic and International HRM, Factors influencing the global work environment.

### Module II: Strategic Human Resource Management

Strategic HRM, Aims of SHRM, Integrating the business and HR strategies, Formulating HR strategy, Content of HR strategies, Relationship between International Strategy and SIHRM.

### Module III: Cross-Cultural Management

Cultural diversity in consortia formation, Developing cognitive framework to appreciate the impact of culture on managerial behaviour, Introduction, Understanding Culture, Key Concepts, **Determinants of Cultural Identity, Frameworks for Mapping the Culture, Concept of Geert Hofstede**

### Module IV: International Recruitment, Training and Rewards

Recruiting from Host country, Reward strategies for international execution, the expatriate approach, international values and reward policy, designing rewards for the international business unit, Training Global executives.

### Module V: Performance Management and Compensation in International Business

Context for international performance management, framework for performance management, Compensation, issue of double taxation.

### Module VI: Best HR Practices

**Emerging Trends, North America, South America, some key pointers, Northern Europe, Value based management in Nordic countries, China emerging economy., Japan – a culture of enfolding relationship, Trends and Future of HR in high performing Co., Essay on Dream Organisational.**

## Examination Scheme:

Components	CT	HA/C/V	A	EE
Weightage (%)	15	10	5	70

## Text & References:

### Text:

- Dowling, Peter; Title: International human resource management - Managing people in a multinational context; Publisher: Thompson.

### References:

- By Monir H. Tayeb International Human Resource Management: A Multinational Company Perspective, Oxford University Press.
- By Paul Sparrow, Chris Brewster, Hilary Harris; Pub. Taylor and Francis, Globalizing Human Resource Management; Oxford University Press.

# RELATIONAL DATABASE MANAGEMENT SYSTEM

**Course Code: BBA 513**

**Credit Units: 04**

## **Course Objective:**

The objective of the course is to give knowledge of the Relational Database Management Software, in particular ORACLE. It is expected that a student at the end of the course would attain a good conceptual and practical understanding of databases.

## **Course Contents:**

### **Module I: Introduction to RDBMS**

RDBMS: Introduction, Relational Model concept and Relational data structure, Relational Model constraints as domain constraints, Key constraints, Entity integrity constraints, Referential Integrity constraints.

### **Module II: Introduction to oracle**

Tools of Oracle, Features of oracle.

### **Module III: SQL**

Overview of SQL, Component of SQL (DDL, DML, DCL), Advantage of SQL, Basics of syntax writing, Data Definition Language, Create command, Data type, Constraints, ALTER & DROP, UPDATE & DELETE Commands, Substitutions variables, Run time Environments variables, SELECT Commands Basic Constructs, Functions, Nested Queries, Correlated queries, Views, Sequence, User Management Commands.

### **Module IV: PL/SQL**

Basic features, Block Structure of a PL/SQL Programs, Control Structures, Exception Handling, Cursor, Procedure, Functions and Triggers, Internet features of Oracle.

### **Module V: Database Technologies**

Client/Server Databases, Distributed Databases, Web Databases

### **Module VI: Administration of Oracle databases**

## **Examination Scheme:**

<b>Components</b>	<b>CT</b>	<b>HA/C/V</b>	<b>A</b>	<b>EE</b>
<b>Weightage (%)</b>	15	10	5	70

## **Text & References:**

- Oracle8i: The Complete Reference, McGraw Hill

# SOFTWARE PROJECT DESIGN AND ANALYSIS

Course Code: BBA 514

Credit Units: 04

## Course Objective:

This module will introduce and develop concepts that are seen as central to the effective management of software projects. You will be expected to develop an appreciation of key, generic project management concepts and techniques as well as those techniques and approaches that are specific to the management of software projects. As well as knowing the core techniques, you will be expected to apply them across a limited range of software project management scenarios.

## Course Contents:

### Module I: An Introduction to Software Project Management

Management Spectrum, People, Product, Process, Project the W5HH Principle. The Profile of a Project, Project start-up; development; completion; operation, Role of SDLC models (such as the waterfall model, incremental model, spiral model) and structured methods (such as SSADM)

### Module II: Project Metrics

Measures, Metrics & Indicators, Metrics in the process & project domain, Metrics for software quality.

### Module III: Software Project Planning

Discussion of network diagrams and critical path analysis (CPA). Planning aids, simple manual techniques such as Gantt charts through to more complex and sophisticated planning tools, Estimation tools (Delphi technique, CoCoMo)

### Module IV: Risk Analysis & Management

Risks Risk Identification, Risk Projection, Risk Refinement, Mitigation, Monitoring & Management.

### Session V: Scheduling and Resourcing

Concepts of lateness, Defining task set for software project, Defining a Task Network, Scheduling, Earned value analysis, error tracking, project plan

### Module VI: Software Configuration Management

Baselines, SCM Process, Identification of objects in s/w configuration, version control, change control, Configuration audit, status reporting, hands on MS-Project.

## Examination Scheme:

Components	CT	HA/C/V	A	EE
Weightage (%)	15	10	5	70

## Text & References:

- Software Engineering by Pressmann.
- Structured System Analysis & Design by Whitten



# PROGRAMMING WITH MICROSOFT VISUAL BASIC

Course Code: BBA 515

Credit Units: 04

## Course Objective:

The objective of the course is to offer the students all key concepts and capabilities to be bound in Microsoft Visual Basic. This course seeks to provide very clear and straightforward implementation of key features of Visual Basic with explanations of each work. The student should walk away with an in-depth understanding of how to utilize all of Visual Basic's capabilities for building industrial strength enterprise application and understand the process of software development. The course will make the students learn real world context.

## Course Contents:

### Module I: Visual Basic Overview

Opening, writing and running Visual Basic Program, Working with controls and defining their properties, working with menus and dialog boxes.

### Module II: Programming Fundamentals

Visual Basic Variables and Operators, using Decision Structure, using Iterations and Timers.

### Module III: Creating the Perfect User Interface

Working with Forms, Printers and Error Handling, adding Artwork and Special Effects

### Module IV: Managing Corporate Data

Using Modules and Procedures, working with Arrays, exploring text files and string processing, managing access databases.

### Module V: Professional Edition Tools and Techniques

Word Processing with the Rich Text box control, Displaying progress and status information, Integrating music and video with the multimedia MCI control, using the windows API.

### Module VI: Advanced Database Programming

Managing data with the Flex Grid Control, Exploring database handling using DAO, RDO and ADO, Handling the Recordset.

## Examination Scheme:

Components	CT	HA/C/V	A	EE
Weightage (%)	15	10	5	70

## Text & References:

### Text:

- Michael Halvorson: Microsoft Visual Basic 6.0 – Prentice Hall of India P Ltd.

### References:

- Noel Jerke: The Complete Reference Visual Basic 6.0 – Tata Mc-Graw Hill
- Smith & Amundsen: Database Programming with Visual Basic 6 – Techmedia
- Rob Thayer: Visual Basic 6 Unleashed – Techmedia

# LAW OF CRIMES

**Course Code: BBA 516**

**Credit Units: 04**

## **Course Objective:**

The basic objective of this course is to give an insight of the basic principles of crime and the law determining criminal liability and punishment.

## **Course Contents:**

### **Module I: Introduction to Law of Crimes**

Extent and operation of the Indian Penal Code, Definition of Crime, Fundamental elements of crime, Stages in commission of a crime, Intention, Preparation, Attempt: Essentials of the attempt, Impossible attempt, attempt and preparation distinguished

### **Module II: General Explanations and Exceptions**

Definitions, Constructive joint liability, Mistake, Judicial and Executive acts, Accident, Necessity, Infancy, Insanity, Intoxication, Consent, Good faith Private Defense

### **Module III: Abetment and Criminal Conspiracy**

Law relating to Abetment, Accomplice vs. Co-accused.

### **Module IV: Punishment**

Theories: Deterrent, Retributive, Preventive, Expiatory and Reformatory Theory Punishment under the IPC: Fine, Life Imprisonment, And Death Sentence/Capital Punishment

### **Module V: Offences affecting Body**

Offences affecting the Human body, Offences against Women and Offences against Property.

### **Module VI: Offences: Defamation and related to property**

Defamation and offences relating to documents and property marks

## **Examination Scheme:**

<b>Components</b>	<b>CT</b>	<b>HA/C/V</b>	<b>A</b>	<b>EE</b>
<b>Weightage (%)</b>	15	10	5	70

## **Text & References:**

### **Text:**

- Ratanlal & Dhirajlal – The Indian Penal Code
- H.S. Gaur – Penal Law of India

### **References:**

- Glanville Williams – Textbook of criminal law
- Russel on Crime

# INVESTMENT AND COMPETITION LAW

**Course Code: BBA 517**

**Credit Units: 04**

## **Course Objective:**

Understanding the basics of investment and competition laws of India in the contest of new economic order.

## **Course Contents:**

### **Module I: Competition Law**

Background, Prohibitions and Competition Commission of India

### **Module II: Corporate Finance and regulatory framework**

Security Contract (Regulation) Act 1956, Depositories Act 1996, The Securitization and Reconstruction of Financial Assets and enforcement of security Interest Act, 2002

### **Module III: Regulatory framework for foreign trade, multinational companies**

Foreign Trade (Development & Regulation) Act 1992, UNCTAD Draft Model on Trans – national Corporations, Control and regulation of foreign companies in India, Foreign collaborations and joint ventures

### **Module IV: Foreign Exchange Management**

Background, Policies and Authorities and FERA Vs FEMA

### **Module V: Investor's Protection Law**

Provisions under SEBI Act, Important provisions of Consumer Protection Act, IRDA

## **Examination Scheme:**

Components	CT	HA/C/V	A	EE
Weightage (%)	15	10	5	70

## **Text & References:**

**(Compulsory Readings (Latest editions only): Competition Act 2002)**

- Security Contract (Regulation ), Act 1956
- SEBI, Act 1992
- Depositories, Act 1996
- Foreign Trade (Development & Regulation), Act 1992
- Foreign Exchange Management, Act 1999
- Taxman's Student's Guide to Economic Laws

# LAW AND TECHNOLOGY

**Course Code: BBA 518**

**Credit Units: 04**

## **Course Objective:**

Understanding the legal measures for handling issues related Technological development in various fields. To develop a better understanding of Techno- legal aspects for the development of society and business.

## **Course Contents:**

### **Module I: E-Commerce**

Online contracting, online securities offering and E-Banking

### **Module II: Cyber Crimes**

Obscenity, Defamation, Hacking and Cracking Crime through Mobile Phones

### **Module III: Genetic and Medical Technologies**

Regulation of Genetic Technology and Laws for Medical Technology

### **Module IV: Broadcasting**

Regulation and Control of Broadcasting and Law relating to Cable Television Network

### **Module V: Jurisdiction**

Concept of Territorial Jurisdiction for Handling Technological issues. And Protection against the anticipated threats (outcome of technological advancement)

### **Module VI: Information Technology Act, 2000**

Introduction to Information Technology: Meaning and Definition, Digital Signature, electronic governance, offences Cyber regulation Appellate Tribunal

## **Examination Scheme:**

<b>Components</b>	<b>CT</b>	<b>HA/C/V</b>	<b>A</b>	<b>EE</b>
<b>Weightage (%)</b>	15	10	5	70

## **Text & References:**

### **Compulsory Readings (Latest editions only)**

#### *Text:*

- Relevant Legislations and Conventions
- Information Technology Act - Prof. S. R. Bhansali
- Cyber Law ( Text and Cases ), Gerald R. Ferrera, WEST THOMSON

#### *References:*

- Cyber Crime - Vakul Sharma

# BUSINESS POLICY AND STRATEGIC MANAGEMENT

Course Code: BBA 601

Credit Units: 03

## Course Objective:

The aim of the course is to orient the students in theories and practices of Strategic Management so as to apply the acquired knowledge in formulation and implementation of strategies for better decision-making. This is a gateway to the real world of management and decision-making.

## Course Contents:

### Module I: Introduction

Planning, Evolution of strategic management, Concept of corporate strategy, Patterns of strategy developments, Levels of strategy.

### Module II: Mission and Vision

Vision and Mission, Formulation of Vision and Mission Statements, Different Perspectives on Vision and Mission, Business Definition and concept of a business model.

### Module III: Strategic Analysis

Competitor Analysis using Porter's 5-Forces model, Environment Threat and Opportunity Profile (ETOP), Internal Analysis: Building Organization Capability Profile and Strategic Advantage Profile (SAP), Building competencies using Value Chain Analysis, Environmental analysis and dealing with uncertainty, Scenario analysis and SWOT analysis.

### Module IV: Strategic Choice

Strategic alternatives at corporate level: expansion, stability, retrenchment and combination, Strategic choice models for multi-business companies- BCG, GE Nine Cell Matrix, Hofer's Model, Strickland's Grand Strategy Selection Matrix, Strategic Choice - Michael Porter's Approach: Michael Porter's Model, Generic competitive strategies, Cost advantage, Differentiation, Technology and Competitive advantage, Co-evolving, Patching.

### Module V: Strategic Implementation

Operationalizing strategy, Institutionalizing strategy - Developing short-term objectives and policies, Functional tactics and rewards. Structural implementation, Strategic control, Mc Kinsey 7-S Framework

### Module VI: Recent Developments

Recent Developments in the field of strategy: Use of Balanced Scorecard approach, Corporate Governance and Corporate Social Responsibility, Corporate sustainability.

## Examination Scheme:

Components	Mid term	HA//C/V	EE
Weightage (%)	15	5	70

(Home Assignment; Class Test; Viva, A - Attendance; EE - End Semester Examination)

## Text & References:

### Text:

- Business Policy and Strategic Management, Jauch & Glueck
- Strategic Management, Formulation, Implementation & Control, Pearce & Robinson (McGraw Hill), (9<sup>th</sup> Edition)

### References:

- Corporate Strategy, Lynch (Pearson),(4<sup>th</sup> Edition)
- Strategic Planning, Ramaswamy & Namakumari
- Competitive Advantage, Michael E. Porter
- Crafting & Executing Strategy, The Quest for Competitive Advantage, Thomson, Strickland, Gamble & Jain (McGraw Hill, (12<sup>th</sup> Ed.)



# ANALYTICAL SKILL BUILDING

**Course Code: BBM 601**

**Credit Units: 04**

**Course Objective:**

To develop in students skills of analytical and logical reasoning which will be a great asset for them in their future careers.

**Course Contents:**

**Module I: Quantitative Reasoning**

Number System & Number Theory, Percentage method, Profit & Loss, Speed, Time & Distance

**Module II: Quantitative Reasoning**

Ratio, Proportion, Mixtures & Alligations, Set Theory, Co-ordinate Geometry (2-D only), Mensuration

**Module III: Data Interpretation**

Bar Graph / Line Graph / Pie Chart / Table / Table Three Dimensional or Triangular Bar Diagram / Misc. (Radar, Area, Network) / Caselets.

**Module IV: Data Sufficiency & Logical reasoning**

Mathematical / reasoning based. Data Decoding: Analytical: Assumption, Courses of Action, Argument, Weak / Strong, Pictorial Analysis

**Examination Scheme:**

Components	A	CT	C	EE
Weightage (%)	5	15	5	70

**Text & References:**

- The practice of Questions can be done from any reasoning book.

**Course Outcomes**

- This course is aimed at enhancing students' skills in the Quantitative aptitude.





# PRODUCTION AND OPERATIONS MANAGEMENT

**Course Code: BME 601**

**Credit Units: 03**

## Course Objective:

The course is oriented to familiarize the students with fundamentals of Production and Operations Management, and tools and techniques used in taking decisions in operating and controlling the Production and Service Industries. Further this course will familiarize the students with Quality Management and Current Quality Tools used in Production and Service Industries.

## Course Contents:

### Module I: Overview of Production and Operation Management

Brief history of Production and Operation Management, The Service Revolution, Definition, Factors Affecting Operations Management, Role- Scope and Function of Production and Operation Management, Criteria of Performance for the Production and Operation Management, Operation Strategies, Effect of Growth of Service Sector on Operations Management.

### Module II: Demand Forecasting & Capacity Planning

Qualitative Forecasting Methods (Educated Guess, Consensus, Delphi Method, Historical Analogy, Market Research), Quantitative Forecasting (Linear Regression, Moving Average, Weighted Moving Average, Exponential Smoothing with Numerical), Definition of Production Capacity.

### Module III: Facility Location and Facility Layout

Factors Affecting Location Decisions, Quantitative Techniques in Facility Location (Factor Rating Method, Centre of Gravity Method, Load Distance Method, Break Even Analysis Method – Numerical for each method), Utilization of GIS in Plant Location.

Principles of Facility Layout, Types of Layout (Process Layout, Product or Line Layout, Fixed Position Layout), Basics of Line Balancing -No Numerical), Merits and Demerits of Product and Process Layout.

### Module IV: Production Planning and Control

Capacity Planning, Aggregate Planning, Master Production Scheduling.

Production Planning and Control Systems (Push System, Pull System).

Job Shop Scheduling and its Criteria (Mean Flow Time, Mean Tardiness, Number of Tardy Jobs - Numerical),

Single Processor Job Shop Scheduling (Due Date Method, Shortest Processing Time Method - Numerical).

Two Machines Scheduling – Johnson’s Rule – Numerical,.

General Job Shop Scheduling – Earliest Due Date Method – Numerical.

### Module V: Inventory Management, Supply Chain Management & Logistics Management

Basic Concepts of Inventory Management, Lead time, Safety Stock, Elements of Inventory Costs.

Inventory Models – EOQ –Derivation and Numerical, EOQ with Quantity Discount – Numerical, Fixed Order Quantity Model - No Numerical, Fixed Order Period Model - No Numerical.

Basic Concepts, Objectives of Supply Chain Management, Decision Phases in Supply Chain Management.

Basic Concepts of Logistics Management, Warehousing, Material Handling Equipments.

### Module VI: Foundations of Quality, Quality Control, TQM

Concept of Quality - Gurus of quality a Comparative Discussion on Edward Deeming, David Juran and Philip Crosby - their Philosophy contribution and limitations.

Statistical Quality Control (Mean and Range Charts, c Chart, p Chart – Numerical), Basic Concepts of Acceptance Sampling, OC Curves – No Numerical.

Basic Concepts of TQM, 5 –S and Kaizen, 6-Sigma.

ISO Standards, and ISO Certification.

## Examination Scheme:

Components	CT	HA/C/V	A	EE
Weightage (%)	15	10	5	70

## **Text & References:**

### ***Text:***

- Buffa, E.S, Sarin RK,2008, Modern Production/ Operations Management, John Wiley & Sons

### ***References:***

- Chary SN, 2008, Production and Operations Management, McGraw Hill.
- Gaither N, Greg F, 2002, Operations Management, Thompson South Western.
- Everett E., Adam Jr. & Ronald J Ebert, Production and Operation Management, Fifth edition, Prentice Hall of India.
- Monden Y, 1993, Toyota Production System, Industrial Engineering and Management Press – Institute of Industrial Engineering, Norcross, Georgia.

# PUBLIC RELATIONS AND CORPORATE IMAGE

**Course Code: BBA 604**

**Credit Units: 03**

## **Course Objective:**

The course is aimed at developing in students an understanding of Corporate Image and the tools of Public relations applicable in today's business scenario.

## **Course Contents:**

### **Module I: Corporate image**

Understanding Corporate Image, Corporate Image Building: A Marketing Exercise, an overview to Marketing, understanding the Marketing Mix – Product, Price, Place, Promotion

### **Module II: Marketing Communications**

Role in Corporate Image Building, introduction to the tools used for marketing communication – Advertising, Visual Corporate Identity, Public Relations, Sales Promotion, Direct Marketing, Sales Management, Sponsorships, Exhibitions, Packaging, Merchandising and Point-of-Purchase Materials, E-Marketing and Customer Service

### **Module III: Corporate Image and Society**

Ways to build corporate image and sustainable reputation, concept of corporate social responsibility and building corporate image through its relationship between identity image and reputation.

### **Module IV: Public Relations**

Understanding Public Relations, Role and Scope of PR, Corporate Image and PR, PR as part of Marketing Communications. In-house PR, PR Agencies, Modes of PR and Media Handling, PR Events, Crisis Management in Public Relations.

### **Module V: PR Publications**

In-house Journals, Ghost Writing, Media Writing, Press releases, brochures.

### **Module VI: Research in Public Relations**

Building Information Resources, Areas of PR research: Public Opinion Research, Media Tracking, Content Analysis, Campaign Examination, Benchmark Studies

## **Examination Scheme:**

Components	CT	HA/C/V	A	EE
Weightage (%)	15	10	5	70

## **Text & References:**

### **Text:**

- Public Relations: Principles, Cases and Problems, H. Frazier Moore, Frank B. Kalupa

### **References:**

- Marketing Management, Philip Kotler
- Integrated Marketing Communications, PR Smith with Jonathan Taylor
- IMC, Tom Duncan

**UG: Semester VI****Course Title: Communication Skills VI****Credit Units: 1****Course Code: BCU 641**

**Course Objective:** The main emphasis of this course is to enable students to learn the dynamics of social communication and to demonstrate the ability to learn the nuances of informal communication.

**Prerequisites:** NIL

L	T	P/ S	SW/F W	TOTAL CREDIT UNITS
1	0	0	0	1

Course Contents / Syllabus:		
1.	<b>Module I Social Communication Essentials</b> <ul style="list-style-type: none"> <li>• Small talk</li> <li>• Building rapport</li> <li>• Expand social and Corporate Associations</li> <li>• Informal Communication: Grapevine, Chat</li> </ul>	30% Weightage
2.	<b>Module II Workplace Interpersonal Skills</b> <ul style="list-style-type: none"> <li>• Understanding Social Communication in Workplace environment.</li> <li>• Employee feedback: Assess employee performance and satisfaction.</li> <li>• Simulation</li> <li>➤ <b>Humour in Communication-Use of 'Puns'</b></li> <li>➤ <b>Entertainment and Communication (Infotainment)</b> <ul style="list-style-type: none"> <li>• Infotainment and Social Media</li> <li>• Entertainment in Journalism</li> </ul> </li> <li>➤ <b>Social Networking</b></li> </ul>	25% Weightage
3.	<b>Module III Visual Code / Social Etiquette</b> <ul style="list-style-type: none"> <li>• Power Dressing</li> <li>• Fine Dining</li> <li>• Office Party Etiquette</li> <li>• Business Travel Etiquette</li> <li>➤ <b>Work Place and Business Etiquette</b> <ul style="list-style-type: none"> <li>• Proper Greetings</li> <li>• Thank You Notes</li> <li>• Telephonic Manners/ Voice Mail Etiquette</li> <li>• Business Salutation Etiquette</li> <li>• Guest Etiquette</li> <li>• Cubicle Etiquette</li> <li>• Business Card Etiquette</li> </ul> </li> <li>➤ <b>Different Cultural Etiquette &amp; Protocol</b></li> </ul>	35% Weightage
4.	<b>Module IV Prose</b> <ul style="list-style-type: none"> <li>• Secret of Socrates - Dale Carnegie</li> <li>• My Financial Career-Stephen Leacock</li> <li>• The Luncheon - W. Somerset Maugham</li> <li>• The National Flag - Jawahar Lal Nehru</li> </ul> <p>All the four stories will be discussed in one class One Long Question will be set in the Exam from the Text</p>	10% Weightage
5.	<b>Student Learning Outcomes:</b> <ul style="list-style-type: none"> <li>• To communicate contextually in specific personal and professional situations with courtesy.</li> <li>• To inject humour in their regular interactions.</li> </ul>	

	<ul style="list-style-type: none"> <li>To strengthen their creative learning process through individual expression and collaborative peer activities.</li> </ul>																	
6.	<b>Pedagogy for Course Delivery:</b> <ul style="list-style-type: none"> <li>Workshop</li> <li>Group Discussions</li> <li>Presentations</li> <li>Lectures</li> </ul>																	
7.	<b>Assessment/ Examination Scheme:</b> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 33%;">Theory L/T (%)</td> <td style="width: 33%;">Lab/Practical/Studio (%)</td> <td style="width: 33%;">End Term Examination</td> </tr> <tr> <td style="text-align: center;"><b>100%</b></td> <td style="text-align: center;"><b>NA</b></td> <td style="text-align: center;"><b>70%</b></td> </tr> </table> <b>Theory Assessment (L&amp;T):</b> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td colspan="3" style="text-align: center;">Continuous Assessment/Internal Assessment</td> <td rowspan="3" style="text-align: center; vertical-align: middle;">End Term Examination</td> </tr> <tr> <td style="text-align: center;">Components (Drop down)</td> <td style="text-align: center;"><b>CIE</b></td> <td style="text-align: center;"><b>Attn</b></td> </tr> <tr> <td style="text-align: center;">Weightage (%)</td> <td style="text-align: center;"><b>25%</b></td> <td style="text-align: center;"><b>5%</b></td> </tr> </table>	Theory L/T (%)	Lab/Practical/Studio (%)	End Term Examination	<b>100%</b>	<b>NA</b>	<b>70%</b>	Continuous Assessment/Internal Assessment			End Term Examination	Components (Drop down)	<b>CIE</b>	<b>Attn</b>	Weightage (%)	<b>25%</b>	<b>5%</b>	
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Components (Drop down)	<b>CIE</b>	<b>Attn</b>																
Weightage (%)	<b>25%</b>	<b>5%</b>																

**Text:** *Krizan, Merrier, Logan & Williams. Effective Business Communication, New Delhi: Cengage, 2011*

- Communication and Organizational Culture.* Keyton. Joann. Sage Publications

- Social Communication (Frontiers of Social Psychology).* Fiedler, Klaus. Psychology Press

**Reference:** *Cypherpunks: Freedom and the Future of the Internet.* Assange, Julian Assange. **OR Books.**

**Additional Reading:** Newspapers and Journals

# BEHAVIOURAL SCIENCE - VI

**Course Code: BSU 643**

**Credit Units: 01**

## **Course Objective:**

To develop an understanding the concept of stress its causes, symptoms and consequences.

To develop an understanding the consequences of the stress on one's wellness, health, and work performance.

## **Course Contents:**

### **Module I: Stress**

Meaning & Nature

Characteristics

Types of stress

### **Module II: Stages and Models of Stress**

Stages of stress

The physiology of stress

Stimulus-oriented approach.

Response-oriented approach.

The transactional and interactional model.

Pressure – environment fit model of stress.

### **Module III: Causes and symptoms of stress**

Personal

Organizational

Environmental

### **Module IV: Consequences of stress**

Effect on behaviour and personality

Effect of stress on performance

Individual and Organizational consequences with special focus on health

### **Module V: Strategies for stress management**

Importance of stress management

Healthy and Unhealthy strategies

Peer group and social support

Happiness and well-being

### **Module VI: End-of-Semester Appraisal**

Viva based on personal journal

Assessment of Behavioural change as a result of training

Exit Level Rating by Self and Observer

## **Examination Scheme:**

Components	SAP	A	Mid Term Test (CT)	VIVA	Journal for Success (JOS)
Weightage (%)	20	05	20	30	25

## **Text & References:**

- Blonna, Richard; Coping with Stress in a Changing World: Second edition
- Pestonjee, D.M, Pareek, Udai, Agarwal Rita; Studies in Stress and its Management
- Pestonjee, D.M.; Stress and Coping: The Indian Experience
- Clegg, Brian; Instant Stress Management – Bring calm to your life now

# FRENCH

**Course Code: FLU 644**

**Credit Units: 02**

## **Course Objective:**

To strengthen the language of the students both in oral and written so that they can:

- i) express their sentiments, emotions and opinions, reacting to information, situations;
- ii) narrate incidents, events;
- iii) perform certain simple communicative tasks.

## **Course Contents:**

**Module D: pp. 157 – 168 – Unité 12**

### **Unité 12: s'évader**

- 1) présenter, caractériser, définir
- 2) parler de livres, de lectures
- 3) préparer et organiser un voyage
- 4) exprimer des sentiments et des opinions
- 5) téléphoner
- 6) faire une réservation

### **Contenu grammatical:**

- 1) proposition relative avec pronom relatif "qui", "que", "où" - pour caractériser
- 2) faire + verbe

## **Examination Scheme:**

<b>Components</b>	<b>CT1</b>	<b>CT2</b>	<b>C</b>	<b>I</b>	<b>V</b>	<b>A</b>
<b>Weightage (%)</b>	20	20	20	20	15	5

C – Project + Presentation

I – Interaction/Conversation Practice

## **Text & References:**

- le livre à suivre: Campus: Tome 1





# DISSERTATION

**Course Code: BBA 655**

**Credit Units: 06**

## **The Aims of the Dissertation**

The aim of the dissertation is to provide you with an opportunity to further your intellectual and personal development in your chosen field by undertaking a significant practical unit of activity, having an educational value at a level commensurate with the award of your degree

The dissertation can be defined as a scholarly inquiry into a problem or issues, involving a systematic approach to gathering and analysis of information / data, leading to production of a structured report.

## **The Dissertation Topic**

It is usual to give you some discretion in the choice of topic for the dissertation and the approach to be adopted. You will need to ensure that your dissertation is related to your field of specialisation.

Deciding this is often the most difficult part of the dissertation process, and perhaps, you have been thinking of a topic for some time.

It is important to distinguish here between 'dissertation topic' and 'dissertation title'. The topic is the specific area that you wish to investigate. The title may not be decided until the dissertation has been written so as to reflect its content properly.

Few restrictions are placed on the choice of the topic. Normally we would expect it to be:  
relevant to business, defined broadly;  
related to one or more of the subjects or areas of study within the core program and specialisation stream;  
clearly focused so as to facilitate an in-depth approach, subject to the availability of adequate sources of information and to your own knowledge;  
of value and interest to you and your personal and professional development.

## **Planning your dissertation**

This will entail following:

- Selecting a topic for investigation.
- Establishing the precise focus of your study by deciding on the aims and objectives of the dissertation, or formulating questions to be investigated. Consider very carefully what is worth investigating and its feasibility.
- Drawing up initial dissertation outlines considering the aims and objectives of the dissertation. Workout various stages of dissertation
- Devising a timetable to ensure that all stages of dissertation are completed in time. The timetable should include writing of the dissertation and regular meetings with your dissertation guide.

The dissertation plan or outline

It is recommended that you should have a dissertation plan to guide you right from the outset. Essentially, the dissertation plan is an outline of what you intend to do, chapter wise and therefore should reflect the aims and objectives of your dissertation.

There are several reasons for having a dissertation plan

- It provides a focus to your thoughts.
- It provides your faculty-guide with an opportunity, at an early stage of your work, to make constructive comments and help guide the direction of your research.
- The writing of a plan is the first formal stage of the writing process, and therefore helps build up your confidence.
- In many ways, the plan encourages you to come to terms with the reading, thinking and writing in a systematic and integrated way, with plenty of time left for changes.
- Finally, the dissertation plan generally provides a revision point in the development of your dissertation report in order to allow appropriate changes in the scope and even direction of your work as it progresses.

## **Keeping records**

This includes the following:

- Making a note of everything you read; including those discarded.

- Ensuring that when recording sources, author's name and initials, date of publication, title, place of publication and publisher are included. (You may consider starting a card index or database from the outset). Making an accurate note of all quotations at the time you read them.
- Make clear what is a direct a direct quotation and what is your paraphrase.

## Dissertation format

All students must follow the following rules in submitting their dissertation.

- Front page should provide title, author, Name of degree/diploma and the date of submission.
- Second page should be the table of contents giving page references for each chapter and section.
- The next page should be the table of appendices, graphs and tables giving titles and page references.
- Next to follow should be a synopsis or abstract of the dissertation (approximately 500 words) titled: Executive Summary.
- Next is the 'acknowledgements'.
- Chapter I should be a general introduction, giving the background to the dissertation, the objectives of the dissertation, the rationale for the dissertation, the plan, methodological issues and problems. The limitations of the dissertation should also be hinted in this chapter.
- Other chapters will constitute the body of the dissertation. The number of chapters and their sequence will usually vary depending on, among others, on a critical review of the previous relevant work relating to your major findings, a discussion of their implications, and conclusions, possibly with a suggestion of the direction of future research on the area.
- After this concluding chapter, you should give a list of all the references you have used. These should be cross - references with your text. For articles from journals, the following details are required e.g.

Draper P and Pandyal K. 1991, The Investment Trust Discount Revisited, Journal of Business Finance and Accounting, Vol18, No6, Nov, pp 791-832.

For books, the following details are required:

Levi, M. 1996, International Financial Management, Prentice Hall, New York, 3rd Ed, 1996

- Finally, you should give any appendices. These should only include relevant statistical data or material that cannot be fitted into the above categories.

## Guidelines for the assessment of the dissertation

While evaluating the dissertation, faculty guide will consider the following aspects:

Has the student made a clear statement of the objective or objective(s).

If there is more than one objective, do these constitute parts of a whole?

Has the student developed an appropriate analytical framework for addressing the problem at hand.

Is this based on up-to-date developments in the topic area?

Has the student collected information / data suitable to the frameworks?

Are the techniques employed by the student to analyse the data / information appropriate and relevant?

Has the student succeeded in drawing conclusion form the analysis?

Do the conclusions relate well to the objectives of the project?

Has the student been regular in his work?

Layout of the written report.

## Examination Scheme:

Contents & Layout of the Report	30
Conceptual Framework	10
Objectives & Methodology	15
Implications & Conclusions	15
Viva/ Presentations	30
<b>Total</b>	<b>100</b>

# BRAND MANAGEMENT

**Course Code: BBA 605**

**Credit Units: 04**

## **Course Objective:**

The objective of the course is to help the students understand and appreciate the theoretical concepts of brands. To generate the ability to apply the concepts in real life.

## **Course Contents:**

### **Module I: Introduction**

Meaning and importance of brands. Brands v/s products. Challenges and opportunities of branding. Concept of Brand Equity. Brand management process. Role of CRM in building brands.

### **Module II: Brand Positioning and value**

Sources of brand equity. Brand Building. Implications of brand building. Brand positioning: Brand value. Internal branding.

### **Module III: Brand Marketing**

Criteria for choosing Brand elements. Building brand equity: Product strategy, pricing strategy. Integrated marketing communication. Brand Personality, Brand Image, Celebrity endorsements. Concept of co-branding

### **Module IV: Brand Performance and Branding strategies**

Brand value chain, Brand equity management system. Brand hierarchy. Designing branding strategy. Brand extension: Concept, Advantages and disadvantages. Evaluating opportunities of brand extension , **Managing Brands over time ,Branding strategy over PLC.**

### **Module V: Managing Brands**

Brand Audit: Meaning, Need and Significance, Reinforcing Brands. Brands revitalization Managing brands internationally, Standardization v/s customization. Global Brand strategy.

Project Based Learning

Branding of Product / Service /Brand Thyself

Your task is to **develop a branding proposal of a product, Service or yourself.**

## **Examination Scheme:**

Components	CT	HA/C/V	A	EE
Weightage (%)	15	10	5	70

## **Text & References:**

*Text:*

- Keller Kevin Lane, Strategic Brand Management: Building, Measuring and Managing Brand Equity, Second Edititon, Printice Hall.

*References:*

- Jean Noel Kampferer, Kogan Page, Strategic Brand Management, Second Edition
- Understanding Brands, Cowley D.

# ADVERTISING AND SALES PROMOTION

Course Code: BBA 606

Credit Units: 04

## Course Objective:

The objective of the course is to familiarize students with advertising concepts and strategies, the methods and tools used. Enabling them to develop advertising strategies and plans and to develop the judgment parameters required in product management, to evaluate advertising.

## Course Contents:

### Module I: Introduction

Role of Promotion in Marketing Mix. Components of promotion mix viz Advertising Publicity, Personal selling, Public relations and Sales promotion. Concept of integrated marketing communication.

### Module II: Advertising

Need, scope objectives and importance of advertising, Strengths and Weaknesses of Advertising as a Promotion Tool, role of advertising in current market, advertising and society- latest trends in advertisements different types of advertisements.

### Module III: Advertising Campaign Planning

Setting advertising goals and objectives- The DAGMAR Approach. Message strategies and tactics- Creative approaches, Copywriting and testing. Advertising copy design. Copy layout, Advertising appeals and themes, Classification of advertisement copies-Essentials of a good copy Ethics in advertising.

### Module IV: Advertising Media and Agencies

Types of media, media planning and scheduling. Advertising budgets. Approaches to advertising budgeting. Measuring advertising effectiveness. Advertising business in India. Rural advertising. Legal and ethical aspects of advertising, Advertising and society. Advertising in international perspective.

### Module V: Sales Promotion

Need, scope objectives and importance of sales promotion. Management of sales Promotion at the consumer, trade and sales force levels. Strengths and weaknesses of Sales Promotion.

### Module VI: Sales Promotion Strategy

Planning and designing sales promotion programme with specific reference to sales contest, trade in discount coupons etc. sales display and merchandising. Latest trends in sales promotion.

## Examination Scheme:

Components	CT	HA/C/V	A	EE
Weightage (%)	15	10	5	70

## Text & References:

### Text:

- Belch and Belch, Advertising and Promotion, Sixth Edition, Tata McGraw Hill

### References:

- Batra Rajeev, Aaker, David A and Myere John G. Advertising Management, Fifth Edition, Pearson Education
- Advertising Management – Chunawalla

# RETAIL MANAGEMENT

Course Code: BBA 607

Credit Units: 04

## Course Objective:

Keeping in view the growth of retail industry, the course has been designed to familiarize students with the basics of retail industry and give them an overview about rural marketing practices.

## Course Contents:

### Module I: Introduction

Nature, scope and importance of retailing, retail competition theories, Retail management process, Influence of changing environment on retailing viz demographic changes, lifestyle changes, technology changes (e-business), Retail Environment.

### Module II: Consumer Behavior in Retailing

Consumer Behavior in retailing, Buying decision process in retailing, Types of buying decision, market segmentation for retailing, generational cohorts.

### Module III: Retail Marketing Strategy & Customer Service

Types of retailers, multichannel retailing, Retail strategy concept & its elements, Strategic retail planning process, Retail Pricing, Retail Promotion tool, Customer Loyalty Programme, global retailing growth strategies & international market entry strategies, Advantages through customer service, Customer evaluation of service quality, GAP model for improving service.

### Module IV: Merchandise management

Retail Information system & supply chain management, Concept of merchandise management. Planning Merchandise – organizing buying process, developing an assortment plan, allocating merchandise to stores meeting vendors and establishing strategic relations with them, branding strategies for retail (e.g., private labels).

### Module V: Store management & visual merchandising

Store layout & space planning, atmospherics, Choosing store location, visual merchandising, Recruitment, selection, Training, motivation, Compensation and Control of store employees.

### Module VI: Rural Retailing

Introduction to rural retailing, Relevance, Importance and the Emerging Scenario of Rural markets, Major problem areas in rural retailing, Strategies for Rural Retailing, Social and sustainability aspects of rural retailing.

## Examination Scheme:

Components	CT	HA/C/V	A	EE
Weightage (%)	15	10	5	70

## Text & References:

### Text:

- Levy & Weitz, Retailing Management, Fifth edition, Tata McGraw Hill,
- Kashyap Pradeep, Raut Siddhartha, The Rural Marketing Book, 2006, Biztantra.

### References:

- Retailing management, Swapna Pradhan, 3<sup>rd</sup> edition Tata McGrawhill.
- Retail Marketing Management, David Gilbert.
- Barry Berman & Joel R. Evans, Retail Management, A Strategic Approach, Ninth Edition, Pearson Education.

# CORPORATE TAX PLANNING

**Course Code: BBA 608**

**Credit Units: 04**

## **Course Objective:**

To provide understanding of Direct Tax including Rules pertaining there to and application to different business situations. To understand principles underlying the Service Tax and concepts of VAT.

## **Course Contents:**

### **Module I: Introduction to Tax Management**

Concept of tax planning, Tax avoidance and tax evasions, Corporate taxation.

### **Module II Income from business**

Residential Status of companies, Taxable income under Business and Profession, Computation of Profit and Gains from business profession, Deemed business profits, Assessment of Retail Business, Deemed incomes (cash credit, unexplained investments, unexplained money and other assets, unexplained expenditures, investments and valuable articles not fully disclosed in books of accounts).

### **Module III: Deductions allowed under business and profession**

Deduction Expressly allowed section 30-35, Depreciation deduction calculation, Setoff and carry forward of unabsorbed depreciation section 32(2). Determining Actual Cost<sup>43</sup>(1), Set-off and Carry Forward Losses, Bonus or commission to employees section, Interest on borrowed capital, Insurance premium 36(1(i)), Employees contribution to provident fund, Bad debts 36, Revenue expenditure incurred by statutory corporation, Banking transaction tax, Security transaction tax, Commodity transaction tax, provision for admissibility of general deduction 37(1),

### **Module IV: International accounting and Taxation**

Comparison of GST of Two Western Country with India. Analysis of foreign financial statement, Accounting standard: US GAAP, Indian GAAP, IAS, IFRS. Transfer Pricing – Meaning, measurement, strategic considerations Norms & Practices, tax havens, Double taxation agreement among countries, Tax implication of activities of foreign enterprise in India: Mode of entry and taxation respectively.

### **Module V: Introduction to Goods and Services Tax (GST)**

Meaning, Scope and Significance of GST, Principles of sub summation and taxes subsumed, Classification of goods and services with GST rates, Basic terminologies- CGST/SGST, IGST, Input Tax Credit, Transitional Provisions, Electronic Commerce.

### **Module VI: Tax Planning and Financial Management Decisions**

Tax planning relating to capital structure decision, Dividend policy, Inter – corporate, dividends and bonus shares, Tax provisions relating to free trade zones, Infrastructure sector and backward areas, Tax incentives for exports. Tax deductions and collection at source, Advance payment of tax.

## **Examination Scheme:**

Components	CT	HA/C/V	A	EE
Weightage (%)	15	10	5	70

## **Text & Reference:**

Text:

- Lal & Vashisht, Direct Taxes, 29<sup>th</sup> Edition, Pearson

References:

- Singhanian & Singhanian, Income Tax, 39<sup>th</sup> Edition, Taxmann

# BANKING AND FINANCIAL INSTITUTIONS

Course Code: BBA 609

Credit Units: 04

## Course Objective:

The aim of the course is to orient the finance students to the change in the banking industry. The financial industry much like the computer industry is changing rapidly. The students will be familiarized with institutions of today and developing an understanding why they are the way they are, and why they are changing is the core aim of the course. An Indian perspective will be added but conceptually the Global frameworks will be used.

## Module I: Introduction

Money, Process of Capital Formation., Banking and Financial Institutions and economic development, Role of Development Banks in Industrial Financing.

## Module II: Banking System & Operations.

Banking system and structure in India- Types of banks in operation and their functions, Retail and Wholesale Banking, Near Banks, Rural Banking. Cooperative Banking. Universal Banking, Payment Banks, NBFCs- its types; comparison between Banks and NBFCs; International Banking- financing exporters and importers – Important ECGC Policies and guarantees governing export financing) Banking Operation: An overview Principles of Lending, Study of Borrowers & Project Evaluation Criteria

## Module III: Banking Sector Reforms

Provisions of Banking Regulation Act, Prudential Norms - Narsimhan Committee Recommendations, Regulatory Institutions RBI & SEBI, Basle Committee Recommendations- I, II, III & IV. Asset Liability Management in Commercial Banks.

## Module IV: Insurance & Pension Institutions

Introduction to Insurance – Elements of Insurance Risk, Principles of Insurance, Types of Insurance – Life Insurance and General Insurance Products including unit linked plans, Re-insurance, regulatory institution: IRDA – Objective and key functions; Bancassurance- concepts, critical issues & functional aspects. Role of Insurance companies in Industrial Financing, New Pension Scheme, Pension Fund Regulatory and Development Authority (PFRDA) Role and guidelines.

## Module V: Financial Inclusion

Concept, Financial Inclusion in India: Challenges, Scope of Financial Inclusion in banking activities & financial services. Micro Finance as a tool of Financial inclusion: Evolution: Grameen Model, Self Help groups. Progress in India, Principles of microfinance- institutional structures and delivery mechanisms. Enforcement and savings

## Module VI: Trends in Banking

Banking Innovations. Marketing of banking services; Latest Banking Technology - Core banking solution (CBS); RTGS, Internet banking, Personal Banking, ATMs, mobile banking; Banking Technology - ECS, debit, credit and smart cards, Securitization (SARFAECI Act, SPV, ARC)

## Examination Scheme:

Components	CT	HA/C/V	A	EE
Weightage (%)	15	10	5	70

## Text & References:

Text:

- Khan,M. 3rd Reprint, 1998, Financial Institutions and Markets, Tata McGraw Hill Publishing Company Limited.

References:

- Cornett and Saunders, 1999, Fundamentals of Financial Institutions Management, 1999 McGraw Hill Publishing Company Limited.

# ADVANCED CORPORATE FINANCE

Course Code: BBA 610

Credit Units: 04

## Course Objective:

The basic objective of this course is to acquaint the students with the latest developments in the field of corporate finance. This course will be a step above Financial Management II where they will learn advanced topics related to behavioural finance, corporate restructuring & corporate governance

## Course Contents:

### Module I: Introduction

Objectives of Corporate finance. Shareholder wealth maximization. Agency Problems, Management Compensation & measurement of Performance

### Module II: Valuation Concepts

Valuation Models, Application of Valuation Model, EVA/MVA, Balanced scorecard and other methods/measures of financial performance.

### Module III: Corporate restructuring

Differential Efficiency & Financial Synergy: Theory of Mergers, Operating Synergy & Pure Diversification: Theory of mergers, Costs and Benefits of Merger, Evaluation of Merger as a Capital Budgeting Decision, Poison Pills, Turnaround Strategies, **Tax Planning relating to mergers and Amalgamation**

### Module IV: Corporate Governance & Business Ethics

Implementation of Corporate Governance, Ethics and finance, Ethical practices in market place, corporate responsibility, social audit and ethical investing.

### Module V: Behavioural Finance

Introduction and Expected Utility, Non-Expected Utility Preferences, A review of classical probability theory, Beliefs, Biases and Heuristics, **Preferences and Anomalies in the Financial markets**

### Module VI: Strategic Cost management

Financial aspects of supply chain management, **Operations management perspective on Costs, Strategic cost analysis (using activity based costing, target costing and life cycle costing) and product pricing at Different stages of product's life cycle**

## Examination Scheme:

Components	CT	HA/C/V	A	EE
Weightage (%)	15	10	5	70

## Text & References:

### Text:

- Brealey and Myers, Principles of Corporate Finance, Eighth Edition, Tata McGraw Hill Publishing Company Limited.

### References:

- Ross, Westerfield and Jaffe, Seventeenth Edition, Tata McGraw Hill.
- Quiry, P., Dallochio, M., YannLE Fur, Antonio Salvi, Seventh Edition, John Wiley and Sons



# INDUSTRIAL RELATIONS AND LABOUR LAW

Course Code: BBL 629

Credit Units: 04

## Course Objective:

The objective of the course is to acquaint students with the origin and importance of Labour laws governing general functioning of employees in an organisation and also to educate student with the important provisions under these laws. This will enable them to develop the right perspective of this delicate responsibility to deal with union constructively and to maintain industrial democracy.

## Course Contents:

### Module I: Basic Concepts

Background Study of Industrial Relations in India, Industrial Relations, Industrial Peace, Industrial unrest and Industrial Discipline, Labour-Management Relations During Five Year Plans. Technological Change and Industrial Relations.

### Module II: Laws Relating to Industry

**The factories Act, 1948** - Definition - Approval licencing and registration of factories - Notice by occupier, Health, and welfare measures - weekly holidays. Leave with wages, Employment of women and young person - Penalties and returns. **The Industrial Disputes Act, 1947** - Definition – conciliation, court of enquiry and voluntary process for the settlement of industrial disputes - power of the Govt. under ID Act - Instrument of economic coercion - Strike & lock out, Lay off Retrenchment, Transfer and closures - Discharge and Dismissal - Managements prerogative during pendency of proceeding – Work Committee, arbitration and adjudication.

### Module III: Laws Relating to Remuneration

The Payment of Wages Act, 1936 - Definition - Rules for payment of wages and deductions from wage. The Minimum Wages Act 1948 - Fixing of minimum wages, Procedure for raising minimum wage - Concept of living wages, Fair wage and minimum wage. The Employees State Insurance Act 1948 - Definition - Applicability of the Act - Insurable workmen - Contribution Benefit – Penalties, The Maternity Benefit Act 1961

### Module IV: Laws Relating to Trade Union

The Trade Union Act 1926. Statutory Definition - Registration of TU Immoduley granted to Registered Trade Union - Recognition of TU.

### Module V: Laws relating to Compensation and Insurance

The workmen's compensation Act 1923 - Definition - Rules regarding workmen's compensation - Defense available to employer and employees.

### Module VI: Laws relating to Provident Fund, Bonus and Gratuity

**The Employees Provident Fund and Miscellaneous Provisions Act, 1952 and Employees family pension scheme** - definition - Coverage of the organization and employees under the Act - Employees Provident Fund and pension fund scheme - Calculation of contribution withdrawal of Provident Fund amount - Penalties for offence. The. **The Payment of Bonus Act 1965** - Applicability of Act - Coverage of employee - Calculation of bonus Rate of Payable bonus - available surplus - allocable surplus Payment of Gratuity Act, 1972 - Definition - Scope and Coverage of the Act - Eligibility criteria - Calculation of Gratuity Nomination

Assignment :

1. Students need to select an organization and gather information of any industrial dispute in the said organization. Each student is required to articulate on the following:

1. The key issues in the situation
2. The key role players in solving or increasing the conflict
3. To give suggestions as how such situations can be avoided in future.

Case Study Air India Pilots, Monnapa Arun, Industrial Relations, Pages(218-242), TataMacGrow Hill, 2010.

## Examination Scheme:

Components	CT	HA/C/V	A	EE
Weightage (%)	15	10	5	70

## Text & References:

Text:

- P L Malik, Handbook of Labour and Industrial Law Eastern Book Publication **9th Edition 2005**

***References:***

- R. C. Chawla and K.C. Garg, “Industrial Law”, Ludhiana, Kalyani Publishers, 1993.
- P.L. Malik, “Industrial Law”, Lucknow, Eastern Book Co., 1995.19<sup>th</sup> edition reprinted 2006
- J.K. Bareja, “Industrial Law”, New Delhi, Galgotia Publishing Co., 2001.
- M.Y. Pylee and George Simon, “Industrial Relations and Personnel Management”, New Delhi, Vikas Publishing House, 1996.
- P. Subba Rao, “Essentials of Human Resource Management and Industrial Relations: Text, Cases and Games”, Mumbai, Himalaya, 2000.
- S.C. Shrivastava, “Industrial Relations and Labour Laws”, New Delhi, Vikas Publishing House, 2000 Fourth revised Edition. Reprinted 2006

# PERFORMANCE MANAGEMENT SYSTEM

Course Code: BBA 612

Credit Units: 04

## Course Objective:

This course will help students understand the significance of appraisal for an organization and individuals. It will develop an understanding of various Performance Appraisal tools and their applications and potential appraisal. Further it will develop a right perspective in them towards managing and improving performance.

## Course Contents:

### Module I: Overview of Performance Management

Employee Motivation & Needs (Vroom's & Adam's Theory of Motivation), Performance Appraisal: The past & the future, Human Resource Development & Performance Appraisal, Planning Performance & Role Clarity, Accountability and Effectiveness.

### Module II: Process of Performance Appraisal

Measuring Performance Appraisal – Objectives & Indicators, Methods of Appraisal – Contemporary & Modern methods, Performance feedback & counseling, PMS.

### Module III: 360 degree Feedback

Definition, methodology, advantages/disadvantages of Feedback, RSDQ Model, and Criteria for success, Experiences in 360 appraisals.

### Module IV: Potential Appraisal

Concept, difference between performance appraisal and potential appraisal, Competency mapping & potential appraisal –case studies

### Module V: Performance Management in application

Performance Management and development, Performance Management and Pay, Creating High Performance organization.

### Module VI: Emerging Concerns & Performance Management

Appraisal for future – going beyond tangible performance, HR Scorecard.

## Examination Scheme:

Components	CT	HA/C/V	A	EE
Weightage (%)	15	10	5	70

## Text & References:

### Text:

- T.V. Rao; Performance Management and Appraisal; Jaico Publication
- Dinesh K. Srivastava, "Strategies for Performance Management", New Delhi, 2005, Excel Books,

### References:

- K Aswathappa; Human Resource and Personnel Management; McGraw- Hill Companies
- Desimone; Human Resource Development Thomson Learning

# COMPENSATION AND REWARD MANAGEMENT

Course Code: BBA 613

Credit Units: 04

## Course Objective:

The objective of this course is to familiarize students with the dynamics of wage and salary administration and current trends in India.

## Course Contents:

### Module I: Introduction

Overview of Compensation Management, Wage and Salary Administration – Nature, Importance, Philosophy, Objectives, Definition, Goals Role of various parties – Employees, Employers, Unions & Government and Consequences of pay, Legislations for compensation – PF, Gratuity, Pension, Bonus

### Module II: Developing Compensation Programs

Job Evaluation, Basic systems Time wage, Piece wage, Incentives, Wage payments and Total Salary Structure, Compensation Surveys, Hay Plan, Developing Competitive Compensation Programs, Developing Salary Structures

### Module III: Derivatives of Compensation

Pay for Performance, Merit pay and Performance Evaluation, Performance based rewards, Performance Criteria Choices, and Performance based Compensation Schemes, Benefits.

### Module IV: Incentive Plans

Incentive Plans: individual and group incentive plans, Productivity Gain sharing plans, Profit Sharing Plans, Non - Financial and Financial incentives,

### Module V: Employee Benefits

Employee Benefits: Supplemented Pay benefits (pay for time not worked) insurance benefits, Retirement benefits, Employees' service benefits, Introduction to ESOPs, Flexible benefits and Benefit Surveys. Measuring Cost- to – Company (CTC)

### Module VI: Current Trends

Current Trends in Compensation and Reward Management.

## Examination Scheme:

Components	CT	HA/C/V	A	EE
Weightage (%)	15	10	5	70

## Text & References:

### Text:

- Garry Dressler, "Personnel / Human Resource Management", London, Prentice Hall, 1994.
- William B. Werther Jr. and Keith Davis "Human Resource Management". New Jersey: McGraw Hill. (1993)
- Milkovich & Newman, Compensation, Irwin/McGraw-Hill 8<sup>th</sup> Ed.

### References:

- Frans Poets, The Art of HRD – Job Evaluation & Remuneration, Crest Publishing, Volume7 1<sup>st</sup> Edition
- Michael Armstrong, Helen Murlis, The Art of HRD – Reward Management, Crest Publishing
- Michael Armstrong, Employee Reward, (University Press)
- P. Zingheim, The New Pay, Linking Employee & Organization Performance, Schuster, (Jossey-Bass)
- Sara Rynes, Compensation in Organization, Gerhart (Jossey BASS)
- Wendell L French, "Human Resource Management", USA, Houghton Mifflin Company, 1994.
- David D. Decenzo and Stephen P. Robbins, "Human Resource Management", New Delhi, Prentice Hall, 3<sup>rd</sup> Edn., 1988.



# OBJECT ORIENTED PROGRAMMING WITH JAVA

Course Code: BBA 614

Credit Units: 04

## Course Objective:

The objective of the course is to give knowledge of the Object Oriented approach to development of software using Java Language. It is expected that a student at the end of the course would attain a good conceptual understanding and logical approach of software development.

## Course Contents:

### Module I: Basics of OOPS

Object, Class, Abstraction & Encapsulation, Inheritance, Polymorphism Genesis and overview of Java The creation of Java, Java's importance to the Internet, Lexical issues (White space, Identifiers, Literals, Comments, Separators, Keywords), The Java Class Libraries.

### Module II: Data types, variables and arrays

Integer Data Type, Floating Data Type, Characters, Booleans, Literals, Variables, Type Conversion & Casting, Arrays & Strings Operators Arithmetic Operators, The Bitwise Operators, Relational Operators, Boolean Logical Operators, the Assignment Operator, the ? Operator.

### Module III: The Control Statements

Selection Statements, Iteration Statements, Jump Statements Classes, Class Fundamentals, Declaration of Object, introducing Methods, Constructors, a Stack Class, Overloading Methods and Constructors, Argument Passing, Objects as Parameters, Returning Objects, introducing Final & understanding Static

### Module IV: Inheritance

Inheritance Basics, Using Super, Multilevel Hierarchy, Method Overriding, Dynamic Method Dispatch, using Abstract Classes, Exception handling Fundamentals of Exception Handling, Exception Types, using Try and Catch, Throw and Throws, nested Try statements.

### Module V: I/O Applets

I/O basics, Reading console inputs and outputs, The Print Writer Class, Applet fundamentals, the Transient and Volatile modifiers, native methods and their problems. The Java Libraries String Handling, Exploring Java.lang, the collections framework with java.util, managing Input/ Output by exploring java.io.

### Module VI: The Applet Class

Applet architecture, an applet skeleton, Applet display methods, passing parameters to Applets, Applet context and show Document. Networking Java and the net, InetAddress, TCP/IP Client and Server Socket, URL Connections.

## Examination Scheme:

Components	CT	HA/C/V	A	EE
Weightage (%)	15	10	5	70

## Text & References:

### Text:

- Herbert Schildt: The Complete Reference – Java 2, Fourth Edition. Tata McGraw-Hill.

### References:

- C. Thomas Wu - An introduction to Object Oriented Programming with Java 2<sup>nd</sup> Edition. Tata Mc-Graw Hill
- Cay S. Horstmann, Gary Cornell – Core Java. Pearson Education Asia
- Deitel & Deitel – Java, How to Program, 3<sup>rd</sup> Edition. Pearson Education Asia

# DATA COMMUNICATION AND NETWORK

Course Code: BBA 615

Credit Units: 04

## Course Objective:

The objective of the course is to give knowledge of the Object Oriented approach to development of software using C++ Language. It is expected that a student at the end of the course would attain a good conceptual understanding and logical approach of software development.

## Course Contents:

### Module I: Introduction

Introduction to Computer Networking, Computing Models and Network development. Required Network Elements, Networking Services, Common Networking Services File Service, Print Services, Message services, Application Services, Database services Centralized versus Distributed Network Services.

### Module II: Transmission Media

Transmission Media, Introduction to Transmission Media, Common Computer Network Transmission Media, Public and Private Network, Transmission Media Connections Introducing Transmission Media Connections, Networking Connectivity Hardware.

### Module III: Networking Protocol and Models

Networking Protocol and Models, Need of Rules, Moving from Rules to Models, OSI Model, Leading Protocol Stack for Computer Networking, Internet protocol, Transmission Control Protocol.

### Module IV: LAN terminology & Components

LAN terminology & Components, LAN architecture, protocols and Addressing, Ethernet LANs, Token Ring & FDDI, LAN Networking Devices, Common approaches to LAN Management, Concept of N/w Design. Introduction to WAN: Private & Public, VPN: How it works, VPN security, Technologies.

### Module V: Overview of ATM Technology

Overview of ATM Technology, VoIP, Frame Relay, Gigabit Ethernet, Wireless Communications Convergence of Telecom, IT & Management, Telecommunication as a strategic weapon-some, Satellite communication, V-SAT.

## Examination Scheme:

Components	CT	HA/C/V	A	EE
Weightage (%)	15	10	5	70

## Text & References:

### Text:

- Computer Networks & Internets, D.E. Comer
- Data & Computer Communications, William Stallings

### References:

- Introduction to Networking, Barry Nance
- Computer Communication Networks, A. Shanmugam and S. Rajeev
- Computer Networks, Tanenbaum

# WEB DATABASE PROGRAMMING WITH ASP

**Course Code: BBA 616**

**Credit Units: 04**

## Course Objective:

The objective of the course is to capacitate students to build and deploy dynamic web applications that interact with a powerful database. The modules provide background on subjects such as HTML, client side scripting and relational databases. At the end of the course, the students will be able to set up their own personal dynamic web site using a Microsoft web server to illustrate web site creation and administration principles. The curriculum will make the students learn real world context.

## Course Contents:

### Module I: ASP Fundamentals

Software requirements, Installing personal web server, Installing IIS, IIS service features, Hardware requirement, ASP connection with IIS, Built in objects.

Understanding request and response objects.

The ASP request object, Requesting information from forms, QueryString collection & Server variables, cookies, ASP response object, response object methods and properties.

### Module II: Understanding VB Script Language

Scripting, VB Scripting, understanding variables Integrating Script with HTML, Client side and server side scripting, Converting variable types, Operators, Message Box, Accessing objects, Using built in functions and statements, Program control statements.

Error Handling

ASP Error Handling.

### Module III

Understanding Procedures and Classes

Understanding procedures, Sub-procedures, Functions, Classes, Methods, Events.

Session and Application Objects

The Session Object and collection of Session Object, Methods, properties and events, the application object collections and methods. Using session and application objects.

### Module IV: The ADO connect Object

Data Access components, Universal data access architecture, ADO, DAO, RDO architectures, OLE DB and ODBC, The ADO connection object, Creating and opening connection object, Creating DSN, connection with ODBC, connecting with OLE DB, using ADO connection and SQL statements.

### Module V: ADO Recordset Object

Creating and opening a recordset object, moving through a recordset, The fields collection, using ADO recordset, Bookmarks, Filtering Recordsets, Searching for records, Modifying Records, The Get String method.

The ADO command object

Creating a command object, using a stored procedure, using stored procedure with parameters, return values, output parameters and the command object.

## Examination Scheme:

Components	CT	HA/C/V	A	EE
Weightage (%)	15	10	5	70

## Text & References:

### Text:

- Joline Morrison, Mike Morrison: Database Driven Web Sites, Second Edition - Thomson.

### References:

- Bhanu Pratap: Understanding Active Server Pages – Cyber Tech Publication
- Patrick Carey: New Perspective on HTML, XHTML, and Dynamic HTML, Comprehensive, Third Edition - Thomson
- Keith Morneau, Jill Batistick: Active Server Pages – Thomson



# INTELLECTUAL PROPERTY RIGHTS

**Course Code: BBA 617**

**Credit Units: 04**

## **Course Objective:**

The objective of this course is to acquaint the students with basics of intellectual property rights with special reference to Indian law and practice.

## **Course Contents:**

### **Module I: Introduction**

Types of Intellectual Property Rights, Inventions vs. Discoveries, Conventions

### **Module II: Copyright**

Nature and Meaning, Scope of protection, Procedure for protection and Enforcement and Remedies

### **Module III: Patents**

Nature and Meaning, Scope of protection, Procedure for protection and Enforcement and Remedies

### **Module IV: Trademarks**

Nature and Meaning, Scope of protection, Procedure for protection and Enforcement and Remedies

### **Module V: Designs**

Nature and Meaning, Scope of protection, Procedure for protection and Enforcement and Remedies

### **Module VI: Current Scenario:**

Role of WTO and essential elements under TRIPS.

## **Examination Scheme:**

<b>Components</b>	<b>CT</b>	<b>HA/C/V</b>	<b>A</b>	<b>EE</b>
<b>Weightage (%)</b>	15	10	5	70

## **Text & References:**

### **Compulsory Readings (Latest editions only)**

#### **Text:**

- Paris Convention for the Protection of Industrial Property, 1883
- Berne Convention for the Protection of Literary and Artistic Works, 1886
- Indian Copyright Act, 1957
- Indian Patents Act, 1970
- Agreement on Trade-Related Aspects of Intellectual Property Rights, 1994 (the TRIPS Agreement)
- Indian Trademarks Act, 1999
- Indian Designs Act, 2000
- Patents Amendment Ordinance, 2004.

#### **References:**

- Nair and Kumar, eds., Intellectual Property Rights (N. Delhi: Allied, 1994)
- Narayanan, P., Patent Law, Kolkata: Eastern Law House, 1998)

# HUMAN RIGHTS

**Course Code: BBA 618**

**Credit Units: 04**

## **Course objective:**

The objective of this course is to lay the foundation of the Human Rights law and acquaint the students with basic human rights institutions.

## **Course Contents:**

### **Module I: Introduction**

Concept & development of Human Rights.

### **Module II: UN Charter and Human Rights**

Contribution of United Nations in the development & implementation of Human Rights, Universal Declaration of Human Rights, International Covenants

### **Module III: Human Rights and the Indian Constitution**

Fundamental Rights & Directive principles of State Policy.

### **Module IV: Protection of Human Rights Act 1993**

Meaning & scope, Nature of Human Rights violations Role of National Human Rights Commission, role of NGO's, The Judiciary

### **Module V: Group Rights**

Rights of Marginalised Groups

Women

Children

Refugees

Refugees

Prisoners

Disabled

### **Module VI: Protection of Human Rights**

Role of National Human Rights Commission, role of NGO's, the role of Judiciary, Recent developments in Human Rights.

## **Examination Scheme:**

<b>Components</b>	<b>CT</b>	<b>HA/C/V</b>	<b>A</b>	<b>EE</b>
<b>Weightage (%)</b>	15	10	5	70

## **Text & References:**

### **(Compulsory Readings)**

#### **Text:**

- UN Charter
- Constitution of India
- Human Rights Act 1993
- Sinha, M.K. – Implementation of Non-Derogation Human Rights (Delhi 1999)

#### **References:**

- D.D. Basu – Human Rights
- Upender Baxi – Human Rights
- Thomas Buergenthal – Human Rights
- Henry Steiner & Philip Alston – International Human Rights Law
- B.G. Ramcharan – International Human Rights (Oxford, 1998)
- Y.K. Tyagi – British Yearbook (2001).

# INDUSTRIAL RELATIONS AND LABOUR LAW

Course Code: BBA 619

Credit Units: 04

## Course Objective:

The objective of the course is to acquaint student's with the origin and importance of Labour laws governing general functioning of employees in an organisation. And also to educate student with the important provisions under these laws. This will enable them to develop the right perspective of this delicate responsibility to deal with union constructively and to maintain industrial democracy.

## Course Contents:

### Module I: Basic Concepts

Industrial Relations, Industrial Peace, Industrial unrest and Industrial Discipline

### Module II: Laws Relating to Industry

The factories Act, 1948 - Definition - Approval licensing and registration of factories - Notice by occupier, Health, and welfare measures - weekly holidays. Leave with wages, Employment of women and young person - Penalties and returns. The Industrial Disputes Act, 1947 - Definition - Persuasive, conciliation and voluntary process for the settlement of industrial disputes - power of the Govt. under ID Act - Instrument of economic coercion - Strike & lock out, Lay off Retrenchment, Transfer and closures - Discharge and Dismissal - Managements prerogative during pendency of proceeding

### Module III: Laws Relating to Remuneration

The Payment of Wages Act, 1936 - Definition - Rules for payment of wages and deductions from wage. The Minimum Wages Act 1948 - Fixing of minimum wages, Procedure for raising minimum wage - Concept of living wages, Fair wage and minimum wage. The Employees State Insurance Act 1948 - Definition - Applicability of the Act - Insurable workmen - Contribution Benefit - Penalties. The Employees Provident Fund and Miscellaneous Provisions Act, 1952 and Employees family pension scheme - definition - Coverage of the organization and employees under the Act - Employees Provident Fund and pension fund scheme - Calculation of contribution withdrawal of Provident Fund amount - Penalties for offence. The Payment of Gratuity Act, 1972 - Definition - Scope and Coverage of the Act - Eligibility criteria - Calculation of Gratuity Nomination. The Payment of Bonus Act 1965 - Applicability of Act - Coverage of employee - Calculation of bonus Rate of Payable bonus - available surplus - allocable surplus.

### Module IV: Laws Relating to Trade Union

The Trade Union Act 1926. Statutory Definition - Registration of TU Immoduley granted to Registered Trade Union - Recognition of TU.

### Module V: Compensation and Insurance

The workmen's compensation act 1923 - Definition - Rules regarding workmen's compensation - Defense available to employer and employees, E.S.I.C. Act, 1948, The Maternity Benefit Act 1961

### Module VI: Misc Acts

The Industrial Employment (standing order) Act 1946 - Scope and coverage of the Act - Concept of standing order - its certification process - Modification - interpretation and enforcement of standing orders.

## Examination Scheme:

Components	CT	HA/C/V	A	EE
Weightage (%)	15	10	5	70

## Text & References:

### Text:

- P L Malik, Handbook of Labour and Industrial Law Eastern Book Publication 9th Edition 2005

### References:

- R. C. Chawla and K.C. Garg, "Industrial Law", Ludhiana, Kalyani Publishers, 1993.
- P.L. Malik, "Industrial Law", Lucknow, Eastern Book Co., 1995.19<sup>th</sup> edition reprinted 2006
- J.K. Bareja, "Industrial Law", New Delhi, Galgotia Publishing Co., 2001.
- M.Y. Pylee and George Simon, "Industrial Relations and Personnel Management", New Delhi, Vikas Publishing House, 1996.
- P. Subba Rao, "Essentials of Human Resource Management and Industrial Relations: Text, Cases and Games", Mumbai, Himalaya, 2000.
- S.C. Shrivastava, "Industrial Relations and Labour Laws", New Delhi, Vikas Publishing House, 2000. Fourth revised Edition. Reprinted 2006

Bachelor of Arts (Honours) - Economics

*Programme Code: BAE*

*Duration – 3 Years Full Time*

**Programme Structure  
and  
Curriculum & Scheme of Examination**

**AMITY UNIVERSITY MADHYA PRADESH**  
***GWALIOR***

## PREAMBLE

Amity University aims to achieve academic excellence by providing multi-faceted education to students and encourage them to reach the pinnacle of success. The University has designed a system that would provide rigorous academic programme with necessary skills to enable them to excel in their careers.

This booklet contains the Programme Structure, the Detailed Curriculum and the Scheme of Examination. The Programme Structure includes the courses (Core and Elective), arranged semester wise. The importance of each course is defined in terms of credits attached to it. The credit units attached to each course has been further defined in terms of contact hours i.e. Lecture Hours (L), Tutorial Hours (T), Practical Hours (P). Towards earning credits in terms of contact hours, 1 Lecture and 1 Tutorial per week are rated as 1 credit each and 2 Practical hours per week are rated as 1 credit. Thus, for example, an L-T-P structure of 3-0-0 will have 3 credits, 3-1-0 will have 4 credits, and 3-1-2 will have 5 credits.

The Curriculum and Scheme of Examination of each course includes the course objectives, course contents, scheme of examination and the list of text and references. The scheme of examination defines the various components of evaluation and the weightage attached to each component. The different codes used for the components of evaluation and the weightage attached to them are:

<u>Components</u>	<u>Codes</u>	<u>Weightage (%)</u>
Case Discussion/ Presentation/ Analysis	C	05 - 10
Home Assignment	H	05 - 10
Project	P	05 - 10
Seminar	S	05 - 10
Viva	V	05 - 10
Quiz	Q	05 - 10
Class Test	CT	10 - 15
Attendance	A	05
End Semester Examination	EE	70

It is hoped that it will help the students study in a planned and a structured manner and promote effective learning. Wishing you an intellectually stimulating stay at Amity University.

July, 2011

## PROGRAMME STRUCTURE

### FIRST SEMESTER

<u>Course Code</u>	<u>Course Title</u>	Lecture (L) Hours Per Week	Tutorial (T) Hours Per Week	Practical (P) Hours Per Week	Total Credits	Page No.
BAE 101	Principles of Economics	4	-	-	4	
BAE 102	Micro Economics - I	3	1	-	4	
BAE 103	Mathematical Methods for Economics	3	1	-	4	
BAE 104	Economic History of India (1857-1947)	4	-	-	4	
BAE 105	Environmental Studies	4	-	-	4	
	English	1	-	-	1	
BAE 143	Behavioural Science – I	1	-	-	1	
BAE 144	Foreign Language - I	2	-	-	2	
BAE 145	French					
BAE 146	German					
BAE 147	Spanish					
BAE 148	Japanese					
	Chinese					
	TOTAL				24	

### SECOND SEMESTER

BAE 201	Micro Economics - II	3	1	-	4	
BAE 202	Indian Economic Development since 1947	4	-	-	4	
BAE 203	Statistical Methods in Economics - I	3	1	-	4	
BAE 204	Agricultural Economy of India	3	1	-	4	
BAE 205	Mergers & Acquisitions	4	-	-	4	
BAE 240	English	1	-	-	3	
BAE 243	Behavioural Science – II	1	-	-	1	
BAE 244	Foreign Language - II	2	-	-	2	
BAE 245	French					
BAE 246	German					
BAE 247	Spanish					
BAE 248	Japanese					
	Chinese					
	TOTAL				26	

### TERM PAPER DURING SUMMER (03 CREDITS)

### THIRD SEMESTER

BAE 301	Macro Economics - I	4	-	-	4	
BAE 302	Public Finance	3	1	-	4	
BAE 303	Industrial Economics	3	1	-	4	
BAE 304	Legal Aspects of Business	3	1	-	4	
BAE 305	Statistical Methods in Economics - II	3	1	-	4	
BAE 330	Term Paper (Evaluation)	-	-	-	3	
BAE 341	Communication Skills - I	1	-	-	1	
BAE 343	Behavioural Science - III	1	-	-	1	
BAE 344	Foreign Language - III	2	-	-	2	
BAE 345	French					
BAE 346	German					
BAE 347	Spanish					
BAE 348	Japanese					
	Chinese					
	TOTAL				27	

#### FOURTH SEMESTER

<b>BAE 401</b>	<b>International Economics</b>	<b>3</b>	<b>1</b>	<b>-</b>	<b>4</b>	
<b>BAE 402</b>	<b>Business Information &amp; Data Base System</b>	<b>3</b>	<b>1</b>	<b>-</b>	<b>4</b>	
<b>BAE 403</b>	<b>Principles of Management</b>	<b>4</b>	<b>-</b>	<b>-</b>	<b>4</b>	
<b>BAE 404</b>	<b>Comparative Economic Development (1850 –1950)</b>	<b>3</b>	<b>1</b>	<b>-</b>	<b>4</b>	
<b>BAE 405</b>	<b>Research Methodology</b>	<b>3</b>	<b>1</b>	<b>-</b>	<b>4</b>	
<b>BAE 441</b>	<b>Communication Skills - II</b>	<b>1</b>	<b>-</b>	<b>-</b>	<b>1</b>	
<b>BAE 443</b>	<b>Behavioural Science - IV</b>	<b>1</b>	<b>-</b>	<b>-</b>	<b>1</b>	
<b>BAE 444</b>	<b>Foreign Language - IV</b>	<b>2</b>	<b>-</b>	<b>-</b>	<b>2</b>	
<b>BAE 445</b>	<b>French</b>					
<b>BAE 446</b>	<b>German</b>					
<b>BAE 447</b>	<b>Spanish</b>					
<b>BAE 448</b>	<b>Japanese</b>					
<b>BAE 448</b>	<b>Chinese</b>					
	<b>TOTAL</b>				<b>24</b>	

#### SUMMER TRAINING

#### FIFTH SEMESTER

<b>BAE 501</b>	<b>Macro Economics - II</b>	<b>4</b>	<b>-</b>	<b>-</b>	<b>4</b>	
<b>BAE 502</b>	<b>Operations Research</b>	<b>4</b>	<b>-</b>	<b>-</b>	<b>4</b>	
<b>BAE 503</b>	<b>Money &amp; Financial Markets</b>	<b>4</b>	<b>-</b>	<b>-</b>	<b>4</b>	
<b>BAE 504</b>	<b>Business Environment</b>	<b>4</b>	<b>-</b>	<b>-</b>	<b>4</b>	
<b>BAE 505</b>	<b>Strategic Management</b>	<b>3</b>	<b>1</b>	<b>-</b>	<b>4</b>	
<b>BAE 550</b>	<b>Summer Training (Evaluation)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>9</b>	
<b>BAE 541</b>	<b>Communication Skills - III</b>	<b>1</b>	<b>-</b>	<b>-</b>	<b>1</b>	
<b>BAE 543</b>	<b>Behavioural Science – V</b>	<b>1</b>	<b>-</b>	<b>-</b>	<b>1</b>	
<b>BAE 544</b>	<b>Foreign Language - V</b>	<b>2</b>	<b>-</b>	<b>-</b>	<b>2</b>	
<b>BAE 545</b>	<b>French</b>					
<b>BAE 546</b>	<b>German</b>					
<b>BAE 547</b>	<b>Spanish</b>					
<b>BAE 548</b>	<b>Japanese</b>					
<b>BAE 548</b>	<b>Chinese</b>					
	<b>TOTAL</b>				<b>33</b>	

#### SIXTH SEMESTER

<b>BAE 601</b>	<b>Economic System &amp; Society</b>	<b>3</b>	<b>1</b>	<b>-</b>	<b>4</b>	
<b>BAE 602</b>	<b>Economic Growth &amp; Development</b>	<b>3</b>	<b>1</b>	<b>-</b>	<b>4</b>	
<b>BAE 603</b>	<b>Econometrics—Basic Theory &amp; Application</b>	<b>3</b>	<b>1</b>	<b>-</b>	<b>4</b>	
<b>BAE 604</b>	<b>Business Ethics &amp; Corporate Governance</b>	<b>3</b>	<b>1</b>	<b>-</b>	<b>4</b>	
<b>BAE 655</b>	<b>Dissertation</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>9</b>	
<b>BAE 641</b>	<b>Communication Skills - IV</b>	<b>1</b>	<b>-</b>	<b>-</b>	<b>1</b>	
<b>BAE 643</b>	<b>Behavioural Science – VI</b>	<b>1</b>	<b>-</b>	<b>-</b>	<b>1</b>	
<b>BAE 644</b>	<b>Foreign Language - VI</b>	<b>2</b>	<b>-</b>	<b>-</b>	<b>2</b>	
<b>BAE 645</b>	<b>French</b>					
<b>BAE 646</b>	<b>German</b>					
<b>BAE 647</b>	<b>Spanish</b>					
<b>BAE 648</b>	<b>Japanese</b>					
<b>BAE 648</b>	<b>Chinese</b>					
	<b>TOTAL</b>				<b>29</b>	

# Curriculum & Scheme of Examination

## PRINCIPLES OF ECONOMICS

Course Code: BAE 101

Credit Units: 04

### Course Objective:

The main objective of this paper is to introduce the students into the field of economics basic concept of the area what they are going to study. It aims at providing the relevant inputs to the participant so that they could study systematically the various areas of Economics.

### Course Contents:

Module I: Exploring the subject matter of Economics

Why study Economics? Scope and Method of Economics; The Economic Problem: Scarcity and Choice; the question of What to Produce, How to Produce and How to Distribute Output; Science of Economics; Relation of Economics with other social sciences, Property Rights and Profits: Incentives and Information, Rationing; Opportunity Sets; Economic Systems; Reading and Working with Graphs.

Module II: **Supply and Demand: How markets work, Markets and Welfare**

Markets and Competition; Determinants of individual demand/supply, Demand/Supply schedule and demand/supply curve, Market versus individual demand/supply, Shifts in the demand/supply curve, Demand and Supply together, How Prices allocate resources. Elasticity and its application; Controls on Prices; Taxes and the Costs of Taxation; Consumer, Producers and the Efficiency of the Markets.

Module III: **The Firm Perfect Market Structure & Input Markets**

Financing, controlling and managing firms -- The firm's legal form, Corporate Finance, why corporations care about financial structure, takeover and the market for managers, making decisions, centralization and decentralization, the boundaries of the firm. Behaviour of profit maximizing firms and the production process, Short run costs and output decisions, costs and output in the long run.

Monopoly Imperfect information in the product market.

Labour and Land Markets--Basic concepts [derived demand, productivity of an input, marginal product of labour, marginal revenue product]; demand for labour; input demand curves; shifts in input demand curves;.

Module IV: Exploring International Economics

The International Economy--Trade surpluses and deficits, the economic basis for trade—absolute advantage versus comparative advantage, terms of trade, exchange rates; Sources of comparative advantage - Heckscher-Ohlin Theorem and other explanations. Trade Barriers--tariffs, subsidies and quotas; free trade or protection--case for free trade, case for protection.

Module V: **Exploring the Macroeconomics of an Open Economy**

Balance of Payments-----the current and capital account ;Open economy with flexible exchange rates, factors affecting exchange rates, effects of exchange rates on the economy .

## Examination Scheme:

Components	P0 (Attendance )	P1	C1	CT	EE1
Weightage (%)	5	5	5	15	70

### Text & References:

#### Text:

- Karl E. Case - Ray C. Fair (2002), *Principles of Economics*, Pearson Education Asia, Low price edition.
- N. Gregory Mankiw, (2002), **Principles of Economics**, Thomson
- Edwin Mansfield *Applied Microeconomics*

#### References:

- J.E. Stiglitz, and C.E. Walsh (2002), *Principles of Economics*, 3<sup>rd</sup> Edition, W.W. Norton & Company, New York
- R. Stone & G Stone (1962), **National Income & Expenditure**, Bowes & Bowes, London.
- Liesey & Chrystal- **Principles of Economics**.



- **K.K. Dewett: Modern Economics Theory, New Delhi, Shyam Lal Charitable Trust**

# MICRO ECONOMICS - I

Course Code: BAE 102

Credit Units: 04

Course Objective:

The course aims at familiarizing the students with Economic Theories; Concepts of models so that they can apply economic theories and models in the execution of managerial problems & functions.

Course Contents:

Module I: Consumer Behaviour:

**The consumption decisions** -- budget constraints, consumption and income/price changes, demand for all other goods and price changes, Description of preferences [Representing preferences with indifference curves. Properties of Indifference curves], Consumers' optimum choice, income and substitution effects.(Hicks and Slutsky), ordinary and compensated demand curves, inferior goods and Giffen goods, price consumption and income consumption curves, derivation of labour supply and intertemporal choice (saving and borrowing ) Revealed preference----weak axiom and substitution effect

Module II: Production and Costs:

Technology, Isoquants, production with one and more variable inputs, Returns to scale, short run and long run costs, cost curves in the short run and long run, total, average, and marginal product, cost minimization and expansion path, elasticity of substitution, Cobb Douglas, Linear, and CES production function.

Module III: Market Structure

Review of **perfect competition and monopoly**; Pricing with market power; **price discrimination, peakload pricing, two-part tariff; monopolistic competition and oligopoly.**

Module IV: Market Failure

Externalities, public goods, markets with asymmetric information

## Examination Scheme:

Components	P0 (Attendance )	P1	C1	CT	EE1
Weightage (%)	5	5	5	15	70

Text & References:

*Text:*

- Robert S. Pindyk and D.L. Rubinfeld, (2000), *Microeconomics*, 3rd edition, Prentice Hall India.
- Ferguson & Gould- Micro Economic Theory, Cambridge University Press

*References:*

- Koutsoyiannis, *Modern Microeconomics*, Macmillan.
- M.L. Trivedi, *Managerial Economics- Theory & Applications*, Tata McGraw Hill, 2002.
- W.J. Baumol, *Economic Theory & Operations Analysis*, Prentice Hall.

# MATHEMATICAL METHODS FOR ECONOMICS

Course Code: BAE 103

Credit Units: 04

## Course Objective:

The main objective of inclusion of this course in Economics is to familiarize the students with basic quantitative & algebraic tools & techniques which will be needed for the understanding of the core subject and the students can apply the quantitative techniques in the analysis of managerial problems.

## Course Contents:

### Module I: Elementary Linear Algebra

2-, 3-, and n-dimensional row and column vectors; vector addition and scalar multiplication; length of a vector, scalar products, orthogonality. Geometric representation, lines and planes in  $R^2$  and  $R^3$ . Linear and convex combinations of vectors, Linear independence. Convex sets.

Matrices and matrix operations; addition, scalar multiplication, matrix multiplication. The transpose. The inverse of a square matrix. Rank. Elementary row operations and computation of rank. Invertibility and rank for square matrices, Matrix methods of solution & (Cramers rule)

Determinants: definition, properties, minors and cofactors, the Laplace expansion, expansions by alien cofactors; singularity and invertibility; the adjoint matrix and formula for the inverse.

### Module II: Applications of Calculus

The limit of  $f(x)$  as  $x \rightarrow a$ . Continuity. The intermediate-value theorem.

The derivative of a function. Differentiability and continuity. Techniques of differentiation; sums, products and quotients of functions; composite functions and the chain rule. Inverse functions. Implicit differentiation. Second and higher order derivatives. Points of inflexion. Differentials and linear approximation.

Exponential and logarithmic functions. Logarithmic differentiation. Examples of the use of the exp and log functions (proportional rates of change, elasticities, continuous compounding etc.)

Optimization: stationary points, local and global optima; location of turning points and points of inflexion using derivatives; the role of concavity and convexity. Applications.

### Module III: Functions of Several Variables

[The emphasis throughout should be on functions of two variables (and related geometrical interpretation) without however, restricting the discussion only to this case.]

Partial differentiation; Tangent planes to a surface. Higher-order partial derivatives, Young's Theorem. Partial derivatives in economics.

Homogeneous and homothetic functions.

Maxima and minima, saddlepoints, unconstrained optimization, necessary and sufficient conditions for local optima.

Constrained optimization (equality constraints). The method of Lagrange multipliers. Interpretation of the necessary conditions and of the Lagrange multiplier; Sufficient conditions. Envelope results. Economic examples.

## Examination Scheme:

Components	P0 (Attendance)	P1	C1	CT	EE1
Weightage (%)	5	5	5	15	70

## Text & References:

### Text:

- Mabbett. A.J., Workout Mathematics for Economists, Macmillan, London.
- Mehta & Madnani, Mathematics for Economics, Sultan Chand, New Delhi.

### References:

- Knut Sydsaeter and Peter. J. Hammond (2002) Mathematics for Economic Analysis, Pearson Educational Asia: Delhi (reprint of 1<sup>st</sup> 1995 edition).
- Alpha C. Chiang (1984) Fundamental Methods of Mathematical Economics. McGraw Hill (3<sup>rd</sup> edition).



# ECONOMIC HISTORY OF INDIA (1857-1947)

Course Code: BAE 104

Credit Units: 04

Course Objective:

It will throw light on the economic history which will subsequently help the students to understand the trend of economic growth & development.

Course Contents:

Module I: Colonial India: An Overview

Module II: Trends in macroeconomic aggregates

Population, labour force and occupational structure; National Income; Foreign trade and Balance of Payments; Saving and Investment; Money supply and prices.

Module III: Railways and Economic Change

Module IV: Agriculture, land, labour, capital, technology, commercialization, famines and environment.

Module V: Traditional and Modern Industry

The deindustrialization hypothesis, rise of the modern industrial sector during the pre-war and the interwar period, industrial labour, growth of entrepreneurship.

Module VI: The Indian Economy at Independence

## Examination Scheme:

Components	P0 (Attendance )	P1	C1	CT	EE1
Weightage (%)	5	5	5	15	70

Text & References:

*Text:*

- Tirthankar Roy (2000), The Economic History of India, 1857-1974, Oxford University Press, Ch. 3,4,7,8 & 9.
- Rajnarayan Chandavarkar (1985), "Industrialization in India before 1947: Conventional Approaches and Alternative Perspectives", Modern Asian Studies.
- Rajat Ray (1979), Industrialization in India, Oxford University Press, Ch. 4.

*References:*

- A.K. Bagchi (1976), "Deindustrialization in India in the Nineteenth Century: Some theoretical implications", Journal of Developmental Studies.
- A.K. Bagchi (1972), Private Investment in India, Orient Longman (1<sup>st</sup> ed), Ch.2.
- J.N. Bhagwati and Padma Desai (1970), India, Planning for Industrialization, Oxford University Press, Chs. 2 & 3.
- Morris D. Morris (1965), The Emergence of an Industrial Labour Force in India: A Study of the Bombay Cotton Mills 1854-1947, Oxford University Press, last chapter.
- Rajat Ray (ed) (1992), Entrepreneurship and Industry in India, 1800-1947, Oxford University Press.

# ENVIRONMENTAL STUDIES

Course Code: BAE 105

Credit Units: 04

## Course Objective:

The term environment is used to describe, in the aggregate, all the external forces, influences and conditions, which affect the life, nature, behaviour and the growth, development and maturity of living organisms. At present a great number of environment issues, have grown in size and complexity day by day, threatening the survival of mankind on earth. A study of environmental studies is quite essential in all types of environmental sciences, environmental engineering and industrial management. The objective of environmental studies is to enlighten the masses about the importance of the protection and conservation of our environment and control of human activities which has an adverse effect on the environment.

## Course Contents:

Module I: **The multidisciplinary nature of environmental studies**

**Definition, scope and importance**

**Need for public awareness**

Module II: **Natural Resources**

**Renewable and non-renewable resources:**

**Natural resources and associated problems**

**Forest resources: Use and over-exploitation, deforestation, case studies. Timber extraction, mining, dams and their effects on forests and tribal people.**

**Water resources: Use and over-utilization of surface and ground water, floods, drought, conflicts over water, dams-benefits and problems.**

**Mineral resources: Use and exploitation, environmental effects of extracting and using mineral resources, case studies.**

**Food resources: World food problems, changes caused by agriculture and overgrazing, effects of modern agriculture, fertilizer-pesticide problems, water logging, salinity, case studies.**

**Energy resources: Growing energy needs, renewable and non-renewable energy sources, use of alternate energy sources, case studies.**

**Land resources: Land as a resource, land degradation, man induced landslides, soil erosion and desertification.**

**Role of an individual in conservation of natural resources.**

**Equitable use of resources for sustainable lifestyles.**

Module III: **Ecosystems**

**Concept of an ecosystem**

**Structure and function of an ecosystem**

**Producers, consumers and decomposers**

**Energy flow in the ecosystem**

**Ecological succession**

**Food chains, food webs and ecological pyramids**

**Introduction, types, characteristic features, structure and function of the following ecosystem:**

- a. **Forest ecosystem**
- b. **Grassland ecosystem**
- c. **Desert ecosystem**
- d. **Aquatic ecosystems (ponds, streams, lakes, rivers, ocean estuaries)**

Module IV: **Biodiversity and its conservation**

**Introduction – Definition: genetic, species and ecosystem diversity**

**Biogeographical classification of India**

**Value of biodiversity: consumptive use, productive use, social, ethical aesthetic and option values**

**Biodiversity at global, national and local levels**

**India as a mega-diversity nation**

**Hot-spots of biodiversity**

**Threats to biodiversity: habitat loss, poaching of wildlife, man wildlife conflicts**

**Endangered and endemic species of India**

**Conservation of biodiversity: In-situ and Ex-situ conservation of biodiversity**

Module V: **Environmental Pollution**

**Definition**

□□□ Causes, effects and control measures of:

- Air pollution
- Water pollution
- Soil pollution
- Marine pollution
- Noise pollution
- Thermal pollution
- Nuclear pollution

**Solid waste management: Causes, effects and control measures of urban and industrial wastes.**

**Role of an individual in prevention of pollution.**

**Pollution case studies.**

**Disaster management: floods, earthquake, cyclone and landslides.**

Module VI: **Social Issues and the Environment**

**From unsustainable to sustainable development**

**Urban problems and related to energy**

**Water conservation, rain water harvesting, watershed management**

**Resettlement and rehabilitation of people; its problems and concerns. Case studies.**

**Environmental ethics: Issues and possible solutions**

**Climate change, global warming, acid rain, ozone layer depletion, nuclear accidents and holocaust. Case studies.**

**Wasteland reclamation**

**Consumerism and waste products**

**Environmental Protection Act**

**Air (Prevention and Control of Pollution) Act**

**Water (Prevention and control of Pollution) Act**

**Wildlife Protection Act**

**Forest Conservation Act**

**Issues involved in enforcement of environmental legislation**

**Public awareness**

Module VII: Human Population and the Environment

**Population growth, variation among nations**

**Population explosion – Family Welfare Programmes**

**Environment and human health**

**Human Rights**

**Value Education**

**HIV / AIDS**

**Women and Child Welfare**

**Role of Information Technology in Environment and Human Health**

**Case Studies**

Module VIII: Field Work

**Visit to a local area to document environmental assets-river / forest/ grassland/ hill/ mountain.**

**Visit to a local polluted site – Urban / Rural / Industrial / Agricultural**

**Study of common plants, insects, birds**

**Study of simple ecosystems-pond, river, hill slopes, etc (Field work equal to 5 lecture hours)**

Examination Scheme:

Components	CT	HA	S/V/Q	A	EE
Weightage (%)	15	5	5	5	70

Text & References:

- Agarwal, K.C. 2001 Environmental Biology, Nidi Publ. Ltd. Bikaner.
- Bharucha Erach, The Biodiversity of India, Mapin Publishing Pvt. Ltd., Ahmedabad 380 013, India, Email:mapin@icenet.net (R)
- Brunner R.C., 1989, Hazardous Waste Incineration, McGraw Hill Inc. 480p
- Clark R.S., Marine Pollution, Clarendon Press Oxford (TB)

- **Cunningham, W.P. Cooper, T.H. Gorhani, E & Hepworth, M.T. 2001, Environmental Encyclopedia, Jaico Publ. House, Mumbai, 1196p**
- **De A.K., Environmental Chemistry, Wiley Eastern Ltd.**
- **Down to Earth, Centre for Science and Environment (R)**
- **Gleick, H.P. 1993. Water in Crisis, Pacific Institute for Studies in Dev., Environment & Security. Stockholm Env. Institute Oxford Univ. Press. 473p**
- **Hawkins R.E., Encyclopedia of Indian Natural History, Bombay Natural History Society, Bombay (R)**
- **Heywood, V.H & Weston, R.T. 1995. Global Biodiversity Assessment. Cambridge Univ. Press 1140p.**
- **Jadhav, H & Bhosale, V.M. 1995. Environmental Protection and Laws. Himalaya Pub. House, Delhi 284 p.**
- **Mckinney, M.L. & School, R.M. 1996. Environmental Science Systems & Solutions, Web enhanced edition. 639p.**
- **Mhaskar A.K., Matter Hazardous, Techno-Science Publication (TB)**
- **Miller T.G. Jr. Environmental Science, Wadsworth Publishing Co. (TB)**
- **Odum, E.P. 1971. Fundamentals of Ecology. W.B. Saunders Co. USA, 574p**
- **Rao M N. & Datta, A.K. 1987. Waste Water treatment. Oxford & IBH Publ. Co. Pvt. Ltd. 345p.**
- **Sharma B.K., 2001. Environmental Chemistry. Geol Publ. House, Meerut**
- **Survey of the Environment, The Hindu (M)**
- **Townsend C., Harper J, and Michael Begon, Essentials of Ecology, Blackwell Science**
- **Trivedi R.K., Handbook of Environmental Laws, Rules Guidelines, Compliances and Standards, Vol I and II, Enviro Media (R)**
- **Trivedi R. K. and P.K. Goel, Introduction to air pollution, Techno-Science Publication (TB)**
- **Wanger K.D., 1998 Environmental Management. W.B. Saunders Co. Philadelphia, USA 499p**



# ENGLISH

## Course Objective:

The course is intended to give a foundation of English Language. The literary texts are indented to help students to inculcate creative & aesthetic sensitivity and critical faculty through comprehension, appreciation and analysis of the prescribed literary texts. It will also help them to respond form different perspectives.

## Course Contents:

### Module I: Vocabulary

Use of Dictionary

Use of Words: Diminutives, Homonyms & Homophones

### *Module II: Essentials of Grammar - I*

Articles

Partis of Speech

Tenses

### *Module III: Essentials of Grammar - II*

Sentence Structure

Subject -Verb agreement

Punctuation

## **Module IV: Communication**

The process and importance

Principles & benefits of Effective Communication

## **Module V: Spoken English Communication**

Speech Drills

Pronunciation and accent

Stress and Intonation

Module VI: Communication Skills-I

Developing listening skills

Developing speaking skills

## **Module VII: Communication Skills-II**

Developing Reading Skills

Developing writing Skills

## **Module VIII: Written English communication**

Progression of Thought/ideas

Structure of Paragraph

Structure of Essays

## **Module IX: Short Stories**

Of Studies, by Francis Bacon

Dream Children, by Charles Lamb

The Necklace, by Guy de Maupassant

A Shadow, by R.K.Narayan

Glory at Twilight, Bhabani Bhattacharya

Module X: Poems

**All the Worlds a Stage**

**To Autumn**

**O! Captain, My Captain.**

**Where the Mind is Without Fear**

Psalm of Life

**Shakespeare**

**Keats**

**Walt Whitman**

**Rabindranath Tagore**

H.W. Longfellow

Examination Scheme:

Components	A	CT	HA	EE
Weightage (%)	<b>05</b>	<b>15</b>	<b>10</b>	<b>70</b>

Text & References:

- **Madhulika Jha, Echoes, Orient Long Man**
- **Ramon & Prakash, Business Communication, Oxford.**
- **Sydney Greenbaum Oxford English Grammar, Oxford.**
- **Successful Communications, Malra Treece (Allyn and Bacon)**
- **Effective Technical Communication, M. Ashraf Rizvi.**

\* 30 hrs Programme to be continued for Full year

# **BEHAVIOURAL SCIENCE - I**

## **(UNDERSTANDING SELF FOR EFFECTIVENESS)**

Course Code:           BAE 143

Credit Units: 01

Course Objective:

**This course aims at imparting an understanding of:**  
**Self and the process of self exploration**  
**Learning strategies for development of a healthy self esteem**  
**Importance of attitudes and its effect on personality**  
**Building emotional competence**

Course Contents:

Module I: **Self: Core Competency**

**Understanding of Self**  
**Components of Self – Self identity**  
**Self concept**  
**Self confidence**  
**Self image**

Module II: **Techniques of Self Awareness**

**Exploration through Johari Window**  
**Mapping the key characteristics of self**  
**Framing a charter for self**  
**Stages – self awareness, self acceptance and self realization**

Module III: **Self Esteem & Effectiveness**

**Meaning & Importance**  
**Components of self esteem**  
**High and low self esteem**  
**Measuring your self esteem**

Module IV: **Building Positive Attitude**

**Meaning and Nature of Attitude**  
**Components and Types of Attitudes**  
**Relevance and Importance of Attitudes**

Module V: **Building Emotional Competence**

**Emotional Intelligence – Meaning, Components, Importance and Relevance**  
**Positive and Negative Emotions**  
**Healthy and Unhealthy expression of Emotions**

Module VI: End-of-Semester Appraisal

Viva based on personal journal  
Assessment of Behavioural change as a result of training  
**Exit Level Rating by Self and Observer**

Examination Scheme:

Components	SAP	A	Mid Term Test (CT)	VIVA	Journal for Success (JOS)
Weightage (%)	<b>20</b>	<b>05</b>	<b>20</b>	<b>30</b>	<b>25</b>

Text & References:

- Dressler, David and Cans, Donald: **The Study of Human Interaction**
- Lindzey, G. and Borgatta, E: **Sociometric Measurement in the Handbook of Social Psychology, Addison – Welsley, US.**
- J William Pfeiffer (ed.) **Theories and Models in Applied Behavioural Science, Vol 2, Group (1996); Pfeiffer & Company**

# FRENCH - I

Course Code: BAE 144

Credit Units: 02

## Course Objective:

To familiarize the students with the French language

- with the phonetic system
- with the syntax
- with the manners
- with the cultural aspects

## Course Contents:

Module A: pp. 01 to 37: Unités 1, 2, Unité 3 Object if 1, 2

**Only grammar of Unité 3: object if 3, 4 and 5**

Contenu lexical: Unité 1: **Découvrir la langue française: (oral et écrit)**

1. se présenter, présenter quelqu'un, faire la connaissance des autres, formules de politesse, rencontres
2. dire/interroger si on comprend
3. Nommer les choses

Unité 2: **Faire connaissance**

3. **donner/demander** des informations sur une personne, premiers contacts, exprimer ses goûts et ses préférences
4. Parler de soi: parler du travail, de ses activités, de son pays, de sa ville.

Unité 3: **Organiser son temps**

1. dire la date et l'heure

Contenu grammatical:

1. organisation générale de la grammaire
2. article indéfini, défini, contracté
3. nom, adjectif, masculin, féminin, singulier et pluriel
4. négation avec « de », "moi aussi", "moi non plus"
5. interrogation: Inversion, est-ce que, qui, que, quoi, qu'est-ce que, où, quand, comment, quel(s), quelle(s)  
Interro-négatif: réponses: oui, si, non
6. pronom tonique/disjoint- pour insister après une préposition
7. futur proche

Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

**C – Project + Presentation**

**I – Interaction/Conversation Practice**

Text & References:

- le livre à suivre : Campus: Tome 1

# GERMAN - I

Course Code: BAE 145

Credit Units: 02

## Course Objective:

To enable the students to converse, read and write in the language with the help of the basic rules of grammar, which will later help them to strengthen their language.

To give the students an insight into the culture, geography, political situation and economic opportunities available in Germany

## Course Contents:

### Module I: Introduction

**Self introduction: heissen, kommen, wohnen, lernen, arbeiten, trinken, etc.**

**All personal pronouns in relation to the verbs taught so far.**

**Greetings: Guten Morgen!, Guten Tag!, Guten Abend!, Gute Nacht!, Danke sehr!, Danke!, Vielen Dank!, (es tut mir Leid!),**

**Hallo, wie geht's?: Danke gut!, sehr gut!, prima!, ausgezeichnet!,  
Es geht!, nicht so gut!, so la la!, miserabel!**

### Module II: Interviewspiel

**To assimilate the vocabulary learnt so far and to apply the words and phrases in short dialogues in an interview – game for self introduction.**

### Module III: Phonetics

**Sound system of the language with special stress on Diphthongs**

### Module IV: Countries, nationalities and their languages

**To make the students acquainted with the most widely used country names, their nationalities and the language spoken in that country.**

### Module V: Articles

**The definite and indefinite articles in masculine, feminine and neuter gender. All Vegetables, Fruits, Animals, Furniture, Eatables, modes of Transport**

### Module VI: Professions

**To acquaint the students with professions in both the genders with the help of the verb “sein”.**

### Module VII: Pronouns

**Simple possessive pronouns, the use of my, your, etc.**

**The family members, family Tree with the help of the verb “to have”**

### Module VIII: Colours

**All the color and color related vocabulary – colored, colorful, colorless, pale, light, dark, etc.**

### Module IX: Numbers and calculations – verb “kosten”

**The counting, plural structures and simple calculation like addition, subtraction, multiplication and division to test the knowledge of numbers.**

**“Wie viel kostet das?”**

### Module X: Revision list of Question pronouns

**W – Questions like who, what, where, when, which, how, how many, how much, etc.**

## Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

**C – Project + Presentation**

**I – Interaction/Conversation Practice**

## Text & References:

- **Wolfgang Hieber, Lernziel Deutsch**
- **Hans-Heinrich Wangler, Sprachkurs Deutsch**
- **Schulz Griesbach, Deutsche Sprachlehre für Ausländer**

- **P.L Aneja, Deutsch Interessant- 1, 2 & 3**
- **Rosa-Maria Dallapiazza et al, Tangram Aktuell A1/1, 2**
- **Braun, Nieder, Schmöe, Deutsch als Fremdsprache 1A, Grundkurs**

# SPANISH – I

Course Code: BAE 146

Credit Units: 02

## Course Objective:

To enable students acquire the relevance of the Spanish language in today's global context, how to greet each other. How to present / introduce each other using basic verbs and vocabulary

## Course Contents:

### Module I

A brief history of Spain, Latin America, the language, the culture...and the relevance of Spanish language in today's global context.

Introduction to alphabets

### Module II

Introduction to 'Saludos' (How to greet each other. How to present / introduce each other).

Goodbyes (despedidas)

The verb *llamarse* and practice of it.

### Module III

Concept of Gender and Number

Months of the years, days of the week, seasons. Introduction to numbers 1-100, Colors, Revision of numbers and introduction to ordinal numbers.

### Module IV

Introduction to *SER* and *ESTAR* (both of which mean To Be).Revision of 'Saludos' and 'Llamarse'. Some adjectives, nationalities, professions, physical/geographical location, the fact that spanish adjectives have to agree with gender and number of their nouns. Exercises highlighting usage of *Ser* and *Estar*.

### Module V

Time, demonstrative pronoun (Este/esta, Aquel/aquella etc)

### Module VI

Introduction to some key AR /ER/IR ending regular verbs.

## Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

C – Project + Presentation

I – Interaction/Conversation Practice

I – Interaction/Conversation Practice

## Text & References:

- Español, En Directo I A
- Español Sin Fronteras

# JAPANESE - I

Course Code: BAE 147

Credit Units: 02

## Course Objective:

To enable the students to learn the basic rules of grammar and Japanese language to be used in daily life that will later help them to strengthen their language.

## Course Contents:

### **Module I: Salutations**

*Self introduction, Asking and answering to small general questions*

### **Module II: Cardinal Numbers**

*Numerals, Expression of time and period, Days, months*

### **Module III: Tenses**

**Present Tense, Future tense**

### **Module IV: Prepositions**

*Particles, possession, Forming questions*

### **Module V: Demonstratives**

*Interrogatives, pronoun and adjectives*

### **Module VI: Description**

*Common phrases, Adjectives to describe a person*

### **Module VII: Schedule**

**Time Table, everyday routine etc.**

### **Module VIII: Outings**

*Going to see a movie, party, friend's house etc.*

## Learning Outcome

- **Students can speak the basic language describing above mentioned topics**

## Methods of Private study /Self help

- **Handouts, audio-aids, and self-do assignments and role-plays will support classroom teaching**

## Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

**C – Project + Presentation**

**I – Interaction/Conversation Practice**

## Text & References:

### *Text:*

- **Teach yourself Japanese**

### *References:*

- **Shin Nihongo no kiso 1**



# CHINESE – I

Course Code: BAE 148

Credit Units: 02

## Course Objective:

There are many dialects spoken in China, but the language which will help you through wherever you go is Mandarin, or Putonghua, as it is called in Chinese. The most widely spoken forms of Chinese are Mandarin, Cantonese, Gan, Hakka, Min, Wu and Xiang. The course aims at familiarizing the student with the basic aspects of speaking ability of Mandarin, the language of Mainland China. The course aims at training students in practical skills and nurturing them to interact with a Chinese person.

## Course Contents:

### Module I

Show pictures, dialogue and retell.

Getting to know each other.

Practicing chart with Initials and Finals. (CHART – The Chinese Phonetic Alphabet Called “Hanyu Pinyin” in Mandarin Chinese.)

Practicing of Tones as it is a tonal language.

Changes in 3<sup>rd</sup> tone and Neutral Tone.

### Module II

Greetings

Let me Introduce

The modal particle “ne”.

Use of Please ‘qing’ – sit, have tea ..... etc.

A brief self introduction – Ni hao ma? Zaijian!

Use of “bu” negative.

### Module III

Attributives showing possession

How is your Health? Thank you

Where are you from?

A few Professions like – Engineer, Businessman, Doctor, Teacher, Worker.

Are you busy with your work?

May I know your name?

### Module IV

Use of “How many” – People in your family?

Use of “zhe” and “na”.

Use of interrogative particle “shenme”, “shui”, “ma” and “nar”.

How to make interrogative sentences ending with “ma”.

Structural particle “de”.

Use of “Nin” when and where to use and with whom. Use of guixing.

Use of verb “zuo” and how to make sentences with it.

### Module V

Family structure and Relations.

Use of “you” – “mei you”.

Measure words

Days and Weekdays.

Numbers.

Maps, different languages and Countries.

## Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

C – Project + Presentation

I – Interaction/Conversation Practice

## Text & References:

- “Elementary Chinese Reader Part I” Lesson 1-10

# MICROECONOMICS - II

Course Code: BAE 201

Credit Units: 04

Course Objective:

The main objective of the course is to provide a deeper knowledge on some specific field of Microeconomics such as game theory, factor pricing, oligopoly & welfare.

Course Contents:

Module I: **Decision theory under uncertainty: Utility functions and expected utility**

Risk aversion and risk preference, insurance and investor's choice.

Asymmetric information- Adverse selection of moral hazard (concept only)

Module II: **Basic notions of non-cooperative game theory**

Complete information games in extensive form (relatively informal introduction) and strategic form; pure and mixed strategies; dominant strategies equilibrium, Nash equilibrium and subgame perfect equilibrium.

Module III: **Oligopoly**

Conjectural variation & reaction functions, analysis of Cournot & Stackelberg, Collusive Oligopoly and application of Prisoner's Dilemma of Nash equilibrium.

Module IV: **Factor Pricing**

Derived demand for a single input and multiple inputs in competitive & imperfect competition markets, firm demand and industry demand, collective bargaining and exploitation rent & quasi rent.

Module V: **Welfare Economics**

Conditions of pareto optimality in pure exchange and with production, optimality of perfect competition.

## Examination Scheme:

Components	P0 (Attendance )	P1	C1	CT	EE1
Weightage (%)	5	5	5	15	70

Text & References:

*Text:*

- W.S. Baumol, 'Economic Theory and Operational Analysis', Prentice hall
- Ferguson, 'Microeconomic Theory', Cambridge University Press.

*References:*

- A K Koutsyanni's, 'Modern Microeconomics', Macmillan.
- L.M.B. Cabral, (2000) *Introduction to Industrial Organization*, MIT Press.
- P.K. Dutta (1999) *Strategies and Games: Theory and Practice*, MIT Press.
- Formson & Gould – Microeconomic Theory

# INDIA'S ECONOMIC DEVELOPMENT SINCE 1947

Course Code: BAE 202

Credit Units: 04

## Course Objective:

This subject covers the major features of Indian Economy at Independence in the field of agriculture industry and other infrastructure of the economy. It also deals with growth of development of different phases on the current issues in Indian economy policy.

## Course Contents:

### Module I

Major features of Indian Economy since Independence

### Module II: Growth, Development and Structural Change

The experience of growth and development: planning and the market.

Growth and development experience in different phases of growth defined broadly (but not exclusively) by reference to changes in policy regimes and goals of development

- i). Growth and structural change
- ii). Growth and distribution
- iii). Human development and environment
- iv). Regional contrasts

Indian development experience in international perspective: factors, strategy and policy

### Module III: Issues in Indian economic policy

Population and Human resource Development

Growth, unemployment and poverty

Macroeconomic stabilization: Trade, Fiscal and Monetary policy issues

Agriculture, industry, services and trade

### Module IV: India's development prospects-looking ahead

## Examination Scheme:

Components	P0 (Attendance )	P1	C1	CT	EE1
Weightage (%)	5	5	5	15	70

## Text & References:

### Text:

- V.M. Dandekar (1992), *Forty Years after Independence* in B. Jalan (ed.), *The Indian Economy, Problems and Prospects*, Viking Press.
- Sebastian Morris (2001), *Issues in Infrastructure Development Today: The Interlinkages*, in *India Infrastructure Report*, OUP.

### References:

- Montek Ahluwalia, (2002), *State level Performance under Economic Reforms in India*, in A.O. Krueger(ed), *Economic Policy Reforms and the Indian Economy*, Univ. of Chicago Press.
- Pranab Bardhan(2003), *Poverty, Agrarian Structure and Political Economy in India: Selected Essay*, OUP, CH.5.
- Jagdish Bhagwati, (1993), *India in Tansition, Freeing the Economy*, Clarendon Press, Ch. 2.
- J. Bhagwati and Padma Desai (1970), *India: Planning for Industrialization*, Ch 2 OUP.
- S. Chakravarty (1987), *Development Planning: The Indian Experience*, Clarendon Press.
- Jean Dreze and Amartya Sen (2002), *India: Development and Participation*, OUP, Chs. 2, 3,5,6,9.
- B.S. Minhas (1991), *Public vs Private sectors: Neglect of Lessons of Economics in Indian Policy Formulation*, R.R. Kale Lecture, Gokhale Institute of Politics & Economics, Pune.
- Mihir Rakshit (2001), *On Correcting Fiscal Imbalances In the Indian Economy: Some Perspectives*,
- Money and Finance, ICRA Bulletin, July-Sept 2001.

# STATISTICAL METHODS IN ECONOMICS - I

Course Code: BAE 203

Credit Units: 04

Course Objective:

**This subject will deal with all fundamental statistical methods of tools which the students have to use in economic analysis and decision making problems.**

Course Contents:

Module I: **Elementary Distribution Theory**

**Univariate Frequency Distributions, measures of location, Dispersion, Skewness and Kurtosis; the first four moments about zero and central moments.**

Module II: **Bivariate Distributions and Simple Linear Regression:**

**Marginal and conditional distributions: discrete case; Covariance and correlation: rank correlation.**

**Simple linear regression; method of least squares; Derivation of the normal equation; standard error of regression (SER), properties of the least squares estimator, Gauss- Markov Theorem, Simple tests of hypothesis on regression coefficients,**

Module III: **Time series analysis, linear and exponential trend,** forecasting

Module IV: **Index Numbers**

**Concept of an index number. Laspeyer's, Paasche's and Fisher's Index Numbers; Time Reversal, Factor reversal and circular tests; Chain base index; Problems in the Construction of an index number; splicing; base shifting and use of index number for deflating other series.**

## Examination Scheme:

Components	P0 (Attendance )	P1	C1	CT	EE1
Weightage (%)	5	5	5	15	70

Text & References:

*Text:*

- **Allen Webster, Applied Statistics for Business and Economics, (3rd edition), McGraw Hill, International Edition 1998.**

*References:*

- **P.H. Karmel and M. Polasek, Applied Statistics for Economists (4th edition), Pitman, Australia.**
- **M.R. Spiegel (2nd edition), Theory and Problems of Statistics, Schaum Series.**

# AGRICULTURAL ECONOMY OF INDIA

Course Code: BAE 204

Credit Units: 04

## Course Objective:

This subject is aimed at providing knowledge on the agricultural economy of India, its development, productivity, rural indebtedness and defects in the agricultural market and to develop a critical study on recent agricultural crises in India

To familiarize the agricultural situation in India

To provide sound knowledge base on India's Agricultural economy before green revolution and after it.

To develop a critical study on recent Agricultural crises in India.

## Course Contents:

### Module I

Features of Agriculture - Importance of Agriculture in the Indian Economy – Relationship between Agriculture and Non-Agriculture sectors.

### Module II

Agriculture Development in India - Subdivision and Fragmentation of holdings in India and causes - Land Tenure and Land Reforms.

Productivity in Agriculture - New Agriculture Strategy - Green Revolution - Nature of Food Economy - Agriculture price policy in India - Public Distribution system.

### Module III

Rural Indebtedness - Causes of Rural Indebtedness - Sources of Agricultural Finance.

Market and Marketed Surplus - Defects in marketing Agricultural produce – Regulated markets - Co-operative marketing - Farmers Market.

Current Issues in Indian Agriculture (Selected Topics)

Sustainable Agricultural growth- Concepts & Constraints

## Examination Scheme:

Components	P0 (Attendance )	P1	C1	CT	EE1
Weightage (%)	5	5	5	15	70

## Text & References:

### Text:

- Ruddar Dutt and K P M Sundaram Indian Economy, S. Chand & Co. Ltd, New Delhi.
- Bansil.B.C. Agricultural Problems of India, Vikas Publishing House. Pvt. Ltd., New Delhi.

### References:

- Misra and Puri, Indian Economy, Himalaya Publishing House, Bombay.
- Sankaran.A. Agricultural Economy of India, Progressive Corporation. Pvt. Ltd., Bombay.
- Srivastava.O.S. Agricultural Economics, Rawat Publications, Jaipur, 1996.
- Ashok Gulati (2000), Indian Agriculture in an Open Economy: Will it Prosper? In Ahluwalia & Little (eds) India's Economic reforms & developmet: Essay for Manmohan Singh, Oxford University Press.

# MERGERS AND ACQUISITIONS

Course Code: BAE 205

Credit Units: 04

Course Objective:

The main objective of this course is to familiarize the students with the basic aspects of mergers and acquisitions.

Course Contents:

Module I: **Mergers and Acquisitions** – Overview

**Introduction – Forms of Corporate Restructuring** – Expansion – Mergers and Acquisitions – Tender Offers – Joint Ventures – Sell Offs – Spin Offs – Split Offs – Split Ups – Divestitures – Equity Carve outs - Corporate Control – Premium Buy Backs – Standstill Agreements – Anti- Takeover Amendments – Proxy Contests - Changes in Ownership Structures - Share Repurchases – Exchange Offers – Leveraged Buy – out – Going Private – Issue Raised by Restructuring – History of Merger Movements.

Module II: Mergers and Acquisitions

**Economic Rationale for Major Types of Mergers - Horizontal Mergers – Vertical Mergers – Conglomerate Mergers - Concentric Mergers.**

Module III: **Theories of Mergers**

**Efficiency Theories – Differential Efficiency - Inefficient Management – Operating Synergy – Pure Diversification - Financial Synergy – Strategic Realignment to Changing Environments – Undervaluation – Information and Signaling – Agency Problems and Managerialism - Takeovers as a Solution to Agency Problems**

Module IV: Divestment of Public Sector Undertakings and Leveraged Buy-outs

**General Economic and Financial Factors illustration of an LBO**

Takeover Defenses

**Anti-Takeover Amendments, Any case study**

## Examination Scheme:

Components	P0 (Attendance )	P1	C1	CT	EE1
Weightage (%)	5	5	5	15	70

Text & References:

*Text:*

- **The Complete Guide to Mergers and Acquisitions : Process Tools to Support M & A Integration at Every Level – Timothy J Galpin and Mark Herndon, 2007**
- **Mergers – What Can Go Wrong and How to Prevent it – Patrick A Gaughan (Wiley Finance)**

*References:*

- **Mergers and Acquisitions – Fred Weston**
- **M & A and Corporate Restructuring - Patrick A Gaughan (Wiley Finance Series)**

# ENGLISH

Course Code: BAE 240

Credit Units: 03

## Course Objective:

The course is intended to give a foundation of English Language. The literary texts are indented to help students to inculcate creative & aesthetic sensitivity and critical faculty through comprehension, appreciation and analysis of the prescribed literary texts. It will also help them to respond form different perspectives.

## Course Contents:

### Module I: Vocabulary

Use of Dictionary

Use of Words: Diminutives, Homonyms & Homophones

### *Module II: Essentials of Grammar - I*

Articles

Parts of Speech

Tenses

### *Module III: Essentials of Grammar - II*

Sentence Structure

Subject -Verb agreement

Punctuation

## **Module IV: Communication**

The process and importance

Principles & benefits of Effective Communication

## **Module V: Spoken English Communication**

Speech Drills

Pronunciation and accent

Stress and Intonation

Module VI: Communication Skills-I

Developing listening skills

Developing speaking skills

## **Module VII: Communication Skills-II**

Developing Reading Skills

Developing writing Skills

## **Module VIII: Written English communication**

Progression of Thought/ideas

Structure of Paragraph

Structure of Essays

## **Module IX: Short Stories**

Of Studies, by Francis Bacon

Dream Children, by Charles Lamb

The Necklace, by Guy de Maupassant

A Shadow, by R.K.Narayan

Glory at Twilight, Bhabani Bhattacharya

Module X: Poems

All the Worlds a Stage

To Autumn

O! Captain, My Captain.

Where the Mind is Without Fear

Shakespeare

Keats

Walt Whitman

Rabindranath Tagore

## Examination Scheme:

Components	A	CT	HA	EE
Weightage (%)	<b>05</b>	<b>15</b>	<b>10</b>	<b>70</b>

## Text &amp; References:

- **Madhulika Jha, Echoes, Orient Long Man**
- **Ramon & Prakash, Business Communication, Oxford.**
- **Sydney Greenbaum Oxford English Grammar, Oxford.**
- **Successful Communications, Malra Treece (Allyn and Bacon)**
- **Effective Technical Communication, M. Ashraf Rizvi.**



# BEHAVIOURAL SCIENCE - II

## (PROBLEM SOLVING AND CREATIVE THINKING)

Course Code: BAE 243

Credit Units: 01

Course Objective:

To enable the students:

Understand the process of problem solving and creative thinking.

Facilitation and enhancement of skills required for decision-making.

Course Contents:

### Module I: Thinking as a tool for Problem Solving

What is thinking: The Mind/Brain/Behaviour

Thinking skills

Critical Thinking and Learning:

Making Predictions and Reasoning

Memory and Critical Thinking

Emotions and Critical Thinking

Module II: Hindrances to Problem Solving

Perception

Expression

Emotion

Intellect

Work environment

Module III: Problem Solving Process

Recognizing and Defining a problem

Analyzing the problem (potential causes)

Developing possible alternatives

Evaluating Solutions

Resolution of problem

Implementation

Module IV: Plan of Action

Construction of POA

Monitoring

Reviewing and analyzing the outcome

Module V: Creative Thinking

Definition and meaning of creativity

The nature of creative thinking

Convergent and Divergent thinking

Idea generation and evaluation (Brain Storming)

Image generation and evaluation

Debating

The six-phase model of Creative Thinking: ICEDIP model

Module VI: End-of-Semester Appraisal

Viva based on personal journal

Assessment of Behavioural change as a result of training

Exit Level Rating by Self and Observer

Examination Scheme:

Components	SAP	A	Mid Term Test (CT)	VIVA	Journal for Success (JOS)
Weightage (%)	20	05	20	30	25

## Text & References:

- **Michael Steven: How to be a better problem solver, Kogan Page, New Delhi, 1999**
- **Geoff Petty: How to be better at creativity; Kogan Page, New Delhi, 1999**
- **Phil Lowe Koge Page: Creativity and Problem Solving, New Delhi, 1996**
- **Bensley, Alan D.: Critical Thinking in Psychology – A Unified Skills Approach, (1998), Brooks/Cole Publishing Company.**

# FRENCH - II

Course Code: BAE 244

Credit Units: 02

Course Objective:

To enable the students to overcome the fear of speaking a foreign language and take position as a foreigner speaking French.

To make them learn the basic rules of French Grammar.

Course Contents:

Module A: pp.38 – 47: Unité 3: Object if 3, 4, 5, 6

Module B: pp. 47 to 75 Unité 4, 5

Contenu lexical: Unité 3: **Organiser son temps**

1. donner/demander des informations sur un emploi du temps, un horaire SNCF – Imaginer un dialogue
2. rédiger un message/ une lettre pour ...
  - i) prendre un rendez-vous/ accepter et confirmer/ annuler
  - ii) inviter/accepter/refuser
3. Faire un programme d'activités  
imaginer une conversation téléphonique/un dialogue  
Propositions- interroger, répondre

Unité 4: **Découvrir son environnement**

1. situer un lieu
2. s'orienter, s'informer sur un itinéraire.
3. Chercher, décrire un logement
4. connaître les rythmes de la vie

Unité 5: **s'informer**

1. demander/donner des informations sur un emploi du temps passé.
2. donner une explication, exprimer le doute ou la certitude.
3. découvrir les relations entre les mots
4. savoir s'informer

Contenu grammatical:

1. Adjectifs démonstratifs
2. Adjectifs possessifs/exprimer la possession à l'aide de :
  - i. « de »
  - ii. A+nom/pronom disjoint
3. Conjugaison pronominale – négative, interrogative - construction à l'infinitif
4. Impératif/exprimer l'obligation/l'interdiction à l'aide de « il faut.... »/ «il ne faut pas... »
5. passé composé
6. Questions directes/indirectes

Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

C – Project + Presentation

I – Interaction/Conversation Practice

Text & References:

- le livre à suivre : Campus: Tome 1

# GERMAN – II

Course Code: BAE 245

Credit Units: 02

## Course Objective:

**To enable the students to converse, read and write in the language with the help of the basic rules of grammar, which will later help them to strengthen their language.**

**To give the students an insight into the culture, geography, political situation and economic opportunities available in Germany**

**Introduction to Grammar to consolidate the language base learnt in Semester I**

## Course Contents:

Module I: Everything about Time and Time periods

**Time and times of the day.**

**Weekdays, months, seasons.**

**Adverbs of time and time related prepositions**

Module II: Irregular verbs

**Introduction to irregular verbs like to be, and others, to learn the conjugations of the same, (fahren, essen, lessen, schlafen, sprechen und ähnliche).**

Module III: Separable verbs

**To comprehend the change in meaning that the verbs undergo when used as such**

**Treatment of such verbs with separable prefixes**

Module IV: Reading and comprehension

**Reading and deciphering railway schedules/school time table**

**Usage of separable verbs in the above context**

Module V: Accusative case

**Accusative case with the relevant articles**

**Introduction to 2 different kinds of sentences – Nominative and Accusative**

Module VI: Accusative personal pronouns

**Nominative and accusative in comparison**

**Emphasizing on the universal applicability of the pronouns to both persons and objects**

Module VII: Accusative prepositions

**Accusative propositions with their use**

**Both theoretical and figurative use**

Module VIII: Dialogues

**Dialogue reading: ‘In the market place’**

**‘At the Hotel’**

## Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

**C – Project + Presentation**

**I – Interaction/Conversation Practice**

## Text & References:

- **Wolfgang Hieber, Lernziel Deutsch**
- **Hans-Heinrich Wangler, Sprachkurs Deutsch**
- **Schulz Griesbach, Deutsche Sprachlehre für Ausländer**
- **P.L Aneja, Deutsch Interessant- 1, 2 & 3**
- **Rosa-Maria Dallapiazza et al, Tangram Aktuell A1/1, 2**
- **Braun, Nieder, Schmöe, Deutsch als Fremdsprache 1A, Grundkurs**

## SPANISH – II

Course Code: BAE 246

Credit Units: 02

Course Objective:

**To enable students acquire more vocabulary, grammar, Verbal Phrases to understand simple texts and start describing any person or object in Simple Present Tense.**

Course Contents:

Module I

**Revision of earlier modules.**

Module II

**Some more AR/ER/IR verbs. Introduction to root changing and irregular AR/ER/IR ending verbs**

Module III

**More verbal phrases (eg, Dios Mio, Que lastima etc), adverbs (*bueno/malo, muy, mucho, bastante, poco*). Simple texts based on grammar and vocabulary done in earlier modules.**

Module IV

**Possessive pronouns**

Module V

**Writing/speaking essays like my friend, my house, my school/institution, myself....descriptions of people, objects etc, computer/internet related vocabulary**

Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

**C – Project + Presentation**

**I – Interaction/Conversation Practice**

Text & References:

- **Español, En Directo I A**
- **Español Sin Fronteras**

# JAPANESE - II

Course Code: BAE 247

Credit Units: 02

Course Objective:

To enable the students to converse in the language with the help of basic particles and be able to define the situations and people using different adjectives.

Course Contents:

**Module I: Verbs**

Transitive verbs, intransitive verbs

**Module II: More prepositions**

More particles, articles and likes and dislikes.

**Module III: Terms used for instructions**

No parking, no smoking etc.

**Module IV: Adverbs**

Different adverbial expression.

**Module V: Invitations and celebrations**

Giving and receiving presents,

Inviting somebody for lunch, dinner, movie and how to accept and refuse in different ways

**Module VI: Comprehension's**

Short essay on Family, Friend etc.

**Module VII: Conversations**

Situational conversations like asking the way, at a post office, family

**Module VIII: Illness**

Going to the doctor, hospital etc.

## Learning Outcome

➤ Students can speak the language describing above-mentioned topics.

Methods of Private study /Self help

- Handouts, audio-aids, and self-do assignments.
- Use of library, visiting and watching movies in Japan and culture center every Friday at 6pm.

Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

C – Project + Presentation

I – Interaction/Conversation Practice

## Text & References:

Text:

- Teach yourself Japanese

References:

- Shin Nihongo no kiso 1

## CHINESE – II

Course Code: BAE 248

Credit Units: 02

### Course Objective:

Chinese is a tonal language where each syllable in isolation has its definite tone (flat, falling, rising and rising/falling), and same syllables with different tones mean different things. When you say, “ma” with a third tone, it mean horse and “ma” with the first tone is Mother. The course aims at familiarizing the student with the basic aspects of speaking ability of Mandarin, the language of Mainland China. The course aims at training students in practical skills and nurturing them to interact with a Chinese person.

### Course Contents:

#### Module I

##### Drills

Practice reading aloud

Observe Picture and answer the question.

Tone practice.

Practice using the language both by speaking and by taking notes.

Introduction of basic sentence patterns.

Measure words.

Glad to meet you.

#### Module II

Where do you live?

Learning different colors.

Tones of “bu”

Buying things and how muchit costs?

Dialogue on change of Money.

More sentence patterns on Days and Weekdays.

How to tell time. Saying the units of time in Chinese. Learning to say useful phrases like – 8:00, 11:25, 10:30 P.M. everyday, afternoon, evening, night, morning 3:58, one hour, to begin, to end ..... etc.

Morning, Afternoon, Evening, Night.

#### Module III

Use of words of location like-li, wais hang, xia

Furniture – table, chair, bed, bookshelf,.. etc.

Description of room, house or hostel room.. eg what is placed where and how many things are there in it?

Review Lessons – Preview Lessons.

Expression ‘yao’, ‘xiang’ and ‘yaoshi’ (if).

Days of week, months in a year etc.

I am learning Chinese. Is Chinese difficult?

#### Module IV

Counting from 1-1000

Use of “chang-chang”.

Making an Inquiry – What time is it now? Where is the Post Office?

Days of the week. Months in a year.

Use of Preposition – “zai”, “gen”.

Use of interrogative pronoun – “duoshao” and “ji”.

“Whose”??? Sweater etc is it?

Different Games and going out for exercise in the morning.

#### Module V

The verb “qu”

– Going to the library issuing a book from the library

– Going to the cinema hall, buying tickets

– Going to the post office, buying stamps

– Going to the market to buy things.. etc

– Going to the buy clothes .... Etc.

Hobby. I also like swimming.

Comprehension and answer questions based on it.

Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>15</b>	<b>5</b>

**C – Project + Presentation**

**I – Interaction/Conversation Practice**

Text & References:

- “Elementary Chinese Reader Part I” Lesson 11-20



# MACRO ECONOMICS - I

Course Code: BAE 301

Credit Units: 04

## Course Objective:

This course aims at introducing the fundamentals of Macro economic theories, policies and models in a historical perspective. It will enable the students to develop a critical insight on Classical and Keynesian macro economic models, to understand the relationship between inflation and employment by providing exposure to the constructions of Friedman, Phelps & Phillips.

## Course Contents:

### Module I: Introduction to Macroeconomics

The roots of macroeconomics, macroeconomic concerns, the role of government in the macroeconomy, the components of the macroeconomy, the methodology of macroeconomics.

### Module II: Introduction to National Income Accounting

Concepts of GDP and national income, approaches to calculating GDP, GDP and personal income, Nominal and real GDP, Limitations of the GDP concept, GDP and the black economy.

### Module III: The Classical System: The Full-Employment Model

Macroeconomic Equilibrium, the labour market, the product market, the capital market; extending the full employment model

### Module IV: The Simple Keynesian Model

Aggregate expenditure and equilibrium output--aggregate output and aggregate income, equilibrium aggregate output; Government participation in the economy; Fiscal policy at work--The Multiplier effect.

### Module V: Money in the Modern Economy

Characteristics of a monetary economy; The demand for money; The supply of money and overall liquidity position; credit creation.

### Module VI: Inflation

The causes of inflation, level of prices and the value of money, The Fisher effect, The cost of inflation.

## Examination Scheme:

Components	P0 (Attendance )	P1	C1	CT	EE1
Weightage (%)	5	5	5	15	70

## Text & References:

### Text:

- Mc Connell. C.R & H.C. Gupta, "Introduction to Macro Economics", Tata McGraw Hill, Delhi
- Gardner Ackeley, "Macro Economics".

### References:

- J.E. Stiglitz, and C.E. Walsh (2002), *Principles of Economics*, 3rd Edition, W.W. Norton & Company, New York.
- R. Stone and G. Stone (1962), *National Income and Expenditure*, Bowes and Bowes London.
- Lipsey & Chrystal- Principles of Economics
- K.K. Dewett: Modern Economic Theory, New Delhi, Shyamlal Charitable Trust.

# PUBLIC FINANCE

Course Code: BAE 302

Credit Units: 04

## Course Objective:

This subject is primarily aimed at introducing principles of public finance, role of different governments, public expenditure, taxation, budget and fiscal policy in India. To give exposure to the student, the role and the function of the government in a modern economy. The government plays different roles and performs varied functions which are different from earlier societies. In this context the public financial functions of the government need to be understood by a student, by studying the relevant theory and empirical analysis.

## Course Contents:

### Module I

**Role of government in managing the economy under different economic systems** – Social Welfare Function. Theory of Public goods - Market failure - Externalities - problems in Allocation of Resources - theoretical developments in Demand revelation for social goods -Public choice.

### Module II: Public Expenditure

Theories of Public Expenditure -Structure and Growth of Public Expenditure - Criteria for public investment - Income Redistribution – Expenditure Programmes for the poor - Social Insurance: Unemployment Insurance, Health Care, and Education - Social cost-benefit analysis - benefit estimation and evaluation.

### Module III: Taxation

**Theory of Taxation - Benefit and ability-to-pay approaches** - Indian Direct and Indirect Taxes - Tax reforms since 1975 - Chelliah Committee Report - Evaluation of Tax Reforms -Taxation Incidence and alternative concepts of Incidence.

### Module IV

**Budget - Concept of PPB - Zero-based Budgeting - Deficit Budgeting** - Types of Deficits - Public Debt: Trends and composition of Indian Public Debt - Debt management.

### Module V

**Fiscal Policy - Role of Fiscal Policy in India** - Principles of Fiscal federalism in India - Vertical and horizontal imbalance - Finance Commissions and Planning Commission - Issues in Revenue devolutions and Grants -in- Aid - Local Finance.

## Examination Scheme:

Components	P0 (Attendance )	P1	C1	CT	EE1
Weightage (%)	5	5	5	15	70

## Text & References:

### Text:

- Musgrave, R.A. and P.A Musgrave (1976), Public Finance in Theory and Practice, McGraw- Hill Kogakusha, Tokyo.
- Raghbendra Jha : (1998), Modern Public Economics.
- Rosen, Harway, S. - Public Finance, IVth Edn. Irwin.

### References:

- Mueller, D.C. (1979), Public Choice, Cambridge University Press, Cambridge.
- Brown, C.V. and Jackson - Public Sector Economics
- Raja J. Chellia et al. - Trends in Federal Finance.
- Reports of Finance Commissions.

# INDUSTRIAL ECONOMICS

Course Code: BAE 303

Credit Units: 04

Course Objective:

The core idea behind the inclusion of this subject is to introduce the students on the industrial developmental side of India, its different facts, different arena, policies & future prospect.

Course Contents:

Module I: Overview of the Industrial Scene in India

**Trends in growth and productivity; Competitiveness and changes in Policy Regimes**

Module II: **Issues relating to the Composition of Indian Industry**

**Small vs. Large Industry**

**Public vs. Private Sector, with emphasis on:**

**Performance of the public sector**

**Privatisation**

**Dynamics of the Industrial Sector: Growth and Sickness**

Module III: **Trends in Industrial Regulation and Control**

**Pricing in the public and private sectors**

**Employment growth in the industrial sector**

Module IV: **Policy Issues and Future Prospects**

**Infrastructure; Technology**

Module V: Issues of Management

**Limiting market abuses**

**FDIs/FIIs**

Module VI: **Financing of Industry**

**Ownership and Efficiency**

**Equity markets**

## Examination Scheme:

Components	P0 (Attendance )	P1	C1	CT	EE1
Weightage (%)	5	5	5	15	70

Text & References:

*Text:*

- Dilip Mookherjee, ed. (1995), *Indian Industry*, Oxford University Press, New Delhi.

*References:*

- J. Bhagwati (1993), *India in Transition: Freeing the Economy*, Clarendon Oxford 1993
- Mrinal Datta Chaudhri (1990), *Market Failure and Government Failure: Journal of Economic Perspectives*
- NCAER *The India Infrastructure Report* (Rakesh Mohan Committee)
- Department of Disinvestment, *White Paper*, 2000

# LEGAL ASPECTS OF BUSINESS

Course Code: BAE 304

Credit Units: 04

## Course Objective:

Law and business go hand in hand. In fact, every business activity to be successful must have the backing and a sanction of law. With increasing globalization and governmental regulation for all business activities, the survival and growth of the organizations depend to a large extent on their compliance of existing regulations individually, as well as their ability to influence public policies in the area of their concern collectively. However, the course is designed to provide a broad understanding of legal issues impacting upon business and the legal processes involved in the management of an organization. Besides the legal aspects of contract management, the course will focus on important legal issues in business and management especially in today's knowledge economy and the internet environment.

## Course Contents:

### Module I

An Introduction to **Legal Aspects in Management, Contract Formulation & its Management**

### Module II

**Performance and Remedies for Breach of Contract, Company as Dominant Form of Business Organization**

### Module III

**Company Formation: Basic Documents & their Implications, An invitation to investment: Prospectus, Shares and Debentures**

### Module IV

**Management of a Company: Duties and Liabilities of Directors, Administration of Company Affairs: Minority protection & Prevention of Oppression and Mismanagement**

### Module V

**Environmental Law and Corporate Environmental Liability, Intellectual Property Law & Management**

## Examination Scheme:

Components	P0 (Attendance )	P1	C1	CT	EE1
Weightage (%)	5	5	5	15	70

## Text & References:

### Text:

- Akhileswar Pathak, Legal Aspects of Business, 3rd Ed., Tata McGraw-Hill Co.

### References:

- Dr. Avtar Singh, Company Law (In Nutshell), Latest Edition, Eastern Book Company
- Principle of Mercantile Law (latest edition) by Dr. Avtar Singh.

# STATISTICAL METHODS IN ECONOMICS - II

Course Code: BAE 305

Credit Units: 04

Course Objective:

This subject will lead the students into the field of probability and hypothesis testing. Each one of them has a lot of application in the practical problems of economics.

Course Contents:

Module I: **Probability Theory**

Elements of Probability Theory: Sample space Events, meaning of probability Classical definition of probability, The addition rule, Multiplication Rule, Theorems of total probability, conditional and statistical independence, limitation of classical definition, Bayes formula, random variable, expectation and variance of random variable (for random sampling with or without replacement)

Module II: **Univariate Probability Distributions**

Binomial, Poisson, Normal distribution, The standard normal distribution—Mean, Variance, Skewness, Importance of Normal Distribution in Statistics.

Module III: Introduction to **Estimation and Hypothesis Testing**

Methods of sampling; sampling distribution of a statistic; distribution of the sample mean; sampling error and standard error of a statistic with special reference to the mean; Point and interval estimation of parameters; properties of an estimator; unbiasedness, relative efficiency and consistency.

Testing of Hypothesis; type I and type II errors, power of a test; large sample tests, “t” test for the mean; one tail and two tail tests for difference of means; Chi-square test for (i) goodness of fit and (ii) independence of two attributes.

## Examination Scheme:

Components	P0 (Attendance )	P1	C1	CT	EE1
Weightage (%)	5	5	5	15	70

Text & References:

*Text:*

- Allen Webster, *Applied Statistics for Business and Economics*, (3rd edition), McGraw Hill, International Edition 1998.

*References:*

- P.H. Karmel and M. Polasek, *Applied Statistics for Economists* (4th edition), Pitman, Australia. M.R. Spiegel (2nd edition), *Theory and Problems of Statistics*, Schaum Series.

# TERM PAPER

Course Code: BAE 330

Credit Units: 03

## GUIDELINES FOR TERM PAPER

A term (or research) paper is primarily a record of intelligent articulation through several sources on a particular topic of a given subject.

The students will choose the topic at the beginning of the session in consultation with the faculty assigned/chosen. The progress of the paper will be monitored regularly by the faculty. At the end of the semester the detailed paper on the topic will be submitted to the faculty assigned/chosen. The evaluation will be done by Board of examiners comprising of the faculties.

The procedure for writing a term paper may consists of the following steps:

### Choosing a topic

1. Finding sources of material
2. Collecting the notes
3. Outlining the paper
4. Writing the first draft
5. Editing & preparing the final paper

### 1. Choosing a Topic

The topic chosen should not be too general. Student will normally consult the faculty guide while finalizing the topic.

### **2. Finding Sources of material**

- The material sources should be not more than 5 years old unless the nature of the paper is such that it involves examining older writings from a historical point of view.
- Begin by making a list of subject-headings under which you might expect the topics to be listed.
- The sources could be books and magazines articles, news stories, periodicals, journals, internet etc.

### **3. Collecting the notes**

Skim through sources, locate the useful material, make notes of it, including quotes and information for footnotes.

- *Get facts, not just opinions. Compare the facts with author's conclusion(s)/recommendations.*
- **In research studies, notice the methods and procedures, results & conclusions.**
- **Check cross references.**

### **4. Outlining the paper**

- Review notes to find main sub-divisions of the topic.
- Sort the collected material again under each main division to find sub-sections for outline so that it begins to look more coherent and takes on a definite structure. If it does not, try going back and sorting again for main divisions, to see if another general pattern is possible.

### **5. Writing the first draft**

Write the paper around the outline, being sure that you indicate in the first part of the paper what its purpose is. You may follow the following:

- statement of purpose/objectives
- main body of the paper
- statement of summary and possible conclusion(s)/recommendations

Avoid short, bumpy telegraphic sentences and long straggling sentences with more than one main ideas.

## 6. *Editing & preparing the final paper*

- a) **Before writing a term paper, you should ensure you have an issue(s) which you attempt to address in your paper and this should be kept in mind throughout the paper. Include only information/ details/ analyses that are relevant to the issue(s) at hand. Sometimes, the relevance of a particular section may be clear to you but not to your readers. To avoid this, ensure that you briefly explain the relevance of every section.**
- b) Read the paper to ensure that the language is not awkward, and that it "flows" smoothly.
- c) Check for proper spelling, phrasing and sentence construction.
- d) Check for proper form on footnotes, quotes, and punctuation.
- e) Check to see that quotations serve one of the following purposes:
  - (i) **Show evidence of what an author has said.**
  - (ii) **Avoid misrepresentation through restatement.**
  - (iii) **Save unnecessary writing when ideas have been well expressed by the original author.**
- f) **Check for proper form on tables and graphs. Be certain that any table or graph is self-explanatory.**

Term papers should be composed of the following sections:

- 1) **Title page**
- 2) Abstract
- 3) **Introduction**
- 4) Review of the Literature
- 5) **Discussion & Conclusion**
- 6) References
- 7) **Appendix**

**Generally, the introduction, discussion, conclusion and references should account for a third of the paper and the review part should be two thirds of the paper.**

### **Discussion**

The discussion section either follows the results or may alternatively be integrated in the results section. The section should consist of a discussion of the results of the study focusing on the question posed in the paper.

### **Conclusion**

The conclusion is often thought of as the easiest part of the paper but should by no means be disregarded. There are a number of key components which should not be omitted. These include:

- a) **summary of objectives and issues raised.**
- b) **summary of findings**
- c) **summary of limitations of the study at hand**
- d) **details of possibilities for related future research**

### **References**

From the very beginning of the research work, one should be careful to note all details of articles or any other material gathered. The Reference part should list ALL references included in the paper. References not included in the text in any form should NOT be listed here. The key issue here is consistency. Choose a particular convention and stick to this.

### **The Conventions**

#### **Monographs**

Crystal, D. (2001), *Language and the internet*. Cambridge: Cambridge University Press.

### Edited volumes

Gass, S./Neu, J. (eds.) (1996), *Speech acts across cultures. Challenges to communication in a second language*. Berlin/ NY: Mouton de Gruyter.

[(eds.) is used when there is more than one editor; and (ed.) where there is only one editor. In German the abbreviation used is (Hrsg.) for Herausgeber].

### Edited articles

Schmidt, R./Shimura, A./Wang, Z./Jeong, H. (1996), Suggestions to buy: Television commercials from the U.S., Japan, China, and Korea. In: Gass, S./Neu, J. (eds.) (1996), *Speech acts across cultures. Challenges to communication in a second language*. Berlin/ NY: Mouton de Gruyter: 285-316.

### Journal articles

McQuarrie, E.F./Mick, D.G. (1992), On resonance: A critical pluralistic inquiry into advertising rhetoric. *Journal of consumer research* 19, 180-197.

### Electronic book

Chandler, D. (1994), *Semiotics for beginners* [HTML document]. Retrieved [5.10.'01] from the World Wide Web, <http://www.aber.ac.uk/media/Documents/S4B/>.

### Electronic journal articles

Watts, S. (2000) Teaching talk: Should students learn 'real German'? [HTML document]. *German as a Foreign Language Journal [online]* 1. Retrieved [12.09.'00] from the World Wide Web, <http://www.gfl-journal.com/>.

### Other websites

Verterhus, S.A. (n.y.), Anglicisms in German car advertising. The problem of gender assignment [HTML document]. Retrieved [13.10.'01] from the World Wide Web, <http://olaf.hiof.no/~sverrev/eng.html>.

### Appendix

**The appendix should be used for data collected (e.g. questionnaires, transcripts etc.) and for tables and graphs not included in the main text due to their subsidiary nature or to space constraints in the main text.**

The Layout Guidelines for the Term Paper

- **A4 size Paper**
- **Font: Arial (10 points) or Times New Roman (12 points)**
- **Line spacing: 1.5**
- **Top and bottom margins: 1 inch/ 2.5 cm; left and right margins: 1.25 inches/ 3 cm**

### Assessment Scheme:

Continuous Evaluation: **40%**  
**(Based on abstract writing, interim draft, general approach, research orientation, readings undertaken etc.)**

Final Evaluation: **60%**  
**(Based on the organization of the paper, objectives/ problem profile/ issue outlining, comprehensiveness of the research, flow of the idea/ ideas, relevance of material used/ presented, outcomes vs. objectives, presentation/ viva etc.)**





# COMMUNICATION SKILLS – I

Course Code: BAE 341

Credit Units: 01

Course Objective:

**To form written communication strategies necessary in the workplace**

Course Contents:

Module I: Introduction to **Writing Skills**  
**Effective Writing Skills**  
**Avoiding Common Errors**  
**Paragraph Writing**  
**Note Taking**  
**Writing Assignments**

Module II: **Letter Writing**  
**Types**  
**Formats**

Module III  
**Memo**  
**Agenda and Minutes**  
**Notice and Circulars**

Module IV: **Report Writing**  
**Purpose and Scope of a Report**  
**Fundamental Principles of Report Writing**  
**Project Report Writing**  
**Summer Internship Reports**

Examination Scheme:

Components	CT1	CT2	CAF	V	GD	GP	A
Weightage (%)	<b>20</b>	<b>20</b>	<b>25</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>5</b>

**CAF – Communication Assessment File**

**GD – Group Discussion**

**GP – Group Presentation**

Text & References:

- **Business Communication, Raman – Prakash, Oxford**
- **Creative English for Communication, Krishnaswamy N, Macmillan**
- **Textbook of Business Communication, Ramaswami S, Macmillan**
- **Working in English, Jones, Cambridge**
- **A Writer's Workbook Fourth edition, Smoke, Cambridge**
- **Effective Writing, Withrow, Cambridge**
- **Writing Skills, Coe/Rycroft/Ernest, Cambridge**
- **Welcome!, Jones, Cambridge**

# BEHAVIOURAL SCIENCE – III

## (INTERPERSONAL COMMUNICATION AND RELATIONSHIP MANAGEMENT)

Course Code: BAE 343

Credit Units: 01

Course Objective:

**This course aims at imparting an understanding of:**

- **Interpersonal communication and relationship.**
- **Strategies for healthy interpersonal relationship**
- **Effective management of emotions.**
- **Building interpersonal competence.**

Course Contents:

Module I: **Interpersonal Communication**

**Importance of Behavioural/ Interpersonal Communication  
Types – Self and Other Oriented  
Rapport Building – NLP, Communication Mode  
Steps to improve Interpersonal Communication**

Module II: Interpersonal Styles

**Transactional Analysis  
Life Position/Script Analysis  
Games Analysis  
Interact ional and Transactional Styles  
Bridging differences in Interpersonal Relationship through TA  
Communication Styles**

Module III: **Conflict Management and Negotiation**

**Meaning and Nature of conflicts  
Styles and techniques of conflict management  
Meaning of Negotiation  
Process and Strategies of Negotiation  
Interpersonal Communication: Conflict Management and Negotiation**

Module IV: **Interp ersonal Relationship Development**

**Importance of Interpersonal Relationships  
Interpersonal Relationship Skills  
Types of Interpersonal Relationships  
Relevance of Interpersonal Communication in Relationship Development**

Module V: Impression Management

**Meaning & Components of Impression Management  
Impression Management Techniques  
Impression Management Training-Self help and Formal approaches**

Module VI: End-of-Semester Appraisal

Viva based on personal journal  
Assessment of Behavioural change as a result of training  
Exit Level Rating by Self and Observer

Examination Scheme:

Components	SAP	A	Mid Term Test (CT)	VIVA	Journal for Success (JOS)
Weightage (%)	20	05	20	30	25

Text & References:

- **Vangelist L. Anita, Mark N. Knapp, Inter Personal Communication and Human Relationships: Third Edition, Allyn and Bacon**
- **Julia T. Wood. Interpersonal Communication everyday encounter**

- **Beebe, Beebe and Redmond; Interpersonal Communication, 1996; Allyn and Bacon Publishers.**
- **Rosenfeld, P., Giacalone, R.A. and Catherine, A.R. (2003). Impression Management: Building and Enhancing Reputations at Work. Thomson Learning, Singapore.**

# FRENCH - III

Course Code: BAE 344

Credit Units: 02

Course Objective:

To provide the students with the know-how

- To master the current social communication skills in oral and in written.
- To enrich the formulations, the linguistic tools and vary the sentence construction without repetition.

Course Contents:

Module B: pp. 76 – 88 Unité 6

Module C: pp. 89 to 103 Unité 7

Contenu lexical:

Unité 6: **se faire plaisir**

1. acheter : exprimer ses choix, décrire un objet (forme, dimension, poids et matières) payer
2. parler de la nourriture, deux façons d'exprimer la quantité, commander un repas au restaurant
3. parler des différentes occasions de faire la fête

Unité 7: **Cultiver ses relations**

1. maîtriser les actes de la communication sociale courante (Salutations, présentations, invitations, remerciements)
2. annoncer un événement, exprimer un souhait, remercier, s'excuser par écrit.
3. caractériser une personne (aspect physique et caractère)

Contenu grammatical:

1. accord des adjectifs qualificatifs
2. articles partitifs
3. Négations avec de, ne...rien/personne/plus
4. Questions avec combien, quel...
5. expressions de la quantité
6. ne...plus/toujours - encore
7. pronoms compléments directs et indirects
8. accord du participe passé (auxiliaire « avoir ») avec l'objet direct
9. Impératif avec un pronom complément direct ou indirect
10. construction avec « que » - Je crois que/ Je pense que/ Je sais que

Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

C – Project + Presentation

I – Interaction/Conversation Practice

Text & References:

- le livre à suivre : Campus: Tome 1

# GERMAN – III

Course Code: BAE 345

Credit Units: 02

## Course Objective:

To enable the students to converse, read and write in the language with the help of the basic rules of grammar, which will later help them to strengthen their language.

To give the students an insight into the culture, geography, political situation and economic opportunities available in Germany

## Course Contents:

Module I: Modal verbs

**Modal verbs with conjugations and usage**  
**Imparting the finer nuances of the language**

Module II: Information about Germany (ongoing)

**Information about Germany in the form of presentations or “Referat”– neighbors, states and capitals, important cities and towns and characteristic features of the same, and also a few other topics related to Germany.**

Module III: Dative case

**Dative case, comparison with accusative case**  
**Dative case with the relevant articles**  
**Introduction to 3 different kinds of sentences – nominative, accusative and dative**

Module IV: Dative personal pronouns

**Nominative, accusative and dative pronouns in comparison**

Module V: Dative prepositions

**Dative preposition with their usage both theoretical and figurative use**

Module VI: Dialogues

**In the Restaurant,**  
**At the Tourist Information Office,**  
**A telephone conversation**

Module VII: Directions

**Names of the directions**  
**Asking and telling the directions with the help of a roadmap**

Module VIII: Conjunctions

**To assimilate the knowledge of the conjunctions learnt indirectly so far**

## Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

**C – Project + Presentation**

**I – Interaction/Conversation Practice**

## Text & References:

- **Wolfgang Hieber, Lernziel Deutsch**
- **Hans-Heinrich Wangler, Sprachkurs Deutsch**
- **Schulz Griesbach, Deutsche Sprachlehre für Ausländer**
- **P.L Aneja, Deutsch Interessant- 1, 2 & 3**
- **Rosa-Maria Dallapiazza et al, Tangram Aktuell A1/1,2**
- **Braun, Nieder, Schmöe, Deutsch als Fremdsprache 1A, Grundkurs**

## SPANISH – III

Course Code: BAE 346

Credit Units: 02

Course Objective:

**To enable students acquire knowledge of the Set/definite expressions (idiomatic expressions) in Spanish language and to handle some Spanish situations with ease.**

Course Contents:

Module I

**Revision of earlier semester modules**

**Set expressions (idiomatic expressions) with the verb *Tener, Poner, Ir...***

**Weather**

Module II

**Introduction to *Gustar...* and all its forms. Revision of *Gustar* and usage of it**

Module III

**Translation of Spanish-English; English-Spanish. Practice sentences.**

**How to ask for directions (using *estar*)**

**Introduction to IR + A + INFINITIVE FORM OF A VERB**

Module IV

**Simple conversation with help of texts and vocabulary**

**En el restaurante**

**En el instituto**

**En el aeropuerto**

Module V

**Reflexives**

Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>15</b>	<b>5</b>

**C – Project + Presentation**

**I – Interaction/Conversation Practice**

Text & References:

- **Español, En Directo I A**
- **Español Sin Fronteras -Nivel Elemental**

# JAPANESE - III

Course Code: BAE 347

Credit Units: 02

Course Objective:

To enable the students to converse in the language with the help of basic verbs and to express themselves effectively and narrate their everyday short encounters. Students are also given projects on Japan and Japanese culture to widen their horizon further.

Note: The Japanese script is introduced in this semester.

## *Course Contents:*

### *Module I: Verbs*

*Different forms of verbs: present continuous verbs etc*

### *Module II*

*More Adverbs and adverbial expressions*

### *Module III: Counters*

*Learning to count different shaped objects,*

### *Module IV: Tenses*

*Past tense, Past continuous tense.*

### *Module V: Comparison*

*Comparative and Superlative degree*

### *Module VI: Wishes and desires*

*Expressing desire to buy, hold, possess. Usage in negative sentences as well.*

**Comparative degree, Superlative degree.**

### *Module VII: Appointment*

**Over phone, formal and informal etc.**

## **Learning Outcome**

- Students can speak the language and can describe themselves and situations effectively
- They also gain great knowledge in terms of Japanese lifestyle and culture, which help them at the time of placements.

Methods of Private study /Self help

- Handouts, audio-aids, and self-do assignments.
- Use of library, visiting and watching movies in Japan and culture center every Friday at 6pm.

Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

**C – Project + Presentation**

**I – Interaction/Conversation Practice**

Text & References:

*Text:*

- Teach yourself Japanese

*References:*

- Shin Nihongo no kiso 1



# CHINESE – III

Course Code: BAE 348

Credit Units: 02

## Course Objective:

Foreign words are usually imported by translating the concept into Chinese, the emphasis is on the meaning rather than the sound. But the system runs into a problem because the underlying name of personal name is often obscure so they are almost always transcribed according to their pronunciation alone. The course aims at familiarizing the student with the basic aspects of speaking ability of Mandarin, the language of Mainland China. The course aims at training students in practical skills and nurturing them to interact with a Chinese person.

## Course Contents:

### Module I

#### Drills

#### Dialogue practice

Observe picture and answer the question.

Introduction of written characters.

Practice reading aloud

Practice using the language both by speaking and by taking notes.

Character writing and stroke order

### Module II

#### Measure words

Position words e.g. inside, outside, middle, in front, behind, top, bottom, side, left, right, straight.

Directional words – beibian, xibian, nanbian, dongbian, zhongjian.

Our school and its different building locations.

What game do you like?

Difference between “hii” and “neng”, “keyi”.

### Module III

Changing affirmative sentences to negative ones and vice versa

Human body parts.

Not feeling well words e.g. ; fever, cold, stomach ache, head ache.

Use of the modal particle “le”

Making a telephone call

Use of “jiu” and “ca” (Grammar portion)

Automobiles e.g. Bus, train, boat, car, bike etc.

Traveling, by train, by airplane, by bus, on the bike, by boat.. etc.

### Module IV

The ordinal number “di”

“Mei” the demonstrative pronoun e.g. mei tian, mei nian etc.

use of to enter to exit

Structural particle “de” (Compliment of degree).

Going to the Park.

Description about class schedule during a week in school.

Grammar use of “li” and “cong”.

Comprehension reading followed by questions.

### Module V

Persuasion-Please don't smoke.

Please speak slowly

Praise – This pictorial is very beautiful

Opposites e.g. Clean-Dirty, Little-More, Old-New, Young-Old, Easy-Difficult, Boy-Girl, Black-White, Big-Small, Slow-Fast ... etc.

Talking about studies and classmates

Use of “it doesn't matter”

Enquiring about a student, description about study method.

Grammar: Negation of a sentence with a verbal predicate.

Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>15</b>	<b>5</b>

**C – Project + Presentation**

**I – Interaction/Conversation Practice**

Text & References:

- “Elementary Chinese Reader Part I, Part-2” Lesson 21-30

# INTERNATIONAL ECONOMICS

Course Code: BAE 401

Credit Units: 04

Course Objective:

This course focuses on the basic issues, concepts and theories related to the international economics. It includes different trade policy & welfare, international trading system, WTO, Balance of Payments Fixed and Flexible exchange rate systems, IMF & others.

Course Contents:

Module I

**The subject matter of international economics**

**Comparative advantage: Ricardian, specific-factors, and Heckscher-Ohlin models.**

Terms of trade, immiserising growth, and the transfer problem.

New trade theories: economies of scale and imperfect competition

International factor movements: labour migration and foreign investment.

Trade policy and welfare, with special reference to developing countries.

**The international trading system: WTO and preferential trading agreements.**

Module II

**Review of national income and balance of payments accounting.**

The foreign exchange market and exchange rate determination.

Open economy macro-economics: Determination of output, interest rates and exchange rates in the long and short runs.

Macro-economic policy in an open economy and international policy coordination: fixed and flexible exchange rates.

International monetary institutions and issues: IMF, currency crises, stabilization and other contemporary issues.

## Examination Scheme:

Components	P0 (Attendance )	P1	C1	CT	EE1
Weightage (%)	5	5	5	15	70

Text & References:

*Text:*

- Paul Krugman and Maurice Obstfeld, *International Economics: Theory and policy*, latest edition, Pearson Education low-price edition, distributed in India by Addison-Wesley Longman.
- Amitav K. Dutt (1995), "The Open Economy" in Prabhat Patnaik (ed.), *Macro-economics*, OUP, Delhi.

*References:*

- W.M. Corden (1974), *Trade Policy and Welfare*, Clarendon Oxford, Chapters 1, 2 and 9.
- T.N. Srinivasan (1998), *Developing Countries and the Multilateral Trading System*, OUP, Delhi, Chapters 5-8.

# BUSINESS INFORMATION AND DATA BASE SYSTEM

Course Code: BAE 402

Credit Units: 04

Course Objective:

**This subject aims at providing the basic knowledge on Business information and Data Base System. To enable students to gain knowledge on effectiveness and efficiency of information systems in business functions. To develop skills on internet, communication channels and communication network.**

Course Contents:

Module I

**Business Information Systems- Meaning and Evolution- Types- System Concepts- Components- Information System Activities.**

Module II

**Strategies, Uses of Information Systems - Strategy and Strategic Moves- Achieving Competitive Advantage.**

Module III

**Information System in Business Function- Effectiveness and Efficiency- Manufacturing and Inventory Control- Enterprise and Resource Planning.**

Module IV

**Database Management- Foundation Data Concepts- Database Management Approach- Types of Database.**

Module V

**Data Warehouses - Data Mining - Databases on the Web knowledge Management- Internet communication channels and communication networks.**

## Examination Scheme:

Components	P0 (Attendance )	P1	C1	CT	EE1
Weightage (%)	5	5	5	15	70

Text & References:

*Text:*

- **Brien James A. - Management Information System.**
- **Economics of Operational Analyses- Willam J. Bamoul**

*References:*

- **Sen- Management Information System.**
- **Lucas- Management Information System.**



# PRINCIPLES OF MANAGEMENT

Course Code: BAE 403

Credit Units: 04

Course Objective:

To provide a basis of understanding to the students with reference to working of business organization through the process of management. On completion of the syllabi the student will understand the basic principles of management - will acquaint himself with management process, functions and principles.

Course Contents:

Module I: Nature of Management

**Meaning, Definition, it's nature purpose, importance & functions, Management as Art, Science & Profession- Management as Social System Concepts of management-Administration-Organization**

Module II: **Evolution of Management Thought**

**Contribution of F.W. Taylor, Henri Fayol, Iton Mayo, Chester Barhard & Peter Drucker to the management thought. Various approaches to management (i.e. Schools of management thought) Indian Management Thought**

Module III: **Functions of Management**

**Planning - Meaning - Need & Importance, types levels – advantages & limitations. Forecasting - Need & Techniques Decision making - Types - Process of rational decision making & techniques of decision making, Organizing - Elements of organizing & processes: Types of organizations, Delegation of authority - Need, difficulties in delegation – Decentralization, Staffing - Meaning & Importance, Direction - Nature – Principles Communication - Types & Importance, Motivation - Importance – theories, Leadership - Meaning - styles, qualities & functions of leaders, Controlling - Need, Nature, importance, Process & Techniques, Coordination - Need – Importance**

Module IV: **Recent Trends in Management**

**Social Responsibility of Management – environment friendly management, Management of Change, Management of Crisis, Total Quality Management, Stress Management, International Management**

## Examination Scheme:

Components	P0 (Attendance )	P1	C1	CT	EE1
Weightage (%)	5	5	5	15	70

Text & References:

*Text:*

- Principles of Management, by Tripathi, Reddy Tata McGraw Hill
- Principles & practice of management - Dr. L.M. Parasad, Sultan Chand & Sons - New Delhi

*References:*

- Business Organization & Management - Dr. Y.K. Bhushan
- Management: Concept and Strategies by J. S. Chandan, Vikas Publishing

# COMPARATIVE ECONOMIC DEVELOPMENT (1850-1950)

Course Code: BAE 404

Credit Units: 04

Course Objective:

The objective of this course is to make a comparative study of the economic development among the developed countries- Britain, German, USA, Japan & USSR. The student will also get to know about the role of the state in economic development.

Course Contents:

Module I: **Perspectives on Comparative Economic Development**

(a) Features of and trends in Modern Economic Growth -- a brief discussion of Kuznets' findings (b) Gerschenkron's hypothesis of Economic Development in Historical Perspective.

Module II

**An overview of economic development of the countries selected for case studies -- Britain, Germany, U.S.A., Japan and USSR.**

Module III

**Changes in the structure of agriculture and economic development -- Britain, Japan and U.S.S.R. Role and pattern of industrialisation in Britain, Japan and U.S.S.R.**

Module IV

**Labour markets and labour processes - Britain and Japan**

Financial institutions and economic development in Germany, U.S.A and Japan

Module V

Foreign trade and economic development -- Britain, Japan and USA.

Role of the State in economic development (regulatory and developmental role) -- Japan, USA and USSR.

## Examination Scheme:

Components	P0 (Attendance )	P1	C1	CT	EE1
Weightage (%)	5	5	5	15	70

Text & References:

*Text:*

- Richard A. Easterlin, Davis and Parker (1972) *American Economic Growth: An economist's History of the United States*. Harper & Row Chs. 1, 9, 14 and 17.
- Maurice Dobb (1977), *Soviet Economic Development since 1917* ed.6, Routledge & Kegan Paul, Chs. 9, 10
- Paul R Gregory and Robert C. Stuart (1986), *Soviet Economic Structure and Performance*, Harper & Row (3rd ed) Chs. 1, 4, 5 & 7.
- E.J. Hobsbawm (1968), *Industry and Empire: An Economic History of Britain since 1750*. Weidenfeld & Nicholson, Chs.1, 2, 3, 5, 6.
- Richard Tilly, "German Banking" in *Journal of European Economic History*, 1986, Vol. 15. No.1.

*References:*

- W.W. Lockwood (1966), *Economic Development of Japan*, Expanded edition, Princeton University Press, Chs.6,7 & 10
- Peter Mathias (1983), *The First Industrial Nation, An Economic History of Britain, 1700- 1914*. 2nd edn, Methuen Chs.1, 3, 8 and 15.
- Roderick Floud and D. McCloskey (ed) (1981), *Economic History of Britain Since 1700*, Cambridge University Press, (2nd ed) Ch. 12.
- T. Nakamura (1983) *Economic Growth in Pre-War Japan*, Tr. by Robert A Feldman, Yale University Press, Chs. 1, 2, 3, 5 and 6.
- Alec Nove (1969) *An Economic History of USSR*, Penguin, 1969, Chs.5,6,7,8

# RESEARCH METHODOLOGY

Course Code: BAE 405

Credit Units: 04

Course Objective:

The need of this subject is for those concerned with research to pay due attention to the designing and adhering to the appropriate methodology for improving the quality of research.

Course Contents:

Module I

**Research methods versus methodology;** Criteria for good research problem encountered by researchers in India.

Module II

**Planning a research prospect, problem identification & formulation,** Research Design: Exploratory, Descriptive & Experimental Research.

Module III

**Data Collection Methods, Primary & Secondary data,** Observation method, Interview method, Questionnaire method, Steps in constructing a Questionnaire, types of questions, Altitude measurement & scaling techniques, Ordinal, nominal, ratio, interval, scales: Likert Scale, Sampling decisions; sample selection methods- productivity & non-probability sample size.

Module IV

**Data Collection & field force, Field work procedure, common sources of error in the field work, tabulation of collected data.**

Module V

**Test of significance & report writing**

z, t, f, x<sup>2</sup>, correlation & regression techniques, Pre-writing considerations & presentation of research report.

## Examination Scheme:

Components	P0 (Attendance)	P1	C1	CT	EE1
Weightage (%)	5	5	5	15	70

Text & References:

*Text:*

- Marketing Research- An applied orientation-By Naresh K. Malhotra
- Kothari, C.R., Research Methodology, Wiley Eastern Ltd, New Delhi

*References:*

- Amarchand, D. Research Methods in Commerce, Emerald Publishers, Chennai.
- Marketing Research (Text & Cases) nu Rajendra Nargundkar, Tata McGrwa Hill





## COMMUNICATION SKILLS – II

Course Code: BAE 441

Credit Units: 01

Course Objective:

To teach the participants strategies for improving academic reading and writing. Emphasis is placed on increasing fluency, deepening vocabulary, and refining academic language proficiency.

Course Contents:

Module I: Social Communication Skills

Small Talk

Conversational English

Appropriateness

Building rapport

Module II: Context Based Speaking

In general situations

In specific professional situations

Discussion and associated vocabulary

Simulations/Role Play

Module III: Professional Skills

Presentations

Negotiations

Meetings

Telephony Skills

Examination Scheme:

Components	CT1	CT2	CAF	V	GD	GP	A
Weightage (%)	20	20	25	10	10	10	5

CAF – Communication Assessment File

GD – Group Discussion

GP – Group Presentation

Text & References:

- Essential Telephoning in English, Garside/Garside, Cambridge
- Working in English, Jones, Cambridge
- Business Communication, Raman – Prakash, Oxford
- Speaking Personally, Porter-Ladousse, Cambridge
- Speaking Effectively, Jermy Comfort, et.al, Cambridge
- Business Communication, Raman –Prakash, Oxford

# BEHAVIOURAL SCIENCE - IV (GROUP DYNAMICS AND TEAM BUILDING)

Course Code: BAE 443  
01

Credit Units:

## Course Objective:

To inculcate an elementary level of understanding of group/team functions  
To develop team-spirit and to know the importance of working in teams

## Course Contents:

### Module I: Group formation

**Definition and Characteristics**  
**Importance of groups**  
**Classification of groups**  
**Stages of group formation**  
**Benefits of group formation**

### Module II: Group Functions

**External Conditions affecting group functioning: Authority, Structure, Org. Resources, Organizational policies etc.**  
**Internal conditions affecting group functioning: Roles, Norms, Conformity, Status, Cohesiveness, Size, Inter group conflict.**  
**Group Cohesiveness and Group Conflict**  
**Adjustment in Groups**

### Module III: Teams

**Meaning and nature of teams**  
**External and Internal factors effecting team**  
**Building Effective Teams**  
**Consensus Building**  
**Collaboration**

### Module IV: Leadership

**Meaning, Nature and Functions**  
**Self leadership**  
**Leadership styles in organization**  
**Leadership in Teams**

### Module V: Power to empower: Individual and Teams

**Meaning and Nature**  
**Types of power**  
**Relevance in organization and Society**

### Module VI: End-of-Semester Appraisal

Viva based on personal journal  
Assessment of Behavioural change as a result of training  
**Exit Level Rating by Self and Observer**

## Examination Scheme:

Components	SAP	A	Mid Term Test (CT)	VIVA	Journal for Success (JOS)
Weightage (%)	20	05	20	30	25

## Text & References:

- **Organizational Behaviour, Davis, K.**
- **Hoover, Judhith D. Effective Small Group and Team Communication, 2002, Harcourt College Publishers**

- **Dick, Mc Cann & Margerison, Charles: Team Management, 1992 Edition, viva books**
- **LaFasto and Larson: When Teams Work Best, 2001, Response Books (Sage), New Delhi**
- **Smither Robert D.; The Psychology of Work and Human Performance, 1994, Harper Collins College Publishers**

## FRENCH – IV

Course Code: BAE 444

Credit Units: 02

Course Objective:

To enable students:

- To develop strategies of comprehension of texts of different origin
- To present facts, projects, plans with precision

Course Contents:

Module C: pp. 104 – 139: Unités 8, 9

Contenu lexical: Unité 8: Découvrir le passé

1. parler du passé, des habitudes et des changements.
2. parler de la famille, raconter une suite d'événements/préciser leur date et leur durée.
3. connaître quelques moments de l'histoire

Unité 9: Entreprendre

1. faire un projet de la réalisation: (exprimer un besoin, préciser les étapes d'une réalisation)
2. parler d'une entreprise
3. parler du futur

Contenu grammatical:

1. Imparfait
2. Pronom « en »
3. Futur
4. Discours rapporté au présent
5. Passé récent
6. Présent progressif

Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

C – Project + Presentation

I – Interaction/Conversation Practice

Text & References:

- le livre à suivre : Campus: Tome 1

## GERMAN - IV

Course Code: BAE 445  
Units: 02

Credit

Course Objective:

**To enable the students to converse, read and write in the language with the help of the basic rules of grammar, which will later help them to strengthen their language.**

**To give the students an insight into the culture, geography, political situation and economic opportunities available in Germany.**

**Introduction to Advanced Grammar Language and Professional Jargon**

Course Contents:

Module I: Present perfect tense

**Present perfect tense, usage and applicability**

**Usage of this tense to indicate near past**

**Universal applicability of this tense in German**

Module II: Letter writing

**To acquaint the students with the form of writing informal letters.**

Module III: Interchanging prepositions

**Usage of prepositions with both accusative and dative cases**

**Usage of verbs fixed with prepositions**

**Emphasizing on the action and position factor**

Module IV: Past tense

**Introduction to simple past tense**

**Learning the verb forms in past tense**

**Making a list of all verbs in the past tense and the participle forms**

Module V: Reading a Fairy Tale

**Comprehension and narration**

- **Rotkäppchen**
- **Froschprinzessin**
- **Die Fremdsprache**

Module VI: Genitive case

**Genitive case – Explain the concept of possession in genitive**

**Mentioning the structure of weak nouns**

Module VII: Genitive prepositions

**Discuss the genitive prepositions and their usage: (während, wegen, statt, trotz)**

Module VIII: Picture Description

**Firstly recognize the persons or things in the picture and identify the situation depicted in the picture;**

**Secondly answer questions of general meaning in context to the picture and also talk about the personal experiences which come to your mind upon seeing the picture.**

Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

**C – Project + Presentation**

**I – Interaction/Conversation Practice**

Text & References:

- **Wolfgang Hieber, Lernziel Deutsch**
- **Hans-Heinrich Wangler, Sprachkurs Deutsch**

- **Schulz Griesbach, Deutsche Sprachlehre für Ausländer**
- **P.L Aneja, Deutsch Interessant - 1, 2 & 3**
- **Rosa-Maria Dallapiazza et al, Tangram Aktuell A1/1,2**
- **Braun, Nieder, Schmoe, Deutsch als Fremdsprache 1A, Grundkurs**

## SPANISH – IV

Course Code: BAE 446

Credit Units: 02

Course Objective:

**To enable students acquire working knowledge of the language; to give them vocabulary, grammar, voice modulations/intonations to handle everyday Spanish situations with ease.**

Course Contents:

Module I

**Revision of earlier semester modules**

**Introduction to Present Continuous Tense (Gerunds)**

Module II

**Translation with Present Continuous Tense**

**Introduction to Gustar, Parecer, Apetecer, doler**

Module III

**Imperatives (positive and negative commands of regular verbs)**

Module IV

**Commercial/ business vocabulary**

Module V

**Simple conversation with help of texts and vocabulary**

**En la recepcion del hotel**

**En el restaurante**

**En la agencia de viajes**

**En la tienda/supermercado**

Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>15</b>	<b>5</b>

**C – Project + Presentation**

**I – Interaction/Conversation Practice**

Text & References:

- **Español Sin Fronteras (Nivel – Elemental)**



# JAPANESE – IV

Course Code: BAE 447

Credit Units: 02

Course Objective:

**To enable the students to comfortably interact using basic Japanese.**

Note: Teaching is done in roman as well as Japanese script, students will be taught katankana (another form of script) in this semester i.e. to be able to write all the foreign words in Japanese.

Course Contents:

## Module I

Comparison using adjectives, making requests

## Module II

Seeking permission

## Module III

Practice of conversations on:

Visiting people, Party, Meetings, after work, at a ticket vending machine etc

Module IV

Essays, writing formal letters

Learning Outcome

➤ Students can speak the language describing above-mentioned topics.

Methods of Private study /Self help

➤ Handouts, audio-aids, and self-do assignments, role-plays.

➤ Students are also encouraged to attend Japanese film festival and other such fairs and workshops organized in the capital from time to time.

Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

**C – Project + Presentation**

**I – Interaction/Conversation Practice**

Text & References:

*Text:*

- **Teach yourself Japanese**

*References:*

- **Shin Nihongo no kiso 1**

## CHINESE – IV

Course Code: BAE 448

Credit Units: 02

### Course Objective:

**How many characters are there?** The early Qing dynasty dictionary included nearly 50,000 characters the vast majority of which were rare accumulated characters over the centuries. An educate person in China can probably recognize around 6000 characters. The course aims at familiarizing the student with the basic aspects of speaking ability of Mandarin, the language of Mainland China. The course aims at training students in practical skills and nurturing them to interact with a Chinese person.

### Course Contents:

#### Module I

##### Dialogue Practice

Observe picture and answer the question

Pronunciation and intonation

Character writing and stroke order.

Electronic items

#### Module II

Traveling – The Scenery is very beautiful

Weather and climate

Grammar question with – “bu shi .... Ma?”

The construction “yao ... le” (Used to indicate that an action is going to take place)

Time words “yiqian”, “yiwai” (Before and after).

The adverb “geng”.

#### Module III

Going to a friend house for a visit meeting his family and talking about their customs.

Fallen sick and going to the Doctor, the doctor examines, takes temperature and writes prescription.

Aspect particle “guo” shows that an action has happened some time in the past.

Progressive aspect of an actin “zhengzai” Also the use if “zhe” with it.

To welcome someone and to see off someone .... I cant go the airport to see you off... etc.

#### Module IV

Shipment. Is this the place to checking luggage?

Basic dialogue on – Where do u work?

Basic dialogue on – This is my address

Basic dialogue on – I understand Chinese

Basic dialogue on – What job do u do?

Basic dialogue on – What time is it now?

#### Module V

Basic dialogue on – What day (date) is it today?

Basic dialogue on – What is the weather like here.

Basic dialogue on – Do u like Chinese food?

Basic dialogue on – I am planning to go to China.

### Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

C – Project + Presentation

I – Interaction/Conversation Practice

### Text & References:

- “Elementary Chinese Reader, Part-2” Lesson 31-38

# MACRO ECONOMICS - II

Course Code: BAE 501

Credit Units: 04

Course Objective:

The course mainly aims to lead the students to a higher level of macro economics. It will deal with, New Keynesian models:- Keynesian & classical unemployment & structuralist macroeconomics.

Course Contents:

Module I: **The Economy in the Long Run**

The classical analysis of the real sector, determination of employment, income and interest rate  
Golden rule of accumulation, impact of changes in saving propensity, population growth and technological progress.

Module II: **Recent developments in macroeconomics**

*Rational Expectations, real business cycle*

Lucas critique; policy ineffectiveness; time inconsistency; Dornbusch's overshooting model

Module III: **New Keynesian Models**

(a) Real and nominal price rigidity: menu costs; co-ordination failures; imperfect competition

(b) Real and nominal wage rigidity: insider-outsider models; efficiency wages; implicit contracts.

Module IV: Non Walrasian Economics

Dual decision hypothesis; Keynesian and Classical unemployment

Module V: **Structuralist Macroeconomics**

Closed and open economy structuralist models.

Module VII: **Exploring the Macroeconomics of an Open Economy**

Balance of Payments--The current and capital account; Determining equilibrium output in an open economy; Open economy with flexible exchange rates--Markets for foreign exchange, Factors affecting exchange rates, effects of exchange rates on the economy.

## Examination Scheme:

Components	P0 (Attendance )	P1	C1	CT	EE1
Weightage (%)	5	5	5	15	70

Text & References:

*Text:*

- M. Hoy, J. Livernois, C. McKenna, R. Rees, T. Stengos (1996), *Mathematics for Economics*, Addison-Wesley.
- A.C. Chiang (1992), *Elements of Dynamic Optimization*, McGraw Hill.
- C. Jones (1998), *Introduction to Economic Growth*, Norton.

*References:*

- O. Blanchard and S. Fischer (1989), *Lectures on Macroeconomics*, MIT.
- W. Scarth (1996), *Macroeconomics*, Dryden.
- S. Sheffrin (1996), *Rational Expectations*, Cambridge University Press.
- R. Dornbusch (1980), *Open Economy Macroeconomics*, Basic Books.
- N. Mankiw and D. Romer (1991), ed., *New Keynesian Economics*, MIT, 2 volumes. Selected Readings.

# OPERATIONS RESEARCH

Course Code: BAE 502

Credit Units: 04

Course Objective:

**Operations Research provides managers with qualitative basis for decision making or enhances a managers' ability to make long range plans and to solve the everyday problems of running a concern. Linear programming is used to find a solution for optimizing a given objective, similarly Network analyses help the manager to plan, schedule monitor & control large projects. Queuing theory deals with the situation in which queue is formed.**

Course Contents:

Module I: **Basics of Operations Research**

**Definition of Operations Research, Characteristics of operations research, necessity of operations research in industry, Scope of operations research, operations research & decision making**

Module II: **Linear Programming**

**Requirement for a Linear Programming Problem, Graphical solution of two variable, Linear Programming Problems some exceptional cases, Simplex Method, Duality, Dual Simplex, Limitations of Linear programming Problem.**

Module III: **Transportation Model**

**Definition of Transportation Model, Mathematical Formulation of the problem, Methods for Initial basic feasible solution, North-west Corner method, Matrix Minima, Vogel's Approximation (VAM), Optimality test.**

Module IV: **Assignment Models**

**Definitions, Formulation & Solution of Assignment Models.**

Module V: **PERT & CPM**

**Introduction, Forward pass, backward pass computations, How CPM differs from PERT ? Critical Path- determination**

Module VI: Queuing Models

**Introduction & application of Queuing Models, MM-I Models- Single- Channel Queuing theory.**

## Examination Scheme:

Components	P0 (Attendance )	P1	C1	CT	EE1
Weightage (%)	5	5	5	15	70

Text & References:

*Text:*

- **Operations Research: Theory & Applications 3rd E, Sharma J K., Macmillan India Limited**

*References:*

- **Methods of Operations Research, by Morse Philip Mccord, Dover Publication**

# MONEY AND FINANCIAL MARKETS

Course Code: BAE 503

Credit Units: 04

## Course Objective:

The main objective of the course is to impart knowledge about money & financial markets, financial instruments & money; Demand for & Supply of money, financial deepening etc.

## Course Contents:

### Module I: Money in the Financial System

Money and its functions; financial markets, financial instruments and money; Demand for money -- various approaches, Money and Capital market, Financial deepening.

### Module II: Money Supply Analysis

Theory of money supply; money multiplier analysis; monetary aggregates; monetary aggregates in India; financial innovations

Central Bank's Functions, Reserve/High Powered Money.

Monetary Survey and Central Bank's Balance sheet.

### Module III: Analysis of Interest Rates

Interest rates in closed and open economies; Theories of term structure

### Module IV: Financial Markets

Banking system, bond market, foreign exchange market, equity market, Introduction to the concept of Derivatives Futures, Options, Call/Put.

### Module V: Monetary Policy

Goals, targets, indicators and the transmission mechanism; instruments of monetary policy

### Module VI: Monetary Management in an Open Economy

International capital markets, portfolio diversification; the international monetary system; monetary policy in India's open economy; financial sector reforms in India. The Narasimham Committee Report.

## Examination Scheme:

Components	P0 (Attendance )	P1	C1	CT	EE1
Weightage (%)	5	5	5	15	70

## Text & References:

### Text:

- M.R. Baye, D.W. Jansen (1996), *Money Banking and Financial Markets*, AITBS, (Indian Edition)W.S. Baumol, 'Economic Theory and Operational Analysis', Prentice hall
- L.M. Bhole (1999), *Financial Institutions and Markets*, Tata Mcgraw Hill

### References:

- M.K. Lewis (2000), *Monetary Economics*, OUP
- Maurice Levi (1999), *International Finance*, Tata McGraw Hill
- R.B.I. *Bulletin, Annual Report; Report on Currency and Finance*
- R.B.I. - Report of the Committee on the Financial System (Narasimham Committee Report I)

# BUSINESS ENVIRONMENT

Course Code: BAE 504

Credit Units: 04

Course Objective:

To develop your capacity to think strategically about a company, its business position, how it can develop a sustainable competitive advantage and how its strategy can be implemented and executed successfully. To build your skills in conducting strategic analysis in a variety of industries and competitive situations and, especially, to provide you with a stronger understanding of the competitive challenges of a global market environment. To integrate the knowledge gained in earlier courses in order to achieve sound strategic options, evaluate action alternatives, assess its business risk and create action oriented plans.

Course Contents:

Module I: Historical and Social Roots of Indian Business Environment

**Evolution of market economy in India - Comparison between Planned economy and market economy--- Socialist system and market economy.**

Module II: Evolution of Politico-Economic Ideology in the Post-Independence period

**Determinants of economic growth: Role of Institutions and geography-India's development strategy and economic performance-Corporate social responsibility**

Module III: **Economic and social transformation in the planning period and implications for business**

**Industrial climate - perspective - Industrial Policy**

Module IV: International Business Environment

**Theories of Comparative Advantage - Foreign Exchange: The International Payments Process - Globalization in China and India - A comparison - International Business - Trading and regulatory environment - Country risk analysis**

Module V: **Change in the Indian Business Environment: Economic Reform in India**

**Forces of globalization: effects on India**

Module VI: Implication of Globalization for Indian Business

**Agreement establishing the WTO --- India's patent policy and TRIPs**

## Examination Scheme:

Components	P0 (Attendance )	P1	C1	CT	EE1
Weightage (%)	5	5	5	15	70

Text & References:

- **Sundaram, A.K. and J.S. Black, The International Business Environment (IBE), Prentice Hall, New Delhi**

# STRATEGIC MANAGEMENT

Course Code: BAE 505

Credit Units: 04

Course Objective:

The objective of this course is to develop an understanding of:

- The integrative role of all areas of management in business.
- The prescriptive and descriptive ideas of theorist's practitioners and researchers in the field.
- The principles of management and their relevance in business.
- The methods and techniques of strategic choice and strategic implementation over different industries
- Measurement of performance in various business and effect of strategies
- Difference between traditional and contemporary business management

## Course Contents:

Module I: Introduction

Concept of Planning, Evolution of Strategic Management, Corporate Strategy, Patterns of Strategy Development, Levels of Strategy, Competitive scope and value chain

## Module II: Strategic Analysis

Mission, Vision and Business Definition, Environmental Threat and Opportunity Profile (ETOP), Industry Analysis, Strategic Advantage Profile (SAP), Competitor analysis, market analysis, environmental analysis and dealing with uncertainty, scenario analysis and SWOT Analysis.

Module III: Strategic Choice

Traditional Approach - Strategic Alternatives, Various models like BCG, GE Nine Cell Matrix, Hofer's Model, Strickland's Grand Strategy Selection Matrix, Basis of Choice; Michael Porter's Approach - Generic competitive strategies, Cost advantage, differentiation, technology and competitive advantage, substitution, competitor, complementary products and competitive advantage, strategic vision vs. strategic opportunism, Coevolving and patching.

Module IV: Offensive and Defensive Competitive Strategies

Industry scenarios, advantages and disadvantages of defensive strategies, advantages and disadvantages of offensive strategies.

## Module V: Strategic Implementation

Operationalizing Strategy, Institutionalizing Strategy, Strategic Control, Balanced Scorecard – Concepts and applications in strategy implementation.

## Examination Scheme:

Components	P0 (Attendance )	P1	C1	CT	EE1
Weightage (%)	5	5	5	15	70

Text & References:

Text:

- Azhar Kazmi, Business Policy and Strategic Management, 2<sup>nd</sup> Edition, Tata McGraw Hill.
- Kaplan Robert & Norton David P., 2001, Strategic Focused Organization, 1<sup>st</sup> Ed., Harvard Business School Press.

### References:

- Pearce John A & Robinson R B, 1977, **Strategic Management: Strategy Formulation and Implementation**, 3<sup>rd</sup> Ed., A.I.T.B.S. Publishers & Distributors.
- Aaker David, **Strategic Market Management**, 8<sup>th</sup> Ed., John Wiley and Sons
- **Regular reading of all latest Business Journals: HBR, Strategist, Business World, Business India, Business Today.**
- Porter Michael, **Competitive Advantage: Creating and sustaining superior performance**, Free press.
- Thomson & Strickland, **Business Policy and Strategic Management**, 14<sup>th</sup> Ed., Tata Mc Graw Hill

## SUMMER TRAINING

Course Code: BAE 550

Credit Units: 09

### GUIDELINES FOR INTERNSHIP FILE AND INTERNSHIP REPORT

(These guidelines will be useful for undertaking an internship programme during the summer or at any other time wherein the student/ researcher works full time with a company/organisation)

**There are certain phases of every Intern's professional development that cannot be effectively taught in the academic environment. These facets can only be learned through direct, on-the-job experience working with successful professionals and experts in the field. The internship programme can best be described as an attempt to institutionalize efforts to bridge the gap between the professional world and the academic institutions. Entire effort in internship is in terms of extending the program of education and evaluation beyond the classroom of a university or institution. The educational process in the internship course seeks out and focuses attention on many latent attributes, which do not surface in the normal class room situations. These attributes are intellectual ability, professional judgment and decision making ability, inter-disciplinary approach, skills for data handling, ability in written and oral presentation, sense of responsibility etc.**

**In order to achieve these objectives, each student will maintain and submit a file (Internship File) and a report (Internship Report).**

#### INTERNSHIP FILE

**The Internship File aims to encourage students to keep a personal record of their learning and achievements throughout the Programme. It can be used as the basis for lifelong learning and for job applications. Items can be drawn from activities completed in the course modules and from the workplace to demonstrate learning and personal development.**

**The File will assess the student's analytical skills and ability to present supportive evidence, whilst demonstrating understanding of their organization, its needs and his/her own personal contribution to the organization.**

**The File is essentially a comprehensive documentation of how one proceeds while working on the assignment and should be regularly checked by the faculty guide/ supervisor, issues discussed with the students, doubts if any clarified and signed as having done so. This will form the basis of continuous evaluation of the project.**

**The File will include *five sections* in the order described below.**

1. **The Title Page – An Internship Experience Report For (Your Name), name of internship organization, name of the Supervisor/Guide and his/her designation, date started and completed, and number of credits for which the report is submitted.**
2. **Table of Content – An outline of the contents of the file by topics and subtopics with the page number and location of each section.**
3. **Introduction – Short, but should include how and why you obtained the internship experience position and the relationship it has to your academic/professional and career goals.**
4. **Main Body – Should include a brief summary/ executive summary of the Internship Project Report that the student has worked on, an analysis of the company/organization in which the student is working, a personal review of the student's management skills and how they have been developed through the programme, the daily tasks performed, major projects contributed to, dates and hours spent on a task, observations and feelings, meetings attended and their purposes,**



- listing of tools and materials and their suppliers, and photographs if possible of projects, buildings and co-workers.
5. Appendices – Include pamphlets, forms, charts, brochures, technical and descriptive literature, graphs and other information related to your Internship experience.

#### INTERNSHIP REPORT

The Internship Report is the research report that the student has to prepare on the project assigned by the organization. (In case a student is not assigned a specific research project in the organization, he has to select any one aspect of the organization and prepare a research report on it). The lay out of the report should be as per the standard layout prescribed by the organization wherein the student undertakes the Internship. In case, there is no layout prescribed by the organization the following components should be included in the report:

- Title or Cover Page.  
The title page should contain Project Title; Student's Name; Programme; Year and Semester and Name of the Faculty Guide.
- Acknowledgements  
Acknowledgment to any advisory or financial assistance received in the course of work may be given. It is incomplete without student's signature.
- Abstract  
A good "Abstract" should be straight to the point; not too descriptive but fully informative. First paragraph should state what was accomplished with regard to the objectives. The abstract does not have to be an entire summary of the project, but rather a concise summary of the scope and results of the project. It should not exceed more than 1000 words.
- Table of Contents  
Titles and subtitles are to correspond exactly with those in the text.
- Introduction  
Here a brief introduction to the problem that is central to the project and an outline of the structure of the rest of the report should be provided. The introduction should aim to catch the imagination of the reader, so excessive details should be avoided.
- Materials and Methods  
This section should aim at experimental designs, materials used (wherever applicable). Methodology should be mentioned in details including modifications undertaken, if any. It includes organization site(s), sample, instruments used with its validation, procedures followed and precautions.
- Results and Discussion  
Present results, discuss and compare these with those from other workers, etc. In writing this section, emphasis should be laid on what has been performed and achieved in the course of the work, rather than discuss in detail what is readily available in text books. Avoid abrupt changes in contents from section to section and maintain a lucid flow throughout the thesis. An opening and closing paragraph in every chapter could be included to aid in smooth flow.

Note that in writing the various sections, all figures and tables should as far as possible be next to the associated text, in the same orientation as the main text, numbered, and given appropriate titles or captions. All major equations should also be numbered and unless it is really necessary, do not write in "point" form.

While presenting the results, write at length about the the various statistical tools used in the data interpretation. The result interpretation should be simple but full of data and statistical analysis. This data interpretation should be in congruence with the written objectives and the inferences should be drawn on data and not on impression. Avoid writing straight forward conclusion rather, it should lead to generalization of data on the chosen sample.

Results and its discussion should be supporting/contradicting with the previous research work in the given area. Usually one should not use more than two researches in either case of supporting or contradicting the present case of research.

- Conclusion(s) & Recommendations  
A conclusion should be the final section in which the outcome of the work is mentioned briefly. Check that your work answers the following questions:
  - Did the research project meet its aims (check back to introduction for stated aims)?
  - What are the main findings of the research?
  - Are there any recommendations?

- **Do you have any conclusion on the research process itself?**
- Implications for Future Research  
**This should bring out further prospects for the study either thrown open by the present work or with the purpose of making it more comprehensive.**
- Appendices  
**The Appendices contain material which is of interest to the reader but not an integral part of the thesis and any problem that have arisen that may be useful to document for future reference.**
- References  
References should include papers, books etc. referred to in the body of the report. These should be written in the alphabetical order of the author's surname. The titles of journals preferably should not be abbreviated; if they are, abbreviations must comply with an internationally recognised system.

The Layout Guidelines for the Internship File & Internship Report:

- **A4 size Paper**
- **Font: Arial (10 points) or Times New Roman (12 points)**
- **Line spacing: 1.5**
- **Top and bottom margins: 1 inch/ 2.5 cm; left and right margins: 1.25 inches/ 3 cm**

Assessment Scheme:

Continuous Evaluation: <b>(based on Internship File and the observations of the faculty guide/ supervisor)</b>	<b>30%</b>
Feedback from Company/ Organization:	<b>10%</b>
Final Evaluation: <b>(Based on Internship Report, Viva/ Presentation)</b>	<b>60%</b>

## COMMUNICATION SKILLS - III

**Course Code: BAE 541**

**Credit Units: 01**

Course Objective:

To equip the participant with linguistic skills required in the field of science and technology while guiding them to excel in their academic field.

Course Contents:

Module I

**Reading Comprehension**

**Summarising**

**Paraphrasing**

Module II

**Essay Writing**

**Dialogue Report**

Module III

**Writing Emails**

**Brochure**

**Leaflets**

Module IV: Introduction to Phonetics

**Vowels**

**Consonants**

**Accent and Rhythm**

**Accent Neutralization**

**Spoken English and Listening Practice**

Examination Scheme:

Components	CT1	CT2	CAF	V	GD	GP	A
Weightage (%)	20	20	25	10	10	10	5

**CAF – Communication Assessment File**

**GD – Group Discussion**

**GP – Group Presentation**

Text & References:

- Effective English for Engineering Students, B Cauveri, Macmillan India
- **Creative English for Communication, Krishnaswamy N, Macmillan**
- **A Textbook of English Phonetics, Balasubramanian T, Macmillan**

# BEHAVIOURAL SCIENCE - V (INDIVIDUAL, SOCIETY AND NATION)

**Course Code: BAE 543**

**Credit Units: 01**

Course Objective:

This course aims at enabling students towards:

- Understand the importance of individual differences
- Better understanding of self in relation to society and nation
- Facilitation for a meaningful existence and adjustment in society
- To inculcate patriotism and National pride.
- To enhance personal and professional excellence

Course Contents:

Module I: Individual differences & Personality

**Personality: Definition & Relevance, Importance of nature & nurture in Personality Development, Importance and Recognition of Individual differences in Personality, Accepting and Managing Individual differences (Adjustment Mechanisms), Intuition, Judgment, Perception & Sensation (MBTI), BIG5 Factors**

Module II: Socialization

**Nature of Socialization**

**Social Interaction**

**Interaction of Socialization Process**

**Contributions to Society & Nation**

Module III: Patriotism and National Pride

**Sense of Pride and Patriotism**

**Importance of Discipline and hard work**

**Integrity and accountability**

Module IV: Human Rights, Values and Ethics

**Meaning of Human Rights**

**Human Rights Awareness**

**Importance of human rights**

**Values and Ethics- Learning based on project work on Scriptures like Ramayana, Mahabharata, Gita etc**

Module V: Personal and Professional Excellence

- **Personal excellence:**
  - Identifying Long-term choices and goals
  - Uncovering talent, strength and style

**Alan P. Rossiter's eight aspects of Professional Excellence**

**Resilience during challenge and loss**

**Continued Reflection (Placements, Events, Seminars, Conferences, Projects, Extracurricular Activities, etc.)**

Module VI: End-of-Semester Appraisal

Viva based on personal journal

Assessment of Behavioural change as a result of training

**Exit Level Rating by Self and Observer**

Examination Scheme:

Components	SAP	A	Mid Term Test (CT)	VIVA	Journal for Success (JOS)
Weightage (%)	20	05	20	30	25

Text & References:

- **Bates, A. P. and Julian, J.: Sociology - Understanding Social Behaviour**
- **Dressler, David and Cans, Donald: The Study of Human Interaction**
- **Lapiere, Richard. T – Social Change**

- **Rose, G.: Oxford Textbook of Public Health, Vol.4, 1985.**
- **Robbins O.B.Stephen;. Organizational Behaviour**

# FRENCH - V

Course Code: **BAE 544**

Credit Units: **02**

Course Objective:

To furnish some basic knowledge of French culture and civilization for understanding an authentic document and information relating to political and administrative life

Course Contents:

Module D: pp. 131 – 156 Unités 10, 11

Contenu lexical: Unité 10: **Prendre des décisions**

1. Faire des comparaisons
2. décrire un lieu, le temps, les gens, l'ambiance
3. rédiger une carte postale

Unité 11: faire **face aux problèmes**

1. Exposer un problème.
2. parler de la santé, de la maladie
3. interdire/demander/donner une autorisation
4. connaître la vie politique française

Contenu grammatical:

1. comparatif - comparer des qualités/ quantités/actions
2. supposition : Si + présent, futur
3. adverbe - caractériser une action
4. pronom "Y"

Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

**C – Project + Presentation**

**I – Interaction/Conversation Practice**

Text & References:

- le livre à suivre: Campus: Tome 1

# GERMAN - V

**Course Code: BAE 545**

**Credit Units: 02**

## Course Objective:

To enable the students to converse, read and write in the language with the help of the basic rules of grammar, which will later help them to strengthen their language.

To give the students an insight into the culture, geography, political situation and economic opportunities available in Germany

**Introduction to Advanced Grammar and Business Language and Professional Jargon**

## Course Contents:

Module I: Genitive case

**Genitive case – Explain the concept of possession in genitive**

**Mentioning the structure of weak nouns**

Module II: Genitive prepositions

**Discuss the genitive propositions and their usage: (während, wegen, statt, trotz)**

Module III: Reflexive verbs

**Verbs with accusative case**

**Verbs with dative case**

**Difference in usage in the two cases**

Module IV: Verbs with fixed prepositions

**Verbs with accusative case**

**Verbs with dative case**

**Difference in the usage of the two cases**

Module V: Texts

**A poem 'Maxi'**

**A text Rocko**

Module VI: Picture Description

**Firstly recognize the persons or things in the picture and identify the situation depicted in the picture;**

**Secondly answer questions of general meaning in context to the picture and also talk about the personal experiences which come to your mind upon seeing the picture.**

## Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

**C – Project + Presentation**

**I – Interaction/Conversation Practice**

## Text & References:

- **Wolfgang Hieber, Lernziel Deutsch**
- **Hans-Heinrich Wangler, Sprachkurs Deutsch**
- **Schulz Griesbach, Deutsche Sprachlehre für Ausländer**
- **P.L Aneja, Deutsch Interessant- 1, 2 & 3**
- **Rosa-Maria Dallapiazza et al, Tangram Aktuell A1/1, 2**
- **Braun, Nieder, Schmöe, Deutsch als Fremdsprache 1A, Grundkurs**

# SPANISH - V

**Course Code: BAE 546**

**Credit Units: 02**

Course Objective:

To enable students acquire working knowledge of the language; to give them vocabulary, grammar, voice modulations/intonations to handle everyday Spanish situations with ease.

Course Contents:

Module I

Revision of earlier semester modules

Module II

Future Tense

Module III

Presentations in English on Spanish speaking countries'

Culture

Sports

Food

People

Politics

Society

Geography

Module IV

Situations:

En el hospital

En la comisaria

En la estacion de autobus/tren

En el banco/cambio

Module V

General revision of Spanish language learnt so far.

Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

C – Project + Presentation

I – Interaction/Conversation Practice

Text & References:

- Español Sin Fronteras, Greenfield



# JAPANESE - V

**Course Code: BAE 547**

**Credit Units: 02**

Course Objective:

To enable the students to converse, read and write language comfortably and be able to converse using different patterns and forms taught through out. Students are taught and trained enough to get placed themselves in Japanese companies.

Note: Teaching is done in roman as well as Japanese script.

Course Contents:

## Module I

Dictionary form of the verbs, joining of verbs

Negative form of verbs

Potential form

## Module II

Joining of many actions together

Usage of dictionary form of the verbs in sentences

Introducing colloquial language.

## Module III

Direct form of the speech, quotations,

Expressing thoughts

Actions and reasoning

## Module IV

Conclusion

Receiving and giving things, favour etc.

Different forms like 'tara' form.

## Module V

*Revision of the whole syllabus*

Learning Outcome

- Students can speak and use different patterns, ways to describe a particular situation and can converse comfortably in mentioned situations through out.
- Students can appear in the interviews for placements in Japanese companies.

Methods of Private study /Self help

- Teaching will be supported by handouts, audio-aids, and self-do assignments and role plays.
- Use of library, visiting and watching movies in Japan and culture center every Friday at 6pm.

Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

C – Project + Presentation

I – Interaction/Conversation Practice

## Text & References:

Text:

- *Teach yourself Japanese*

References:

- **Shin Nihongo no kiso 1**

# CHINESE – V

**Course Code: BAE 548**

**Credit Units: 02**

## Course Objective:

What English words come from Chinese? Some of the more common English words with Chinese roots are ginseng, silk, dim sum, fengshui, typhoon, yin and yang, T'ai chi, kung-fu. The course aims at familiarizing the student with the basic aspects of speaking ability of Mandarin, the language of Mainland China. The course aims at training students in practical skills and nurturing them to interact with a Chinese person.

## Course Contents:

### Module I

#### Drills

#### Dialogue practice

Observe picture and answer the question.

Pronunciation and intonation.

Character writing and stroke order

### Module II

#### Intonation

Chinese foods and tastes – tofu, chowmian, noodle, Beijing duck, rice, sweet, sour....etc. Learning to say phrases like – Chinese food, Western food, delicious, hot and spicy, sour, salty, tasteless, tender, nutritious, good for health, fish, shrimps, vegetables, cholesterol is not high, pizza, milk, vitamins, to be able to cook, to be used to, cook well, once a week, once a month, once a year, twice a week.....

Repetition of the grammar and verbs taught in the previous module and making dialogues using it.

Compliment of degree “de”.

### Module III

Grammar the complex sentence “suiran ... danshi....”

Comparison – It is colder today than it was yesterday.....etc.

The Expression “chule....yiwai”. (Besides)

Names of different animals.

Talking about Great Wall of China

Short stories

### Module IV

Use of “huozhe” and “haishi”

Is he/she married?

Going for a film with a friend.

Having a meal at the restaurant and ordering a meal.

### Module V

Shopping – Talking about a thing you have bought, how much money you spent on it? How many kinds were there? What did you think of others?

Talking about a day in your life using compliment of degree “de”. When you get up? When do you go for class? Do you sleep early or late? How is Chinese? Do you enjoy your life in the hostel?

Making up a dialogue by asking question on the year, month, day and the days of the week and answer them.

## Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

**C – Project + Presentation**

**I – Interaction/Conversation Practice**

## Text & References:

- “Elementary Chinese Reader ” Part-II Lesson 39-46

# ECONOMIC SYSTEM AND SOCIETY

Course Code: BAE 601

Credit Units: 04

Course Objective:

**This course will reflect the socio-economic change in historical perspective, capitalism as an economic system, structure of capitalism and capitalism in global context.**

Course Contents:

Module I

**Analyzing Socio-Economic Change in Historical Perspective**

Module II

**Capitalism as an economic system**

**Origins, nature and structure of capitalism; Accumulation and crisis; Alternative perspectives on capitalism.**

Module III

**The transition from feudalism to capitalism**

Module IV: The evolving structure of capitalism

**Monopoly capitalism, The modern corporation: divorce between ownership and control; The institutional diversity of capitalism; Alternative perspectives on the role of state.**

Module V: Capitalism in Global Context

**Multinational corporations and their impact on the developing economics; imperialism.**

## Examination Scheme:

Components	P0 (Attendance )	P1	C1	CT	EE1
Weightage (%)	5	5	5	15	70

Text & References:

*Text:*

- **J. Schumpeter (1942), Capitalism, Socialism and Democracy, George Allen and Unwin (1976 edition).**
- **T. Bottomore (1985), Theories of Modern Capitalism, Allen & Unwin. Chapters on Weber & Schumpeter.**

*References:*

- **D. Foley (1983), "Commodity", in T. Bottomore et al(ed.), The Dictionary of Marxist Thought., OUP, (Indian edition, Maya Blackwell, 2000)**
- **R. Blackburn (ed.) (1972), Ideology in Social Science, Chapter 8, Fontana**
- **Rodney Hilton(ed.) The Transition from Feudalism to Capitalism, Introduction**
- **P. Hirst and J. Zeitlin (1997), "Flexible Specialization: Theory and Evidence in the Analysis of Industrial Change", in R. Boyer et al (ed.), Contemporary Capitalism, Cambridge University Press.**

# ECONOMIC GROWTH AND DEVELOPMENT

Course Code: BAE 602

Credit Units: 04

## Course Objective:

This course will enable the students to acquire advanced knowledge as to how policies facilitate the economic growth and development in advanced countries. It also enables the students to understand important growth models and help them to familiarize with factors that contribute to economic growth. It will provide a strong knowledge base on India's economy both during pre and post reform periods and help in developing a critical study on recent development in the Indian Economy in the context of the world economic scenario.

## Course Contents:

### Module I

**Economic growth, Economic Development and sustainable Development** – Measurement of Development: Conventional, HDI and Physical Quality of life Index (PQLI) – Factors Determining Economic development – Obstacles of Economic development: vicious circle of poverty.

### Module II

**Growth Theories**-Adam Smith-Ricardo-Malthus- Karl Marx-Schumpeter's theory of Development- Keynes-Rostow's stages of Economic Growth-Big Bush theory.

### Module III

Doctrine of balanced growth-Concept of unbalanced growth-Dualistic theories-Myrdal theory- Growth Models-Harrod-Domar – Joan Robinson's model of capital accumulation-Meade's neoclassical model-Solow Model of Long Run Growth-Kaldor's model of growth-Models of Technical Change – Mahalanobis Model.

### Module IV

**Economic planning-Planning process in a mixed economy-Growth Models in Indian Planning**- Need for Foreign Capital-Forms of Foreign Capital-Multinational Corporations and foreign collaborations – India's Balance of Payments.

### Module V

**Current Economic Issues**- New Economic Policies since 1980-Privatisation: Policies and practices-Deregulations and Delicensing – Globalisation – Public Sector Disinvestments- Liberal foreign trade regime – WTO - Structural adjustments in the Indian Economy.

## Examination Scheme:

Components	P0 (Attendance)	P1	C1	CT	EE1
Weightage (%)	5	5	5	15	70

## Text & References:

### Text:

- R.C. Agarwal and M.L. Seth: Economic of Development and Planning, Lakshmi Narain Agarwal, Agra.
- A.N. Agarwal and Kundanlal: Economics of Development and Planning, Vikas Publishing House Pvt Ltd.

### References:

- The Economics of Development and Planning (with special reference to India) Vani education books.

# ECONOMETRICS - BASIC THEORY AND APPLICATION

Course Code: BAE 603

Credit Units: 04

## Course Objective:

This course presents the basic econometrics techniques emphasizing numerical estimation of economic relationships as applied to practical economic and managerial problems. To enable the students to learn the basic econometric techniques relating to the estimation of parameters. On successful completion of the course the students should have understood the estimation techniques, learned the difficulties involved in the estimation process, evaluation of parameters and enable understanding of scientific decision making process.

## Course Contents:

Module I: Nature and scope of econometrics

Module II: **Classical Linear Regression Model: Two Variable Case**

### Descriptive Aspects

Properties of Least Squares estimates; tests of hypotheses and confidence intervals; Gauss - Markov Theorem

Forecasting

Module III: **Classical Multiple Linear Regression Model.**

Descriptive Aspects: Least Squares Estimation;  $R^2$  and Adjusted  $R^2$ ; Partial Correlations

The Classical Model: Gauss - Markov Theorem; Standard Error of Estimate Standard errors of regression coefficients

Functional Forms of Regression Models

Dummy Variables-distributed lags - need, limitation and interpretation in Economics

Module IV: **Violations of Classical Assumptions and Remedies**

Multicollinearity

Heteroscedasticity

Auto-correlation

Module V: **Specification Analysis**

Omission of a relevant variable

Inclusion of irrelevant variable

Tests of Specification Errors

Module VI: Simple Applications of Least Square

Estimation of Cobb-Douglas Production function

Estimation of Consumption function

## Examination Scheme:

Components	P0 (Attendance )	P1	C1	CT	EE1
Weightage (%)	5	5	5	15	70

## Text & References:

### Text:

- A Koutsoyiannis, "Theory of Econometrics: An Introduction Exposition of Econometric Methods", Educational Low-Priced Books Scheme, McMillan Education Ltd. (1992).
- Damodar Gujarathi "Basic Econometrics", Tata McGraw Hill Ltd, 1999. 4th ed.

### References:

- A.S. Goldberger (1998), *Introductory Econometrics*, Harvard University Press, Cambridge.
- Suresh K.Ghose "Econometrics", Prentice Hall of India private limited, New Delhi.

# BUSINESS ETHICS AND CORPORATE GOVERNANCE

Course Code: BAE 604

Credit Units: 04

## Course Objective:

The objective of the course is to help the students understand the nature of business ethics and issues in corporate governance and its application to the Indian corporate scene.

## Course Contents:

### Module I

Introduction to **Business Ethics, ethics, Morals and values, Concepts of Utilitarianism and Universalism- Theory of rights, Theory of justice- Virtue ethics- ethics of care- Law and Ethics- the Nature of Ethics in Management- Business Standards and Values- Value Orientation of the firm.**

### Module II: **Typical Problem in Business Ethics**

**Environmental Pollution & Society- marketing Ethics (in Products, Pricing, Promotion and Place) and Consumer protection- Ethics in Human Resources Management (Recruitment and promotion policies, Working Conditions, Down Sizing Workforce),**

### Module III: Complexity of Ethical Issues

**Conflicts in decision making from ethical and economic point of view- Ethical Dilemma- Solving ethical dilemma, Managerial integrity and decision making.**

### Module IV: **Corporate Governance**

**History of Corporate form and models- Corporate Objectives and goals, ownership pattern- Issues in Managing public limited firms- Agency problems.**

### Module V: Internal Corporate Governance Mechanism

**Board of Directors- Functional Committees of Board; Code of Conduct, whistle blowers.**

### Module VI: External Corporate Governance Mechanism

**Regulators, Gate keepers, Institutional Investors, Corporate raiders & Corporate Governance in India.**

## Examination Scheme:

Components	P0 (Attendance )	P1	C1	CT	EE1
Weightage (%)	5	5	5	15	70

## Text & References:

### Text:

- **Business Ethics: Concepts & Cases, Velasques, M.G., PHI**
- **Corporate Governance, Eric Banks, John Wiley**

### References:

- **Corporate Governance, Fernando Pearson Education**





# DISSERTATION

Course Code: BAE 655

Credit Units: 09

## ***GUIDELINES FOR DISSERTATION***

The aim of the dissertation is to provide you with an opportunity to further your intellectual and personal development in your chosen field by undertaking a significant practical unit of activity, having an educational value at a level commensurate with the award of your degree

The dissertation can be defined as a scholarly inquiry into a problem or issues, involving a systematic approach to gathering and analysis of information / data, leading to production of a structured report.

## **Selecting the Dissertation Topic**

It is usual to give you some discretion in the choice of topic for the dissertation and the approach to be adopted. You will need to ensure that your dissertation is related to your field of specialization.

Deciding this is often the most difficult part of the dissertation process, and perhaps, you have been thinking of a topic for some time.

It is important to distinguish here between 'dissertation topic' and 'dissertation title'. The topic is the specific area that you wish to investigate. The title may not be decided until the dissertation has been written so as to reflect its content properly.

Few restrictions are placed on the choice of the topic. Normally we would expect it to be:

- relevant to business, defined broadly;
- related to one or more of the subjects or areas of study within the core program and specialisation stream;
- clearly focused so as to facilitate an in-depth approach, subject to the availability of adequate sources of information and to your own knowledge;
- of value and interest to you and your personal and professional development.

## **Planning the Dissertation**

This will entail following:

- Selecting a topic for investigation.
- Establishing the precise focus of your study by deciding on the aims and objectives of the dissertation, or formulating questions to be investigated. Consider very carefully what is worth investigating and its feasibility.
- Drawing up initial dissertation outlines considering the aims and objectives of the dissertation. Workout various stages of dissertation
- Devising a timetable to ensure that all stages of dissertation are completed in time. The timetable should include writing of the dissertation and regular meetings with your dissertation guide.

The Dissertation plan or outline

It is recommended that you should have a dissertation plan to guide you right from the outset. Essentially, the dissertation plan is an outline of what you intend to do, chapter wise and therefore should reflect the aims and objectives of your dissertation.

There are several reasons for having a dissertation plan

- It provides a focus to your thoughts.
- It provides your faculty-guide with an opportunity, at an early stage of your work, to make constructive comments and help guide the direction of your research.
- The writing of a plan is the first formal stage of the writing process, and therefore helps build up your confidence.
- In many ways, the plan encourages you to come to terms with the reading, thinking and writing in a systematic and integrated way, with plenty of time left for changes.
- Finally, the dissertation plan generally provides a revision point in the development of your dissertation report in order to allow appropriate changes in the scope and even direction of your work as it progresses.

## **Keeping records**

This includes the following:

- Making a note of everything you read; including those discarded.
- Ensuring that when recording sources, author's name and initials, date of publication, title, place of publication and publisher are included. (You may consider starting a card index or database from the outset). Making an accurate note of all quotations at the time you read them.
- Make clear what is a direct a direct quotation and what is your paraphrase.

## **Dissertation format**

All students must follow the following rules in submitting their dissertation.

- Front page should provide title, author, Name of degree/diploma and the date of submission.
- Second page should be the table of contents giving page references for each chapter and section.
- The next page should be the table of appendices, graphs and tables giving titles and page references.
- Next to follow should be a synopsis or abstract of the dissertation (approximately 500 words) titled: Executive Summary.
- Next is the 'acknowledgements'.
- Chapter I should be a general introduction, giving the background to the dissertation, the objectives of the dissertation, the rationale for the dissertation, the plan, methodological issues and problems. The limitations of the dissertation should also be hinted in this chapter.
- Other chapters will constitute the body of the dissertation. The number of chapters and their sequence will usually vary depending on, among others, on a critical review of the previous relevant work relating to your major findings, a discussion of their implications, and conclusions, possibly with a suggestion of the direction of future research on the area.
- After this concluding chapter, you should give a list of all the references you have used. These should be cross - references with your text. For articles from journals, the following details are required e.g.

Draper P and Pandyal K. 1991, The Investment Trust Discount Revisited, Journal of Business Finance and Accounting, Vol18, No6, Nov, pp 791-832.

For books, the following details are required:

Levi, M. 1996, International Financial Management, Prentice Hall, New York, 3rd Ed, 1996

- Finally, you should give any appendices. These should only include relevant statistical data or material that cannot be fitted into the above categories.

The Layout Guidelines for the Dissertation:

- A4 size Paper
- Font: Arial (10 points) or Times New Roman (12 points)
- Line spacing: 1.5
- Top and bottom margins: 1 inch/ 2.5 cm; left and right margins: 1.25 inches/ 3 cm

## **Guidelines for the Assessment of the Dissertation**

While evaluating the dissertation, faculty guide will consider the following aspects:

1. Has the student made a clear statement of the objective or objective(s).
2. If there is more than one objective, do these constitute parts of a whole?
3. Has the student developed an appropriate analytical framework for addressing the problem at hand.
4. Is this based on up-to-date developments in the topic area?
5. Has the student collected information / data suitable to the frameworks?
6. Are the techniques employed by the student to analyse the data / information appropriate and relevant?
7. Has the student succeeded in drawing conclusion form the analysis?
8. Do the conclusions relate well to the objectives of the project?
9. Has the student been regular in his work?
10. Layout of the written report.

Assessment Scheme:

Continuous Evaluation: (Based on Abstract, Regularity, Adherence to initial plan, Records etc.)	<b>40%</b>
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Final Evaluation: Based on, Contents & Layout of the Report, Conceptual Framework,	<b>60%</b>
25	
10	

**Objectives & Methodology and  
Implications & Conclusions**

**10  
15**

## COMMUNICATION SKILLS – IV

Course Code: BAE 641  
Units: 01

Credit

Course Objective:

To enhance the skills needed to work in an English-speaking global business environment.

Course Contents:

Module I: **Business/Technical Language Development**

**Advanced Grammar: Syntax, Tenses, Voices**

**Advanced Vocabulary skills: Jargons, Terminology, Colloquialism**

**Individualised pronunciation practice**

Module II: **Social Communication**

**Building relationships through Communication**

**Communication, Culture and Context**

**Entertainment and Communication**

**Informal business/ Technical Communication**

Module III: **Business Communication**

**Reading Business/ Technical press**

**Listening to Business/ Technical reports (TV, radio)**

**Researching for Business /Technology**

Module IV: **Presentations**

**Planning and getting started**

**Design and layout of presentation**

**Information Packaging**

**Making the Presentation**

Examination Scheme:

Components	CT1	CT2	CAF	V	GD	GP	A
Weightage (%)	20	20	25	10	10	10	5

CAF – Communication Assessment File

GD – Group Discussion

GP – Group Presentation

Text & References:

- **Business Vocabulary in Use: Advanced** Mascull, Cambridge
- **Business Communication**, Raman – Prakash, Oxford
- **Business Communications**, Rodgers, Cambridge
- **Working in English**, Jones, Cambridge
- **New International Business English**, Jones/Alexander, Cambridge

**BEHAVIOURAL SCIENCE - VI  
(STRESS AND COPING STRATEGIES)**

Course Code: BAE 643

Credit Units: 01

Course Objective:

- To develop an understanding the concept of stress its causes, symptoms and consequences.
- To develop an understanding the consequences of the stress on one's wellness, health, and work performance.

Course Contents:

## **Module I**

### **Stress**

**Meaning & Nature**

**Characteristics**

**Types of stress**

## **Module II**

### **Stages and Models of Stress**

**Stages of stress**

**The physiology of stress**

**Stimulus-oriented approach.**

**Response-oriented approach.**

**The transactional and interactional model.**

**Pressure – environment fit model of stress.**

## **Module III**

### **Causes and symptoms of stress**

**Personal**

**Organizational**

**Environmental**

## **Module IV**

### **Consequences of stress**

**Effect on behaviour and personality**

**Effect of stress on performance**

**Individual and Organizational consequences with special focus on health**

## **Module V**

### **Strategies for stress management**

**Importance of stress management**

**Healthy and Unhealthy strategies**

**Peer group and social support**

**Happiness and well-being**

Module VI

**End-of-Semester Appraisal**

Viva based on personal journal

Assessment of Behavioural change as a result of training

**Exit Level Rating by Self and Observer**

Examination Scheme:

Components	SAP	A	Mid Term Test (CT)	VIVA	Journal for Success (JOS)
Weightage (%)	<b>20</b>	<b>05</b>	<b>20</b>	<b>30</b>	<b>25</b>

Text & References:

- **Blonna, Richard; Coping with Stress in a Changing World: Second edition**
- **Pestonjee, D.M, Pareek, Udai, Agarwal Rita; Studies in Stress And its Management**
- **Pestonjee, D.M.; Stress and Coping: The Indian Experience**
- **Clegg, Brian; Instant Stress Management – Bring calm to your life now**

# FRENCH - VI

Course Code: BAE 644  
Units: 02

Credit

Course Objective:

To strengthen the language of the students both in oral and written so that they can:

- i) express their sentiments, emotions and opinions, reacting to information, situations;
- ii) narrate incidents, events ;
- iii) perform certain simple communicative tasks.

Course Contents:

Module D: pp. 157 – 168 – Unité 12

## Unité 12: s'évader

1. présenter, caractériser, définir
2. parler de livres, de lectures
3. préparer et organiser un voyage
4. exprimer des sentiments et des opinions
5. téléphoner
6. faire une réservation

Contenu grammatical:

1. proposition relative avec pronom relatif "qui", "que", "où" - pour caractériser
2. faire + verbe

Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

C – Project + Presentation

I – Interaction/Conversation Practice

Text & References:

- le livre à suivre : Campus: Tome 1

# GERMAN – VI

Course Code: BAE 645

Credit Units: 02

## Course Objective:

To enable the students to converse, read and write in the language with the help of the basic rules of grammar, which will later help them to strengthen their language.

To give the students an insight into the culture, geography, political situation and economic opportunities available in Germany

**Introduction to Advanced Grammar and Business Language and Professional Jargon**

## Course Contents:

Module I: Adjective endings

**Adjective endings in all the four cases discussed so far**

**Definite and indefinite articles**

**Cases without article**

Module II: Comparative adverbs

**Comparative adverbs as and like**

Module III: Compound words

**To learn the structure of compound words and the correct article which they take**

**Exploring the possibility of compound words in German**

Module IV: Infinitive sentence

**Special usage of ‘to’ sentences called zu+ infinitive sentences**

Module V: Texts

**A Dialogue: ‘Ein schwieriger Gast’**

**A text: ‘Abgeschlossene Vergangenheit’**

Module VI: Comprehension texts

**Reading and comprehending various texts to consolidate the usage of the constructions learnt so far in this semester.**

Module VII: Picture Description

**Firstly recognize the persons or things in the picture and identify the situation depicted in the picture;**

**Secondly answer questions of general meaning in context to the picture and also talk about the personal experiences which come to your mind upon seeing the picture.**

## Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

**C – Project + Presentation**

**I – Interaction/Conversation Practice**

## Text & References:

- **Wolfgang Hieber, Lernziel Deutsch**
- **Hans-Heinrich Wangler, Sprachkurs Deutsch**
- **Schulz Griesbach, Deutsche Sprachlehre für Ausländer**
- **P.L Aneja, Deutsch Interessant- 1, 2 & 3**
- **Rosa-Maria Dallapiazza et al, Tangram Aktuell A1/1, 2**
- **Braun, Nieder, Schmöe, Deutsch als Fremdsprache 1A, Grundkurs**



## SPANISH – VI

Course Code: BAE 646

Credit Units: 02

Course Objective:

**To enable students acquire working knowledge of the language; to give them vocabulary, grammar, voice modulations/intonations to handle everyday Spanish situations in Present as well as in Present Perfect Tense with ease.**

Course Contents:

Module I

**Revision of the earlier modules**

Module II

**Present Perfect Tense**

Module III

**Commands of irregular verbs**

Module IV

**Expressions with Tener que and Hay que**

Module V

**En la embajada**

**Emergency situations like fire, illness, accident, theft**

Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

**C – Project + Presentation**

**I – Interaction/Conversation Practice**

**I – Interaction/Conversation Practice**

Text & References:

- **Español, En Directo I A**
- **Español Sin Fronteras**

# JAPANESE – VI

Course Code: BAE 647  
Units: 02

Credit

## Course Objective:

To enable the students to converse in the language with the help of verbs and the usage of different sentence patterns, which help them to strengthen the language.

Students are taught and trained enough to get placed in Japanese companies.

Note: The teaching is done in roman as well as Japanese script. 10 more kanjis are introduced in this semester.

## Course Contents:

Module I: Polite form of verbs

**Expressing feelings with the polite forms of verb.**

Module II: Potential form

**Ability of doing or not doing something**

Module III: Conjunctions

**Joining two sentences with the help of *shi* and *mo***

Module IV: Intransitive Verbs

**Sentence patterns of indirect speech**

Module V: Feelings and expressions

**Regret, existence etc.**

## Learning Outcome

➤ **Students can speak the language with the use of different forms of verb.**

## Methods of Private study/ Self help

➤ **Hand-outs, audio -aids, assignments and role-plays will support classroom teaching.**

➤ **Students are encouraged to watch Japanese movies at Japan Cultural and information center.**

## Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

**C – Project + Presentation**

**I – Interaction/Conversation Practice**

## Text & References:

- **Shin Nihon-go no Kiso Lesson No. 26 to 30.**
- **All vocabulary and topics taught are from the above-mentioned book.**

# CHINESE – VI

Course Code: BAE 648

Credit Units: 02

## Course Objective:

Chinese emperor Qin Shi Huang – Ti who built the great wall of China also built a network of 270 palaces, linked by tunnels, and was so afraid of assassination that he slept in a different palace each night. The course aims at familiarizing the student with the basic aspects of speaking ability of Mandarin, the language of Mainland China. The course aims at training students in practical skills and nurturing them to interact with a Chinese person.

## Course Contents:

### Module I

#### Drills

#### Dialogue practice

Observe picture and answer the question.

Pronunciation and intonation.

Character writing and stroke order.

### Module II

Going out to see a science exhibition

Going to the theatre.

Train or Plane is behind schedule.

Indian Economy-Chinese Economy

Talking about different Seasons of the Year and Weather conditions. Learning to say phrases like-spring, summer, fall, winter, fairly hot, very cold, very humid, very stuffy, neither hot nor cold, most comfortable, pleasant .... etc.

### Module III

Temperature – how to say – What is the temperature in May here?

– How is the weather in summer in your area?

– Around 30 degrees

– Heating, air-conditioning

– Is winter in Shanghai very cold?

Talking about birthdays and where you were born?

The verb “shuo” (speak) saying useful phrases like speak very well, do not speak very well, if speak slowly then understand if speak fast then don’t understand, difficult to speak, difficult to write, speak too fast, speak too slow, listen and can understand, listen and cannot understand ... etc.

Tell the following in Chinese – My name is .... I was born in ... (year). My birthday is ..... Today is ... (date and day of the week). I go to work (school) everyday. I usually leave home at . (O’clock). In the evening, I usually ..... (do what)? At week end, I ..... On Sundays I usually ..... It is today..... It will soon be my younger sisters birthday. She was born in ..... (year). She lives in ..... (where). She is working (or studying)..... where... She lives in ..... (where.)

## Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

C – Project + Presentation

I – Interaction/Conversation Practice

## Text & References:

- Elementary Chinese Reader Part-2,3; Lesson 47-54

***Bachelor of Commerce (Honours)***

***Programme Code: BCH***

***Duration – 3 Years Full Time***



**Programme Structure  
and  
Curriculum & Scheme of Examination**

2022-25

AMITY UNIVERSITY MADHYA PRADESH  
GWALIOR

## PREAMBLE

**A**mity University aims to achieve academic excellence by providing multi-faceted education to students and encourage them to reach the pinnacle of success. The University has designed a system that would provide rigorous academic programme with necessary skills to enable them to excel in their careers.

This booklet contains the Programme Structure, the Detailed Curriculum and the Scheme of Examination. The Programme Structure includes the courses (Core and Elective), arranged semester wise. The importance of each course is defined in terms of credits attached to it. The credit units attached to each course has been further defined in terms of contact hours i.e. Lecture Hours (L), Tutorial Hours (T), Practical Hours (P). Towards earning credits in terms of contact hours, 1 Lecture and 1 Tutorial per week are rated as 1 credit each and 2 Practical hours per week are rated as 1 credit. Thus, for example, an L-T-P structure of 3-0-0 will have 3 credits, 3-1-0 will have 4 credits, and 3-1-2 will have 5 credits.

The Curriculum and Scheme of Examination of each course includes the course objectives, course contents, scheme of examination and the list of text and references. The scheme of examination defines the various components of evaluation and the weightage attached to each component. The different codes used for the components of evaluation and the weightage attached to them are:

<u>Components</u>		<u>Codes</u>
<u>Weightage (%)</u>		
Case Discussion/ Presentation/ Analysis	C	05 - 10
Home Assignment	H	05 - 10
Project	P	05 - 10
Seminar	S	05 - 10
Viva	V	05 - 10
Quiz	Q	05 - 10
Class Test	CT	10 - 15
Attendance	A	05
End Semester Examination	EE	70

It is hoped that it will help the students study in a planned and a structured manner and promote effective learning. Wishing you an intellectually stimulating stay at Amity University.

July, 2022

## BCOM (H) 2019-22 PROGRAMME STRUCTURE

### FIRST SEMESTER

Course Code	Course Title	Lecture (L) Hours Per Week	Tutorial (T) Hours Per Week	Practical (P) Hours Per Week	Total Credits	Page No.
BCH101	Business Organization & Management	3	1	-	4	
<b>BCH102</b>	Basic Concepts of Financial Accounting	3	1	-	4	
BCH103	Microeconomic Theory & Applications – I	2	1	-	3	
BBM101	Elementary Business Mathematics	2	1	-	3	
BCL125	Business & Economic Laws - I	2	1	-	3	
EVS142	Environmental Studies – I	2	-	-	2	
BCH107 BCH108 BCH109	Select any one of the following: • Indian History • Mathematics • Democracy & Governance in India	2	1	-	3	
BCU 141	Communication Skills –I	1	-	-	1	
BSU	Behavioural Science- I	1	-	-	1	
FLU 144 BCH145 BCH146 BCH147 BCH148	Foreign Language - I French German Spanish Japanese Chinese	2	-	-	2	
	TOTAL				26	

### SECOND SEMESTER

<b>BCH201</b>	Financial Accounting – II	3	1	-	4	
BCH202	Microeconomic Theory & Applications – II	2	1	-	3	
BCM201	Advanced Business Mathematics	2	1	-	3	
CSE 201	Computer Applications in Business Management	3	-	2	4	
BCL225	Business & Economic Laws - II	2	1	-	3	
EVS 242	Environmental Studies - II	2	-	-	2	
BCH207	Psychology & Ethics	2	1	-	3	
BCU 241	Communication Skills –II	1	-	-	1	
BSU	Behavioural Science- II	1	-	-	1	
FLU 244 BCH245 BCH246 BCH247 BCH248	Foreign Language - II French German Spanish Japanese Chinese	2	-	-	2	
	TOTAL				26	

### TERM PAPER

### THIRD SEMESTER

BCH301	Corporate Accounting – I	3	1	-	4	
BCH302	Cost Accounting – I	2	1	-	3	
BCH303	Microeconomic Theory &	2	1	-	3	

	<b>Applications – III</b>					
BBM301	Business Statistics	2	1	-	3	
BCL325	Corporate Laws – I	2	1	-	3	
BCL326	Income Tax Law & Practice – I	3	1	-	4	
BCH307	E-Commerce	2	-	1	3	
BCU341	Communication Skills –III	1	-	-	1	
BSU 343	Behavioural Science- III	1	-	-	1	
	<b>Foreign Language – III</b>	2	-	-	2	
FLU 344	French					
BCH345	German					
BCH346	Spanish					
BCH347	Japanese					
BCH348	Chinese					
BCH330	Term Paper (Evaluation)	-	-	-	3	
	TOTAL				30	

#### FOURTH SEMESTER

BCH401	Corporate Accounting – II	3	1	-	4	
BCH402	Cost Accounting – II	2	1	-	3	
BCH403	Microeconomic Theory & Applications – IV	2	1	-	3	
BCM401	Statistical Methods in Research	2	1	-	3	
BCL425	Corporate Laws – II	2	1	-	3	
BCL426	Income Tax Law & Practice – II	3	1	-	4	
BCH407	Auditing	2	1	-	3	
BCU441	Communication Skills –IV	1	-	-	1	
BSU 443	Behavioural Science- IV	1	-	-	1	
	<b>Foreign Language – IV</b>	2	-	-	2	
FLU444	French					
BCH445	German					
BCH446	Spanish					
BCH447	Japanese					
BCH448	Chinese					
	TOTAL				27	

#### SUMMER INTERNSHIP – 8 – 10 WEEKS

#### FIFTH SEMESTER

BCH501	Management Accounting – I	2	1	-	3	
BCH502	Macro Economics	3	1	-	4	
BBM501	Operations Research	3	1	-	4	
BCU541	Communication Skills –V	1	-	-	1	
BSU543	Behavioural Science- V	1	-	-	1	
	<b>Foreign Language - V</b>	2	-	-	2	
FLU544	French					
BCH545	German					
BCH546	Spanish					
BCH547	Japanese					
BCH548	Chinese					
BCH550	Summer Internship (Evaluation)	-	-	-	6	
Any four courses from the following four groups(not more than two courses from a group)						
GROUP 1						
BCH504	Financial Management – I	2	-	-	2	
BCH505	Fundamentals of Investment – I	2	-	-	2	
BCH506	Financial Markets, Institutions & Financial Services – I	2	-	-	2	
BCH507	Insurance & Risk Management - I	2	-	-	2	
GROUP 2						
BCH508	Principles of Marketing – I	2	-	-	2	
BCH509	International Business – I	2	-	-	2	



BCH510	Advertising & Personal Selling - I	2	-	-	2	
BCH511	Service Marketing – I	2	-	-	2	
GROUP 3						
BCH512	Human Resource Management - I	2	-	-	2	
BCH513	Compensation Management - I	2	-	-	2	
BCL524	Industrial Relations & Labour Laws - I	2	-	-	2	
BCH515	Human Resource Accounting - I	2	-	-	2	
GROUP 4						
BCH516	Corporate Tax Planning – I	2	-	-	2	
BCH517	Computerized Accounting System - I	2	-	-	2	
BCH518	Business Data Processing - I	2	-	-	2	
BCH519	Comparative Accounting Systems - I	2	-	-	2	
TOTAL					29	

### SIXTH SEMESTER

BCH601	Management Accounting - II	2	1	-	3	
BCH602	Indian Economy – Performance & Policies	3	1	-	4	
BBM601	Analytical Skill Building	3	1	-	4	
BCU641	Communication Skills –VI	1	-	-	1	
BSU	Behavioural Science- VI	1	-	-	1	
FLU644	Foreign Language - VI	2	-	-	2	
BCH645	French					
BCH646	German					
BCH647	Spanish					
BCH648	Japanese					
BCH648	Chinese					
BCH655	Dissertation	-	-	-	9	
Any four courses from the following four groups(not more than two courses from a group)						
GROUP 1						
BCH604	Financial Management – II	2	-	-	2	
BCH605	Fundamentals of Investment - II	2	-	-	2	
BCH606	Financial Markets, Institutions & Financial Services – II	2	-	-	2	
BCH607	Insurance & Risk Management - II	2	-	-	2	
GROUP 2						
BCH608	Principles of Marketing – II	2	-	-	2	
BCH609	International Business – II	2	-	-	2	
BCH610	Advertising & Personal Selling - II	2	-	-	2	
BCH611	Service Marketing – II	2	-	-	2	
GROUP 3						
BCH612	Human Resource Management - II	2	-	-	2	
BCH613	Compensation Management - II	2	-	-	2	
BCL624	Industrial Relations & Labour Laws - II	2	-	-	2	
BCH615	Human Resource Accounting - II	2	-	-	2	
GROUP 4						
BCH616	Corporate Tax Planning - II	2	-	-	2	
BCH617	Computerized Accounting System - II	2	-	-	2	
BCH618	Business Data Processing - II	2	-	-	2	
BCH619	Comparative Accounting Systems - II	2	-	-	2	
TOTAL					32	

# Curriculum & Scheme of Examination

## BUSINESS ORGANIZATION AND MANAGEMENT

Course Code: BCH 101  
Units: 04

Credit

### **Course Objective:**

This course aims to provide students with an understanding of the principles and practices of organization and management. This course enables students to understand the fundamental management theories and their evolution, identify the elements of the organizational environments, manage resources and develop the ability to make sound decision within an organization.

### **Course Contents:**

#### **Module I**

Introduction to business, Business firms - Forms of organization - sole proprietors, Partnership, Joint-Hindu family, Joint stock Company, Co-operative organizations - Public Enterprises, BPO, E-commerce and M-commerce. Entrepreneurship – Concept & Nature

#### **Module II: Management**

Introduction - Meaning, nature and characteristics of Management - Scope and functional areas of management - Social responsibility of management and Ethics.

**Organizational Structure & Functions (Production, Marketing, Human resource development and finance functions)**

#### **Module III: Planning**

Nature importance and purpose of planning - Planning process, Objectives - Types of plans (Meaning only) - Decision-making – importance & steps.

#### **Module IV: Organizing & Staffing**

Nature and purpose of organization, Principles of organization - Types of organization - Departmentation, Committees - Centralization Vs decentralization of authority and responsibility - Span of Control - MBO and MBE( Meaning only) - Nature and importance of staffing - Process of selection & recruitment(in brief) – retaining (training and compensation).

#### **Module V: Directing**

Meaning and nature of directing - Leadership styles - Motivation theories (Maslow's, Herzberg, mcgregors X & Y theory), Ouchi's Theory- Communication meaning and importance, barriers to communication, types of communication - Coordination meaning and importance. Case Discussion (GE)

#### **Module VI: Controlling**

Meaning and steps in controlling - Essentials of a sound control system - Methods of establishing control(in brief) – Balance score card, Economic value added, Market value added.

#### **Module VII: Management in perspective**

Change Management, Knowledge Management, Learning organization, Managing Diversity, Corporate Governance.

Assignment: **Each student takes a self-assessment on team roles on assigned topics. The Group members need to set rules of their respective group in order to ensure that each group will effectively tackle the assigned role. These rules should outline the expectations and processes of all group functions. It will be used to remove non- performing members in the case of non-compliance.**

**Each student must complete an evaluation of every team members (including self) using the following spreadsheet**

Team	Answers	Reliability in	Contributions	Knowledge
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<b>Member's Name</b>	<b>in Timely Manner ( 0 to 2 pts)</b>	<b>making deadlines ( 0 to 2 pts)</b>	<b>of ideas to the group ( 0 to 2 pts)</b>	<b>Respect for other opinions ( 0 to 2 pts)</b>	<b>of assignment requirements and his/her role in group ( 0 to 2 pts)</b>
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Examination Scheme:

<b>Components</b>	<b>Mid term</b>	<b>A</b>	<b>Project/Assignment/Quiz/Presentation</b>	<b>EE</b>
<b>Weightage (%)</b>	15	5	10	70

Text & References:

- **Koontz & O'Donnell, Management.**
- Drucker, Peter: Management Tasks, Responsibilities and Practices
- Basu, "Business Organisation and management", Tata Mcgraw Hill, New Delhi
- M.C. Shukla: Business Organisation & Management, S. Chand
- Rustum & Davan, Principles and practice of Management.
- **Jagadish Prakash: Business Organisation & Management**
- **Newman, H. William Summer, Etc.: The process of Management**



## ***BASIC CONCEPTS OF FINANCIAL ACCOUNTING***

***Course Code: BCH 102***

***Credit Units: 04***

### ***Course Objective:***

To develop conceptual understanding of the fundamentals of financial accounting system which processes transactions and other events through a book-keeping mechanism to prepare financial statements, and also to impart skills in accounting for recording various kinds of business transactions.

### **Course Contents:**

#### **Module I : Introduction**

Financial Accounting Concepts, importance and scope, Financial Accounting Standards: Transition from IAS to IFRS, Branches of Accounting, Accounting Equation, Single entry vs Double entry system of accounting. Journal, Ledger, Books of prime entry, Subsidiary books, Trial Balance, Errors and their rectification, Cash Book & Bank Book.

#### **Module II: Final Accounts**

Concept of capital, Revenue and deferred revenue expenditure, Opening entries, Closing entries, Adjustment entries, Final accounts, Balance Sheet, Trading and Profit & Loss Account, Financial Adjustments

#### **Module III: Depreciation & Inventory Valuation**

Depreciation accounting and its methods, Inventory valuation and its methods.

#### **Module IV: Bank Reconciliation Statement & Bills of Exchange**

Bank reconciliation statement, Accounting for bills of exchange - bills receivable and payable, acceptance, endorsement, discounting, dishonour and renewal of bills, accommodation bills.

#### **Module V: Branch Accounting**

**Inland Branches: Dependent branches only and ascertainment of profit by debtors method and stock and debtors method.**

**Assignment for the students:** Students will Prepare Vouchers, Recording Transactions, Preparing Reports, Cash Book, Bank Book, Ledger Accounts, Trail Balance, Profit And Loss Account And Balance Sheet with held of any popular Accounting Software

Examination Scheme:

Components	CT	HA/C/V	A	EE
Weightage (%)	15	10	5	70

Text & References:

- Dr. S.N. Maheswari, Financial Accounting
- BS Raman, Financial Accounting
- Grewal and Gupta, Advanced Accounting
- Radhaswamy and R.L. Gupta, Advanced Accounting
- S.Kr. Paul, Advanced Accounting
- P.C. Tulasian, Pearson Editions, Introduction to Accounting
- Jain & Narang, Financial Accounting
- Sehgal, A and Sehgal, D “Advanced Accounting”, Part – 1, Taxmann Applied services, New Delhi

## **MICROECONOMIC THEORY AND APPLICATIONS - I**

**Course Code: BCH 103**  
**Credit Units: 03**

### **Course Objective:**

The objective of this paper is to make the student to understand how the business organizations work by applying economic principles in their business management. The course will attempt to relate theory to practice and try to instill in students the ability to apply basic microeconomic concepts to the understanding of everyday phenomena.

Course Contents:

#### **Module I: Consumer Behaviour**

Consumer sovereignty-limitations. Approaches to the study of consumer behaviour-cardinal approach-the law of equi-marginal utility, ordinal approach – indifference curve analysis and its properties. Consumer equilibrium, Price effect, income effect and substitution effects. Engel curve. Consumer surplus – meaning-analysis limitations.

#### **Module II: Microeconomics and Demand Analysis**

Nature and scope of economics; Difference between micro and macroeconomics, Nature of economic problem. Basic postulates, Role of price mechanism. Theory of Demand and Analysis: Demand-demand determinants – law of demand-characteristics exceptions -Elasticity of demand – price elasticity – types – determining factors- change in demand and elasticity of demand-business applications of price elasticity- concepts of income and cross elasticity of demand. Measurement of price elasticity of demand by total outlay method.

**Module III: Theory of Production and Cost**

Concept of Production Function- Law of variable proportions and stages of production. Isoquants, marginal rate of technical substitution, Return to scale.

Revenue curves- Average revenue and marginal revenue curve, and elasticity of demand.

Cost curve in short and long run, average and marginal cost curve and its relationship.

Examination Scheme:

Components	CT	HA/C/V	A	EE
Weightage (%)	15	10	5	70

Text & References:

- **I.C. Dhingra, Principles of Microeconomics- Sultan Chand & Sons**
- **H.L. Ahuja- Microeconomics**
- Baumol, W.J. Economic Theory and Operations Analysis, Prentice Hall of India, New Delhi.
- Bach, G.L, Economics, Prentice Hall of India, New Delhi.
- Gould, J.P. and Edward P.L, Microeconomic Theory, Richard, Irwin. Homewood.
- Koutsoyiannis, A, Modern Microeconomics, Macmillan.
- Lipsey, R.G. and K.A. Chrystal, Principles of Economics, Oxford University Press, Oxford.

# ELEMENTARY BUSINESS MATHEMATICS

Course Code: **BBM 101**

Credit Units: **03**

Course Objective:

The course is designed to orient the students towards the basic concepts of mathematics and its applications in the business world.

Course Contents:

Module I: Set Theory & Functions

**Theory of Sets: Meaning; Elements; Types of sets, Subsets; Super sets & Power sets; Operation on sets, Venn diagrams, Cardinal no of a set and Applications of set theory; Concept of inclusion-exclusion principle with simple example, Finite, Countable or Infinite sets; Cartesian product of sets. Real number systems, Constant and variable, functions, types of functions, Some useful functions in Business and Economics limits and continuity of a function of one variable.**

Module II: Techniques of counting and Number System

**Basic counting principle; Factorial notation; Binomial coefficient; Permutations and Combination; Permutation with restriction; Circular permutation and Combination with restriction. Series and sequence-A.P. and G.P.**

Module III: Simple, Compound Interest and Annuities

**Simple Interest, Compound interest (Nominal and effective rate of interest), Concept of present value and amount of sum, Concept of discount, Types of annuities, present value and amount of an annuity, including the case of continuous compounding.**

Module IV: Matrices & Determinants

**Matrices; concepts and types; properties; Addition; Multiplication; Transpose and inverse of matrix; Algebra of matrices; Adjoint of a matrix; Determinants; Properties of determinants; Solution of simultaneous Linear Equations; Business applications of matrices; Solution using inverse of the coefficient matrix; Numerical Problems.**

Examination Scheme:

Components	CT	HA/C/V	A	EE
Weightage (%)	15	10	5	70

Text & References:

**Text:**

- Singh J K & Singh Y P (2010), Business Mathematics, Second Edition, Brijwasi Book Distributors and Publishers

**References:**

- Gupta S P, Statistical Methods, S. Chand & Co.
- Raghavachari, M, Mathematics for Management, Tata Mc. GrawHill
- Piskunov N, Differential & Integral Calculus, Moscow MIR Publishers
- Sancheti & Kapoor, Business Mathematics, Sultan Chand & Sons
- J. K. Sharma Business mathematics- Theory and Applications, Ane Books India.



## BUSINESS AND ECONOMIC LAWS - I

*Course Code:* BCL 125

*Credit Units:* 03

### *Course Objective:*

The objective of the course is to impart basic knowledge that a common person comes across in this various business dealings and, make him aware of the relevant case laws

### **Course Contents:**

Module I: Introduction

Meaning and Scope of business law – Sources of Indian Business Law.

#### **Module II: Indian Contract Act**

Definition – types of contract – essentials – offer, acceptance, consideration, capacity of parties – free consent (meaning only) – legality of object and consideration – various modes of discharge of a contract – remedies for breach of contract Contract of indemnity and guarantee, bailment and pledge, law of agency.

#### **Module III: Indian Sale of Goods Act**

Formation of a contract, Condition and warranties, Transfer of ownership, Performance of the contract, Rights of unpaid seller.

#### **Module IV: Negotiable Instruments Act**

Definition of a negotiable instrument; instruments negotiable by law and by custom; types of negotiable instruments; parties to a negotiable instrument - duties, rights, liabilities and discharge; material alteration; crossing of cheques; payment and collection of cheques and demand drafts; presumption of law as to negotiable instruments.

### Examination Scheme:

Components	CT	HA/C/V	A	EE
Weightage (%)	15	10	5	70

### Text & References:

- Tulsian - Business Law, Tata Mcgraw Hill, New Delhi.
- Aswathappa. K & Ramachandra – Business Law, HPH, Mumbai.
- Kapoor N.D. - Business Law, Sultan Chand & Co.
- Bare Acts.
- Nabhi - Business Law, Indian Law House, Mumbai.
- Garg, Sareen, Sharma & Chawla - Business Law.
- M.C. Kuchhal, Business Law.

## ENVIRONMENTAL STUDIES-I

Course Code: EVS 142  
Units: 02

Credit

Course Contents:

Module I: The multidisciplinary nature of environmental studies

**Definition, scope and importance**  
**Need for public awareness**

Module II: Natural Resources

Renewable and non-renewable resources:

**Natural resources and associated problems**

**Forest resources: Use and over-exploitation, deforestation, case studies.**  
**Timber extraction, mining, dams and their effects on forests and tribal people.**

**Water resources: Use and over-utilization of surface and ground water, floods, drought, conflicts over water, dams-benefits and problems.**

**Mineral resources: Use and exploitation, environmental effects of extracting and using mineral resources, case studies.**

**Food resources: World food problems, changes caused by agriculture and overgrazing, effects of modern agriculture, fertilizer-pesticide problems, water logging, salinity, case studies.**

**Energy resources: Growing energy needs, renewable and non-renewable energy sources, use of alternate energy sources, case studies.**

**Land resources: Land as a resource, land degradation, man induced landslides, soil erosion and desertification.**

**Role of an individual in conservation of natural resources.**

**Equitable use of resources for sustainable lifestyles.**

Module III: Ecosystems

**Concept of an ecosystem, Structure and function of an ecosystem, Producers, consumers and decomposers, Energy flow in the ecosystem, Ecological succession**

**Food chains, food webs and ecological pyramids**

**Introduction, types, characteristic features, structure and function of the following ecosystem:**

- e. Forest ecosystem
- f. Grassland ecosystem
- g. Desert ecosystem
- h. Aquatic ecosystems (ponds, streams, lakes, rivers, ocean estuaries)

Module IV: Biodiversity and its conservation

**Introduction – Definition: genetic, species and ecosystem diversity**  
**Biogeographical classification of India**

**Value of biodiversity: consumptive use, productive use, social, ethical aesthetic and option values Biodiversity at global, national and local levels**

**India as a mega-diversity nation, Hot-spots of biodiversity**

**Threats to biodiversity: habitat loss, poaching of wildlife, man wildlife conflicts, Endangered and endemic species of India**

**Conservation of biodiversity: In-situ and Ex-situ conservation of biodiversity**

Examination Scheme:

Components	CT	HA/C/V	A	EE
Weightage (%)	15	10	5	70

Text & References:

- Agarwal, K.C. 2001 Environmental Biology, Nidi Publ. Ltd. Bikaner.
- Bharucha Erach, The Biodiversity of India, Mapin Publishing Pvt. Ltd., Ahmedabad 380 013, India, Email:mapin@icenet.net (R)
- Brunner R.C., 1989, Hazardous Waste Incineration, McGraw Hill Inc. 480p Clark R.S., Marine Pollution, Clarendon Press Oxford (TB)
- Cunningham, W.P. Cooper, T.H. Gorhani, E & Hepworth, M.T. 2001, Environmental Encyclopedia, Jaico Publ. House, Mumabai, 1196p
- De A.K., Environmental Chemistry, Wiley Eastern Ltd. Down to Earth, Centre for Science and Environment (R)
- Gleick, H.P. 1993. Water in Crisis, Pacific Institute for Studies in Dev., Environment & Security. Stockholm Env. Institute Oxford Univ. Press. 473p
- Hawkins R.E., Encyclopedia of Indian Natural History, Bombay Natural History Society, Bombay (R) Heywood, V.H & Waston, R.T. 1995. Global Biodiversity Assessment. Cambridge Univ. Press 1140p.
- Jadhav, H & Bhosale, V.M. 1995. Environmental Protection and Laws. Himalaya Pub. House, Delhi 284 p. Mckinney, M.L. & School, R.M. 1996. Environmental Science Systems & Solutions, Web enhanced edition. 639p.
- Mhaskar A.K., Matter Hazardous, Techno-Science Publication (TB) Miller T.G. Jr. Environmental Science, Wadsworth Publishing Co. (TB)
- Odum, E.P. 1971. Fundamentals of Ecology. W.B. Saunders Co. USA, 574p
- Rao M N. & Datta, A.K. 1987. Waste Water treatment. Oxford & IBH Publ. Co. Pvt. Ltd. 345p. Sharma B.K., 2001. Environmental Chemistry. Geol Publ. House, Meerut
- Survey of the Environment, The Hindu (M)
- Townsend C., Harper J, and Michael Begon, Essentials of Ecology, Blackwell Science
- Trivedi R.K., Handbook of Environmental Laws, Rules Guidelines, Compliances and Standards, Vol I and II, Enviro Media (R)
- Trivedi R. K. and P.K. Goel, Introduction to air pollution, Techno-Science Publication (TB) Wanger K.D., 1998 Environnemental Management. W.B. Saunders Co. Philadelphia, USA 499p

# INDIAN HISTORY

**Course Code: BCH 107**

**Credit Units: 03**

## **Course Objective:**

This module briefly surveys the history of India. After a short sketch of pre-modern history of India, it will examine the arrival of the Europeans in India. The transformation of Indian polity, economy and society during the colonial period, the rise of nationalism and the consequent freedom struggle will be studied.

## **Course Contents:**

### **Module I**

Physical features - Pre - historic Age - **Indus Valley Civilization** - Vedic Age - Jainism - Buddhism.

### **Module II**

Alexander's Invasion - It's effects - **Mauryan Empire Administration - Asoka's Service to Buddhism Kushans - Kanishka - The Guptas - Golden Age - Harshavardhana and Buddhism.**

### **Module III**

Sangam Age - Social, economic, **religious and cultural conditions - The Pallavas - Their contribution to Art and Architecture - The Imperial Cholas - Their administration** - Growth of religion and culture.

### **Module IV**

Muslim invasions - **Sultans of Delhi Qutb-Ud-din-Aibek to Balban - Alauddin Khilji - Administration - Mohamad bin - Tugluk - Feroz Tioglak** - Social and Religious condition under the Sultans.

### **Module V**

Bahmini Kindgoms - Vijayanagar Kingdom - Krishna Devaraya - **Their contributions to Art and Architecture, religion and literature - Bakthi cult.**

### **Module VI**

The Mughals - Babur - Humayun - Shershah - Akbar to Aurangazeb - Mughal Administration - Art and Architecture under the Mughals. Shivaji - His administration - The Sikhs.

### **Module VII**

Coming of the Europeans - **Anglo - French rivalry Robert Clive to Dalhousie.**

### **Module VIII**

Sepoy Mutiny of 1857 - Socio - religious Reform Movements in the 19th and 20th Centuries - with special reference of Tamil Nadu - **Freedom movement in India - Moderates - Extremists and Gandhian Era - Role of Tamil Nadu in the Freedom struggle.**

### **Module IX**

**Constitutional Development - Regulating Act 1773 - Pitt's India Act 1784 - Acts of 1858, 1909, 1919, 1935 and 1947 - Salient features of Indian Constitution.**

### **Module X**

Impact of British rule on India - Services of Nehru and Patel - **Five year Plans - India's role in world affairs - Growth of Education from the 19th century to the present day - films and press in the post independence period - Human Rights in India.**

## **Examination Scheme:**

<b>Components</b>	<b>CT</b>	<b>HA/C/V</b>	<b>A</b>	<b>EE</b>
<b>Weightage (%)</b>	15	10	5	70

## **Text & References:**

- Bipinchandra, India's struggle of Independence (1857-1947)
- Mahajan, V.D., India since 1526.
- Majumdar, R.C. (Edi), Struggle for Freedom (Bhartiya Vidhya Bhavan, Mumbai)
- Majumdar, R.C. (Edi). British Paramony and Indian Renaissance, Part-I and Part-II. (Bhartiya Vidhya Bhavan, Mumbai)

- Majumdar, Raichaudhari and Dutt., An Advanced History of India, Part-II
- Rao, M.S.A., Social Movements in India Vol-I and Vol-II.
- Robert, P.E., History of India (Hindi Edition also available)
- Sarkar, Smodule, Modern India (1885-1947)
- Sharma, M.L., History of India
- Razvi, S.A.A., The Wonder that was India, vol-2.
- Satish Chandra, Medieval India from sultanate to the Mughals.
- Stein, Burton, Peasant, State and Society in Medieval South India.
- Shrivastav, A.L. Delhi Sultanate.
- Ishvari Prasad, Medieval India
- Sharma, S.R., The Crescent in India
- Tripathi, R.P., Rise and fall of the Mughal Empire
- Mahajan V.D., India Sine 1526
- Sardesa, G.S., TheNew History of Marathas vol-I & II.
- Robert, P.E., History of British India (Relevant Chapters)
- Majumdar, R.C., The Delhi Sultanate (Bhartiya Vidhya Bhavan)
- Majumdar, R.C., The Mughal Empire
- Majumdar, R.C., The Maratha Supremacy.

# MATHEMATICS

**Course Code:** BCH 108

**Credit Units:** 03

## **Course Objective:**

The objective of this course is to impart basic and fundamental mathematical knowledge to students who are from non-mathematic background.

## **Course Contents:**

Module I: Number system

**Irrational number; Decimal representation of irrational number; Surds; Type of surds; Comparison of surds; Rationalisation of surds; Real numbers; Field properties of real numbers; order properties of real numbers; Inequalities; Real numbers are dense; Absolute value of real numbers; Fundamental properties; Archemedian property.**

Module II: Polynomials

**Degree of a polynomial; Special names of Polynomials; Factors of a Polynomial; Factors of  $ax^2 + bx + c$ ; H.C.F. and L.C.M. of polynomials; H.C.F. of monomials; H.C.F. of polynomials by factorisation; L.C.M. of monomials; L.C.M. of polynomials which can be factorised.**

Module III: Rational Expression

**Rational expressions in lowest term; Addition of rational expressions; Subtraction of Rational algebraic expressions; Multiplication of rational algebraic expressions; Division of rational algebraic expressions; Properties of rational algebraic expressions.**

Module IV: Ratio and Proportion

**Extremes and Means; Continued proportion; Rules of proportion.**

Module V: Equation

**Linear Equation in one variable; Application of Linear Equations; Linear Equation in two variable; Algebraic Method; Graphs of Linear Equation in one and two variables.**

Module VI: Logarithms

**Laws of Logarithms; Approximation; Significant figures. The Common Logarithm; Determination of Mantissa; Logarithms Applications; Depreciation of values.**

Module VII: Trigonometry

**Angles; Positive and Negative Angles; Different measures of an Angle; Sexa desimal System (Scale of Sixty); Centesimal System (Scale of Hundred); Relation ( $\pi$ ); Circular System; Relation among the three  $\pi$  between two systems; number system; Relation between the Arc, Angle and radius; Trigonometric ratio; Some useful identities. Trigonometric ratios of some standard angles. Trigonometric ratios of  $30^\circ$ ; Trigonometric ratio of  $45^\circ$ ; Concept of Infinity ( $\alpha$ ).**

## **Examination Scheme:**

Components	CT	HA/C/V	A	EE
Weightage (%)	15	10	5	70

## **Text & References:**

- Kapoor V.K.: Business mathematics, Sultan Chand & Sons, Delhi.
- Kumbhojkar G.V.: Business Mathematics
- Shantinarayan: Text Book of Matrics.
- Bhagwat K Pawate: Elements of Calculus.
- Soni R.S.: Business Mathematics, Pitamber Publishing House

# DEMOCRACY AND GOVERNANCE IN INDIA

**Course Code:** BCH 109

**Credit Units:** 03

## **Course Objective:**

The objective of this course is to impart basic and fundamental knowledge of Indian Democracy and Governance systems to students in order to educate them about the political and regulatory environment of business.

## **Course Contents:**

Module I: Structure and Process of Governance

**Features of Indian Constitution, Parliament, Party Politics and Electoral behavior, Federalism, The Supreme Court and Judicial Activism, Preamble of the Constitution, Fundamental Rights, Directive Principles of State Policy, Fundamental Rights: Problem of Under Privileged Section, Panchayat Raj & Municipal Governance – 73<sup>rd</sup> and 74<sup>th</sup> amendment of the constitution.**

Module II: Ideas, Interests and Institutions in Public Policy

**a. Studying Ideas and Institutions of Policy Making – The Role of Experts in Policy Making, Ministry of Finance, Planning Commission, Finance Commission, Annual Budget Regime, Reserve Bank of India, Commission for Agricultural Costs and Prices etc.**

**b. Regulatory Institutions**

**c. Lobbying Institutions: Chambers of Commerce and Industries, Trade Unions, Farmers Associations, Public, Private Partnership, BOT**

Module III: Contemporary Political Economy of Development in India

**Policy Debates over Models of Development in India, Recent trends of Liberalisation of Indian Economy in different sectors, including e-governance, Development of SCs, STs, OBCs and minorities, Reservation Policy, Constitutional safeguards/welfare measures, Women's Empowerment**

Module IV: Dynamics of Civil Society

**New Social Movements and Various interests, Role of NGO's, Understanding the political significance of Media and Popular Culture, Department of Personal & Grievance, Grievance Redressal Mechanism, Central Vigilance Commission (CVC), Lokayukt Ombudsman, Modern Thinkers (Swami Vivekanad, Tagore, Mahatma Gandhi, Dr. Zakir Hussain, PT. Jawahar Lal Nehru, Amritya Sen, Dr. Ambedkar**

## **Examination Scheme:**

Components	CT	HA/C/V	A	EE
Weightage (%)	15	10	5	70

## **Text & References:**

- Atul Kohli (ed.), The Success of India's Democracy, Cambridge University Press.
- Corbridge, Stuart and John Harris, Reinventing India: Liberalisation, Hindu Nationalism and Popular Democracy OUP.
- Dreze, J. and Sen, A, India: Economic Development and Social Opportunity, Clarendon paperbacks.
- Jagdish Bhagwati, India in Transition: Freeing the Economy.
- Patel, I.G., Glimpses of Indian Economic Policy: An Insider View, OUP.

Annexure' CD-01'

UG- 01  
Course Title: Communication Skills-I  
Credit Units: 1  
Course Code: BCU141

L	T	P/ S	SW/F W	TOTAL CREDIT UNITS
1	0	0	0	1

**Course Objective** The course is intended to familiarize students with the basics of English language and help them to learn to identify language structures for correct English usage.

Prerequisites: NIL



Course Contents / Syllabus:																				
1.	Module I Essentials of English Grammar			30% Weightage																
	<ul style="list-style-type: none"> <li>• <b>Common Errors</b></li> <li>• <b>Parts of Speech</b></li> <li>• <b>Collocations, Relative Pronoun</b></li> <li>• <b>Subject-Verb Agreement</b></li> <li>• <b>Articles</b></li> <li>• <b>Punctuation</b></li> <li>• <b>Sentence Structure- 'Wh' Questions</b></li> </ul>																			
2.	Module II Written English Communication			30% Weightage																
	<ul style="list-style-type: none"> <li>• <b>Paragraph Writing</b></li> <li>• <b>Essay Writing</b></li> </ul>																			
3.	Module III Spoken English Communication			30% Weightage																
	<ul style="list-style-type: none"> <li>• <b>Introduction to Phonetics</b></li> <li>• <b>Syllable-Consonant and Vowel Sounds</b></li> <li>• <b>Stress and Intonation</b></li> </ul>																			
4.	Module IV : Prose			10% Weightage																
	<p>“Friends, Romans, Countrymen, lend me your ears” Speech by Marc Antony in Julius Caesar</p> <p>❖ <b>Comprehension Questions will be set in the End-Semester Exam</b></p>																			
5.	<p><b>Student Learning Outcomes:</b> The students should be able to :</p> <ul style="list-style-type: none"> <li>• Identify Common Errors and Rectify Them</li> <li>• <b>Develop and Expand Writing Skills Through Controlled and Guided Activities</b></li> <li>• To Develop Coherence, Cohesion and Competence in Oral Discourse through Intelligible Pronunciation.</li> </ul>																			
6.	<p><b>Pedagogy for Course Delivery:</b></p> <ul style="list-style-type: none"> <li>• Workshop</li> <li>• Group Discussions</li> <li>• Presentations</li> <li>• Lectures</li> <li>• Extempore</li> </ul>																			
	<p><b>Assessment/ Examination Scheme:</b></p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 33%;">Theory L/T (%)</th> <th style="width: 33%;">Lab/Practical/Studio (%)</th> <th style="width: 33%;">End Term Examination</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;"><b>100%</b></td> <td style="text-align: center;"><b>NA</b></td> <td style="text-align: center;"><b>70%</b></td> </tr> </tbody> </table> <p><b>Theory Assessment (L&amp;T):</b></p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 20%;">Components (Drop down)</th> <th style="width: 10%;">CIE</th> <th style="width: 10%;">Mid Sem</th> <th style="width: 20%;">Attendance</th> <th style="width: 30%;">End Term Examination</th> </tr> </thead> <tbody> <tr> <td>Weightage (%)</td> <td style="text-align: center;"><b>10%</b></td> <td style="text-align: center;"><b>15%</b></td> <td style="text-align: center;"><b>5%</b></td> <td style="text-align: center;"><b>70%</b></td> </tr> </tbody> </table>			Theory L/T (%)	Lab/Practical/Studio (%)	End Term Examination	<b>100%</b>	<b>NA</b>	<b>70%</b>	Components (Drop down)	CIE	Mid Sem	Attendance	End Term Examination	Weightage (%)	<b>10%</b>	<b>15%</b>	<b>5%</b>	<b>70%</b>	
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Components (Drop down)	CIE	Mid Sem	Attendance	End Term Examination																
Weightage (%)	<b>10%</b>	<b>15%</b>	<b>5%</b>	<b>70%</b>																

**Text:** Rosenblum, M. *How to Build Better Vocabulary*, London: Bloomsbury Publication

*Verma, Shalini. Word Power made Handy, S. Chand Publications*

*High School English Grammar & Composition by Wren & Martin*

**References:** *K.K.Sinha , Business Communication, Galgotia Publishing Company.*

Additional Reading: Newspapers and Journals

# BEHAVIOURAL SCIENCE- I

*Course Code: BSU 143*

*Credit Units: 01*

Course Objective:

This course aims at imparting an understanding of:

- Self and the process of self exploration
- Learning strategies for development of a healthy self esteem
- Importance of attitudes and its effect on personality
- Building emotional competence

Course Contents:

Module I: Self: Core Competency

(2 Hours)

- Understanding of Self
- Components of Self – Self identity
- Self concept
- Self confidence
- Self image

Module II: Techniques of Self Awareness

(2 Hours)

- Exploration through Johari Window
- Mapping the key characteristics of self
- Framing a charter for self
- Stages – self awareness, self acceptance and self realization

Module III: Self Esteem & Effectiveness

(2 Hours)

- Meaning & Importance
- Components of self esteem
- High and low self esteem
- Measuring your self esteem

Module IV: Building Positive Attitude

(2 Hours)

- Meaning and Nature of Attitude
- Components and Types of Attitudes
- Relevance and Importance of Attitudes

Module V: Building Emotional Competence

(2 Hours)

- Emotional Intelligence – Meaning, Components, Importance and Relevance
- Positive and Negative Emotions
- Healthy and Unhealthy expression of Emotions

Module VI: End-of-Semester Appraisal

(2Hours)

- Viva based on personal journal
- Assessment of Behavioral change as a result of training
- Exit Level Rating by Self and Observer

Suggested Readings:

- Dressler, David and Cans, Donald: The Study of Human Interaction
- Lindzey, G. and Borgatta, E: Sociometric Measurement in the Handbook of Social Psychology, Addison – Welsley, US.
- J William Pfeiffer (ed.) Theories and Models in Applied Behavioural Science, Vol 2, Group (1996); Pfeiffer & Company

# FRENCH

Course Code: FLU 144

Credit Units: 02

## Course Objective:

To familiarize the students with the French language

- with the phonetic system
- with the syntax
- with the manners
- with the cultural aspects

## Course Contents:

Module A: pp. 01 to 37: Unités 1, 2, Unité 3 Objectif 1, 2

**Only grammar of Unité 3: objectif 3, 4 and 5**

Contenu lexical : Unité 1: Découvrir la langue française : (oral et écrit)

1. **se présenter, présenter quelqu'un, faire la connaissance des autres, formules de politesse, rencontres**
2. **dire/interroger si on comprend**
3. **Nommer les choses**

Unité 2: Faire connaissance

5. **donner/demander des informations sur une personne, premiers contacts, exprimer ses goûts et ses préférences**
6. **Parler de soi: parler du travail, de ses activités, de son pays, de sa ville.**

Unité 3 : Organiser son temps

1. **dire la date et l'heure**

Contenu grammatical :

1. **organisation générale de la grammaire**
2. **article indéfini, défini, contracté**
3. **nom, adjectif, masculin, féminin, singulier et pluriel**
4. **négation avec « de », "moi aussi", "moi non plus"**
5. **interrogation : Inversion, est-ce que, qui, que, quoi, qu'est-ce que, où, quand, comment, quel(s), quelle(s)**  
**Interro-négatif : réponses : oui, si, non**
6. **pronom tonique/disjoint- pour insister après une préposition**
7. **futur proche**

## Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

**C – Project + Presentation**

**I – Interaction/Conversation Practice**

## Text & References:

- **le livre à suivre : Campus: Tome 1**

# GERMAN - I

Course Code: BCH 145

Credit Units: 02

## Course Objective:

To enable the students to converse, read and write in the language with the help of the basic rules of grammar, which will later help them to strengthen their language.

To give the students an insight into the culture, geography, political situation and economic opportunities available in Germany

## Course Contents:

### Module I: Introduction

**Self introduction: heissen, kommen, wohnwn, lernen, arbeiten, trinken, etc.**

**All personal pronouns in relation to the verbs taught so far.**

**Greetings: Guten Morgen!, Guten Tag!, Guten Abend!, Gute Nacht!, Danke sehr!, Danke!, Vielen Dank!, (es tut mir Leid!),**

**Hallo, wie geht's?: Danke gut!, sehr gut!, prima!, ausgezeichnet!,**

**Es geht!, nicht so gut!, so la la!, miserabel!**

### Module II: Interviewspiel

To assimilate the vocabulary learnt so far and to apply the words and phrases in short dialogues in an interview – game for self introduction.

### Module III: Phonetics

**Sound system of the language with special stress on Diphthongs**

### Module IV: Countries, nationalities and their languages

**To make the students acquainted with the most widely used country names, their nationalitie and the language spoken in that country.**

### Module V: Articles

**The definite and indefinite articles in masculine, feminine and neuter gender. All Vegetables, Fruits, Animals, Furniture, Eatables, modes of Transport**

### Module VI: Professions

**To acquaint the students with professions in both the genders with the help of the verb “sein”.**

### Module VII: Pronouns

**Simple possessive pronouns, the use of my, your, etc.**

**The family members, family Tree with the help of the verb “to have”**

### Module VIII: Colours

**All the color and color related vocabulary – colored, colorful, colorless, pale, light, dark, etc.**

### Module IX: Numbers and calculations – verb “kosten”

**The counting, plural structures and simple calculation like addition, subtraction, multiplication and division to test the knowledge of numbers.**

**“Wie viel kostet das?”**

### Module X: Revision list of Question pronouns

**W – Questions like who, what, where, when, which, how, how many, how much, etc.**

## Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

**C – Project + Presentation**

## **I – Interaction/Conversation Practice**

Text & References:

- **Wolfgang Hieber, Lernziel Deutsch**
- **Hans-Heinrich Wangler, Sprachkurs Deutsch**
- **Schulz Griesbach, Deutsche Sprachlehre für Ausländer**
- **P.L Aneja, Deutsch Interessant- 1, 2 & 3**
- **Rosa-Maria Dallapiazza et al, Tangram Aktuell A1/1,2**
- **Braun, Nieder, Schmoe, Deutsch als Fremdsprache 1A, Grundkurs**

# SPANISH – I

Course Code: BCH 146

Credit Units: 02

## Course Objective:

To enable students acquire the relevance of the Spanish language in today's global context, how to greet each other. How to present / introduce each other using basic verbs and vocabulary

## Course Contents:

### Module I

A brief history of Spain, Latin America, the language, the culture...and the relevance of Spanish language in today's global context.

Introduction to alphabets

### Module II

Introduction to 'Saludos' (How to greet each other. How to present / introduce each other).

Goodbyes (despedidas)

The verb *llamarse* and practice of it.

### Module III

Concept of Gender and Number

Months of the years, days of the week, seasons. Introduction to numbers 1-100, Colors, Revision of numbers and introduction to ordinal numbers.

### Module IV

Introduction to *SER* and *ESTAR* (both of which mean To Be). Revision of 'Saludos' and 'Llamarse'. Some adjectives, nationalities, professions, physical/geographical location, the fact that Spanish adjectives have to agree with gender and number of their nouns. Exercises highlighting usage of *Ser* and *Estar*.

### Module V

Time, demonstrative pronoun (Este/esta, Aquel/aquella etc)

### Module VI

Introduction to some key AR /ER/IR ending regular verbs.

## Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

C – Project + Presentation

I – Interaction/Conversation Practice

## Text & References:

- Español, En Directo I A
- Español Sin Fronteras

# JAPANESE - I

Course Code: BSB 147

Credit Units: 02

Course Objective:

To enable the students to learn the basic rules of grammar and Japanese language to be used in daily life that will later help them to strengthen their language.

Course Contents:

## **Module I: Salutations**

*Self introduction, Asking and answering to small general questions*

## **Module II: Cardinal Numbers**

*Numerals, Expression of time and period, Days, months*

## **Module III: Tenses**

**Present Tense, Future tense**

## **Module IV: Prepositions**

*Particles, possession, Forming questions*

## **Module V: Demonstratives**

*Interrogatives, pronoun and adjectives*

## **Module VI: Description**

*Common phrases, Adjectives to describe a person*

## **Module VII: Schedule**

**Time Table, everyday routine etc.**

## **Module VIII: Outings**

*Going to see a movie, party, friend's house etc.*

## **Learning Outcome**

➤ Students can speak the basic language describing above mentioned topics

Methods of Private study /Self help

➤ Handouts, audio-aids, and self-do assignments and role-plays will support classroom teaching

Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

**C – Project + Presentation**

**I – Interaction/Conversation Practice**

Text & References:

*Text:*

- Teach yourself Japanese

*References:*

- Shin Nihongo no kiso 1



# CHINESE – I

Course Code: BCH 148

Credit Units: 02

## Course Objective:

There are many dialects spoken in China, but the language which will help you through wherever you go is Mandarin, or Putonghua, as it is called in Chinese. The most widely spoken forms of Chinese are Mandarin, Cantonese, Gan, Hakka, Min, Wu and Xiang. The course aims at familiarizing the student with the basic aspects of speaking ability of Mandarin, the language of Mainland China. The course aims at training students in practical skills and nurturing them to interact with a Chinese person.

## Course Contents:

### Module I

Show pictures, dialogue and retell.

Getting to know each other.

Practicing chart with Initials and Finals. (CHART – The Chinese Phonetic Alphabet Called “Hanyu Pinyin” in Mandarin Chinese.)

Practicing of Tones as it is a tonal language.

Changes in 3<sup>rd</sup> tone and Neutral Tone.

### Module II

Greetings

Let me Introduce

The modal particle “ne”.

Use of Please ‘qing’ – sit, have tea ..... etc.

A brief self introduction – Ni hao ma? Zaijian!

Use of “bu” negative.

### Module III

Attributives showing possession

How is your Health? Thank you

Where are you from?

A few Professions like – Engineer, Businessman, Doctor, Teacher, Worker.

Are you busy with your work?

May I know your name?

### Module IV

Use of “How many” – People in your family?

Use of “zhe” and “na”.

Use of interrogative particle “shenme”, “shui”, “ma” and “na”.

How to make interrogative sentences ending with “ma”.

Structural particle “de”.

Use of “Nin” when and where to use and with whom. Use of guixing.

Use of verb “zuo” and how to make sentences with it.

### Module V

Family structure and Relations.

Use of “you” – “mei you”.

Measure words

Days and Weekdays.

Numbers.

Maps, different languages and Countries.

## Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

C – Project + Presentation

I – Interaction/Conversation Practice

## Text & References:

- **“Elementary Chinese Reader Part I” Lesson 1-10**

# FINANCIAL ACCOUNTING - II

Course Code: BCH 201

Credit Units: 04

## Course Objective:

To develop conceptual understanding of the fundamentals of financial accounting system which processes transactions and other events through a book-keeping mechanism to prepare financial statements, and also to impart skills in accounting for recording various kinds of business transactions.

Course Contents:

### Module I

Consignment and Joint Venture Accounts:

(i) **Consignments: Features, Accounting treatment in the books of the consignor and consignee.**

(ii) **Joint Ventures: Accounting procedures: Joint Bank Account, Records Maintained by Co-venturer of (a) all transactions (b) only his own transactions. (Memorandum joint venture account).**

### Module II

Partnership

Admission of a partner: partnership deed, goodwill valuation and treatment. Sacrificing ratio.

Retirement and death of a partner: gaining ratio, goodwill treatment

**Dissolution of partnership: revaluation of assets and liabilities. Legal Position, Accounting for simple dissolution,**

Applications of rule in case of Garner Vs. Murray in case of insolvency of partner(s) (excluding piecemeal distribution and sale of a firm to a company).

### Module III

**Computerized accounting using any popular accounting software, creating a company, configure & features setting, creating accounting ledgers & groups, creating stock items & groups, vouchers entry (with maintenance of voucher), generating reports- cash book, ledger accounts, trail balance, profit & loss account, and balance sheet**

Examination Scheme:

Components	CT	HA/C/V	A	EE
Weightage (%)	15	10	5	70

Text & References:

- Dr. S.N. Maheswari, Financial Accounting
- BS Raman, Financial Accounting
- Grewal and Gupta, Advanced Accounting
- Radhaswamy and R.L. Gupta, Advanced Accounting
- S.Kr. Paul, Advanced Accounting
- P.C. Tulasian, Pearson Editions, Introduction to Accounting
- Jain & Narang, Financial Accounting
- Sehgal, A and Sehgal, D "Advanced Accounting", Part – 1, Taxmann Applied services, New Delhi

## MICROECONOMIC THEORY AND APPLICATIONS - II

**Course Code: BCH 202**  
**Credit Units: 03**

### Course Objective:

The objective of this paper is to make the student to understand how the business organizations work by applying economic principles in their business management. The course will attempt to relate theory to practice and try to instill in students the ability to apply basic microeconomic concepts to the understanding of everyday phenomena.

### Course Contents:

#### Module I: Market Structures

Market Structures and business decisions; Objectives of Business firm. A) Perfect Competition: Profit Maximization and equilibrium of firm and industry; Short - run and long - run supply curves; Price and output determination. Practical Applications. B) Monopoly: Determination of price under monopoly; Equilibrium of a firm; Comparison between perfect competition and monopoly; Multi Plant monopoly, Price Discrimination; Practical applications. C) Monopolistic Competition: Meaning and characteristics; Price and output Determination under monopolistic competition; Excess capacity under monopolistic competition. D) Oligopoly: Characteristic, indeterminate pricing and output; Classical models of Oligopoly; price leadership; Collusive oligopoly; kinked demand curve.

#### Module II: Factor Pricing - I

Marginal productivity theory and demand for factors; Nature of supply of factor inputs; Determination of wage rates under perfect Competition and monopoly; Exploitation of labor, Rent - concept; Ricardian and Modern theories of rent; Quasi-rent, Functional Distribution of Income.

#### Module III: Factor Pricing - II

Interests - concept and theories of interest - Loanable Fund Theory, Liquidity Preference Theory, Profit - natural, concepts, and theories of Profit - Innovation Theory, Dynamic Theory, Risk Theory and Uncertainty Bearing Theory,

### Examination Scheme:

Components	CT	HA/C/V	A	EE
Weightage (%)	15	10	5	70

### Text & References:

- **I.C. Dhingra, Principles of Microeconomics- Sultan Chand & Sons**
- **H.L. Ahuja- Microeconomics**
- Baumol, W.J. Economic Theory and Operations Analysis, Prentice Hall of India, New Delhi.
- Bach, G.L, Economics, Prentice Hall of India, New Delhi.
- Gould, J.P. and Edward P.L, Microeconomic Theory, Richard, Irwin. Homewood.
- Koutsoyiannis, A, Modern Microeconomics, Macmillan.
- Lipsey, R.G. and K.A. Chrystal, Principles of Economics, Oxford University Press, Oxford.

## **ADVANCED BUSINESS MATHEMATICS**

**Course Code: BCM 201**

**Credit Units: 03**

### **Course Objective:**

To familiarize the students with basic mathematical tools and the application of the same to business and economic situations.

### **Course Contents:**

#### *Module I: Linear Programming*

Linear Programming problem (L.P.P.): Formulation of L.P.P.; Graphical Method of solution; problems relating to two variables including the case of mixed constraints; cases having no solution, multiple solutions, unbounded Solution.

**Module II: Differentiation**

Definition; Derivative using first Principle; Method of Differentiation of sum, difference, product and Quotient of two functions; Derivative if composite, inverse, exponential, Logarithmic, parametric and Implicit functions; second order derivative. Maxima Minima.

**Module III: Applications of derivatives in Business**

Case of one variable involving Second Order derivative; Average Cost, Average revenue functions, marginal cost, marginal revenue, Elasticity of demand.

**Module IV: Integration and its Business Applications**

Integration as anti-derivative process; Standard forms; Method of Integration by substitution Determination of Cost, revenue and demand function; Consumer's surplus and Producer's surplus.

Examination Scheme:

Components	CT	HA//C/V	EE
<b>Weightage (%)</b>	<b>15</b>	<b>5</b>	<b>70</b>

Text & References:

- **Kumbhojkar G.V.: Business Mathematics**
- **Shantinayakan: Text Book of Matrics.**
- **Bhagwat K Pawate: Elements of Calculus.**
- **Soni R.S.: Business Mathematics, Pitamber Publishing House**
- **Kapoor V.K.: Business Mathematics, Sultan Chand & Sons, Delhi.**
- **J.K. Sharma; Business Mathematics, Theory and Applications, Ane Books India.**

## COMPUTER APPLICATIONS IN BUSINESS MANAGEMENT

*Course Code:* CSE 201

*Credit Units:* 04

### Course Objective:

To provide computer skills and knowledge for commerce students, and to make them complacent with the use of new tools of IT.

### Course Contents:

#### Module I:

Computer applications – data processing, information processing, commercial, office automation, industry and engineering, healthcare, education, graphics and multimedia, Von-Neumann architecture, Computer system organization, Computer memory- primary memory and secondary memory. Secondary storage devices – magnetic and optical media, Operating system and function, Evolution of operating system, Operating System structure, Operating System Services.

#### Module II:

Data Representation: Number systems, Positional and Non-Positional Number system, Character representation codes, Binary, octal, hexadecimal and their interconversions. Binary arithmetic, Algorithm and flowcharts, Process Modeling – DFD, Logic Modeling – Structured English & Decision Tables.

#### Module III:

System & its parts, Types of Systems, Characteristics of a System, System Analyst and its responsibilities, Types of system Analysis, Database Design, Database Management System – an introduction, Overview of Data Models (Relational Database Model, E-R data model, Network Data model, Hierarchical Data model) Keys, Schema & Subschema, Structure, Facilities & Users, Constraints, Anomalies, Functional Dependency, Normalization (1NF and 2NF), Database Administrator and its functions.

#### Module IV:

SDLC & System Development Models (Waterfall model, Prototype model, Evolutionary model & Spiral Model), System Planning & Selection (Identifying, Selecting, Initiating & Planning System Development Project), Comparison between System Development models.

#### Module V:

Management Information System (MIS) - Concept, need and characteristics of MIS - data, information and data life cycle, System Security: Data Security, Backup & Recovery during System & Database failure, Ethical Issues in System Development, Threat and Risk Analysis, Audit, System Audit.

**Module VI:**

Introduction to computer networks, types of Network, Topology, reference models, Theoretical basis for data communication, transmission media, error detection and correction, Basic concepts of hubs, switches, gateways, and routers.

**Examination Scheme:**

<b>Component s</b>	<b>CT</b>	<b>HA/C/V</b>	<b>A</b>	<b>EE</b>
<b>Weightage (%)</b>	<b>15</b>	<b>10</b>	<b>5</b>	<b>70</b>

**Text & References:**

- Craig Stinson “Running Microsoft Windows-98” – Microsoft press.
- Joshua C. Nossiter. “ Using Excel – 5 for Windows”
- “Working with Word” – Aptech Computer Education
- “Power Point Presentation” – Aptech Computer Education.
- Malhotra, Computer Applications in Business
- Rajaraman V, Analysis and Design of Information System, Prentice Hall of India, New Delhi
- Murdick, RG and Ross, JE Information Systems for Modern Management
- Kanter, J, Management Oriented MIS, Prentice Hall of India
- Bhattacharya SK, Management Planning and Information Systems



## BUSINESS AND ECONOMIC LAWS - II

**Course Code:** BCL 225

**Credit Units:** 03

### **Course Objective:**

The objective of the course is to impart basic knowledge that a common person comes across in this various business dealings and, make him aware of the relevant case laws

### **Course Contents:**

#### **Module I: Indian Partnership Act**

Definition and nature of partnership - Rights and duties of partner - Types of partners - Incoming and outgoing and minor as a partner - Dissolution of partnership - Registration of firm, Limited Liability Partnership Act'2008- Meaning & definitions, Meaning of designated partners, Registration of LLP, Types of partners, Dissolution.

#### **Module II: Consumer Protection Act. [COPRA] 1986**

Back ground – definitions of 1) Consumer 2) Consumer Dispute 3) Complaint 4) Deficiency 5) Service Consumer Protection Council – Consumer Redressal Agencies – District Forum, State Commission and National Commission.

#### **Module III: Foreign Exchange Management Act 1999**

Objectives, Scope and salient features – offences under the Act.

### **Examination Scheme:**

Components	CT	HA/C/V	A	EE
Weightage (%)	15	10	5	70

### **Text & References:**

- Tulsian - Business Law, Tata mcgraw Hill, New Delhi.
- Aswathappa. K & Ramachandra – Business Law, HPH, Mumbai.
- Kapoor N.D. - Business Law, Sultan Chand & Co.
- Bare Acts.
- Nabhi - Business Law, Indian Law House, Mumbai.
- Garg, Sareen, Sharma & Chawla - Business Law.
- M.C. Kuchhal, Business Law.

## ENVIRONMENTAL STUDIES-II

Course Code: EVS 242

Credit Units: 02

Course Contents:

Module I: Environmental Pollution

**Definition, causes, effects and control measures of:**

- a. Air pollution
- h. Water pollution
- i. Soil pollution
- j. Marine pollution
- k. Noise pollution
- l. Thermal pollution
- m. Nuclear pollution

**Solid waste management: Causes, effects and control measures of urban and industrial wastes. Role of an individual in prevention of pollution. Pollution case studies. Disaster management: floods, earthquake, cyclone and landslides.**

Module II: Social Issues and the Environment

**From unsustainable to sustainable development, Urban problems and related to energy, Water conservation, rain water harvesting, watershed management Resettlement and rehabilitation of people; its problems and concerns. Case studies.**

**Environmental ethics: Issues and possible solutions**

**Climate Change, Global Warming, Acid Rain, Ozone Layer depletion, Nuclear Accidents and Holocaust Case studies.**

**Fireworks/Crackers – Introduction, ill effects on environment and humans.**

**Wasteland reclamation, Consumerism and waste products, Environmental Protection Act**

**Air (Prevention and Control of Pollution) Act, Water (Prevention and control of Pollution) Act, Wildlife Protection Act, Forest Conservation Act**

**Issues involved in enforcement of environmental legislation Public awareness**

Module III: Human Population and the Environment

**Population growth, variation among nations**

**Population explosion – Family Welfare Programmes**

**Environment and human health**

**Human Rights**

**Value Education**

**HIV / AIDS**

**Women and Child Welfare**

**Role of Information Technology in Environment and Human Health**

## Case Studies

Module IV: Field Work

**Visit to a local area to document environmental assets-river / forest/ grassland/ hill/ mountain. Visit to a local polluted site – Urban / Rural / Industrial / Agricultural. Study of common plants, insects, birds. Study of simple ecosystems-pond, river, hill slopes, etc (Field work equal to 5 lecture hours)**

Examination Scheme:

Components	CT	HA/C/V	A	EE
Weightage (%)	15	10	5	70

Text & References:

- Agarwal, K.C. 2001 Environmental Biology, Nidi Publ. Ltd. Bikaner.
- Bharucha Erach, The Biodiversity of India, Mapin Publishing Pvt. Ltd., Ahmedabad 380 013, India, Email:mapin@icenet.net (R)
- Brunner R.C., 1989, Hazardous Waste Incineration, McGraw Hill Inc. 480p Clark R.S., Marine Pollution, Clarendon Press Oxford (TB)
- Cunningham, W.P. Cooper, T.H. Gorhani, E & Hepworth, M.T. 2001, Environmental Encyclopedia, Jaico Publ. House, Mumabai, 1196p
- De A.K., Environmental Chemistry, Wiley Eastern Ltd. Down to Earth, Centre for Science and Environment (R)
- Gleick, H.P. 1993. Water in Crisis, Pacific Institute for Studies in Dev., Environment & Security. Stockholm Env. Institute Oxford Univ. Press. 473p
- Hawkins R.E., Encyclopedia of Indian Natural History, Bombay Natural History Society, Bombay (R)
- Heywood, V.H & Weston, R.T. 1995. Global Biodiversity Assessment. Cambridge Univ. Press 1140p.
- Jadhav, H & Bhosale, V.M. 1995. Environmental Protection and Laws. Himalaya Pub. House, Delhi 284 p. Mckinney, M.L. & School, R.M. 1996. Environmental Science Systems & Solutions, Web enhanced edition. 639p.
- Mhaskar A.K., Matter Hazardous, Techno-Science Publication (TB) Miller T.G. Jr. Environmental Science, Wadsworth Publishing Co. (TB)
- Odum, E.P. 1971. Fundamentals of Ecology. W.B. Saunders Co. USA, 574p
- Rao M N. & Datta, A.K. 1987. Waste Water treatment. Oxford & IBH Publ. Co. Pvt. Ltd. 345p. Sharma B.K., 2001. Environmental Chemistry. Geol Publ. House, Meerut
- Survey of the Environment, The Hindu (M)
- Townsend C., Harper J, and Michael Begon, Essentials of Ecology, Blackwell Science
- Trivedi R.K., Handbook of Environmental Laws, Rules Guidelines, Compliances and Standards, Vol I and II, Enviro Media (R)
- Trivedi R. K. and P.K. Goel, Introduction to air pollution, Techno-Science Publication (TB) Wanger K.D., 1998 Environmental Management. W.B. Saunders Co. Philadelphia, USA 499p

# PSYCHOLOGY AND ETHICS

Course Code: BCH 207

Credit Units: 03

## Course Objective:

- To enable students to understand the nature and characteristics of psychology.
- To enable the student identify the variables involved in human process so as to infer their role in running business organization
- To understand the needs of humans as an individual and a member of an organization.
- To sensitize them to proper ideals and norms within which they should perform their roles.
- To empower them to cultivate professional norms and ethics.

## Course Contents:

Module I: Concept of Psychology

**Meaning and definition of Psychology, Branches of Psychology with special references to Industrial Psychology, Psychological Principles of Learning.**

Module II: Motivation

**Concept of Motivation- Types of Motivation: (i) Intrinsic & (ii) Extrinsic. Techniques of Motivation.**

Module III: Personality

**Meaning and Definition, Determinants of Personality, Types of Personality**

Module IV: Group Dynamics

**Meaning and types of Group, Characteristics of Human Groups, Sociometry and Grouping**

Module V: Ethics

**Ethics in business; Corporate Code of Ethics a) Environment b) Accountability c) Responsibility. Corporate Social Responsibility-Arguments for and against. Strategic Planning & Corporate Social Responsibility. Cases of corruption, Corporate Scandals, Whistle Blowing, Insider Trading, Discrimination, Advertising, Consumer Rights etc.**

## Examination Scheme:

Components	CT	HA/C/V	A	EE
Weightage (%)	15	10	5	70

## Text & References:

- Peters, R.S: Authority, Responsibility and Education, London, Allen and Unwin.
- UNESCO: Economics & Social aspects of Educational Planning, Paris.
- Aggarwal, J.C.: Essentials of Educational Psychology, Vikas Publishing House Pvt. Ltd., New Delhi.
- Mathur S.S.: Educational Psychology, Agra, Vinod Pustak Mandir.
- Hillgard Eranest R, Atkinson Richard C & Atinkson Rita L: Introduction to Psychology, Oxford & IBH Publishing Co. Pvt. Ltd.
- Best Internet Source for Ethics, <http://www.josephsoninstitute.org/jilinks.htm>
- Desjarding, Joseph, An Introduction to Business Ethics, McGraw-Hill.

## Annexure' CD-01'

UG: Semester II  
 Course Title: Communication Skills-II  
 Course Code: BCU 241  
 Credit Units: 1

L	T	P/ S	SW/F W	TOTAL CREDIT UNITS
1	0	0	0	1

Course Objectives:

**To understand the different aspects of communication using the four macro skills – LSRW (Listening, Speaking, Reading, Writing)**

Prerequisites: NIL

Course Contents / Syllabus:		
1.	Module I Communication	35% Weightage
	<ul style="list-style-type: none"> <li>• <b>Process and Importance</b></li> <li>• <b>Models of Communication (Linear &amp; Shannon Weaver)</b></li> <li>• <b>Role and Purpose</b></li> <li>• <b>Types &amp; Channels</b></li> <li>• <b>Communication Networks</b></li> <li>• <b>Principles &amp; Barriers</b></li> </ul>	
2.	Module II Verbal Communication	25% Weightage
	<b>Oral Communication: Forms, Advantages &amp; Disadvantages</b> <b>Written Communication: Forms, Advantages &amp; Disadvantages</b> <b>Introduction of Communication Skills (Listening, Speaking, Reading, Writing)</b>	
3.	Module III Non-Verbal Communication	30% Weightage
	<ul style="list-style-type: none"> <li>• <b>Principles &amp; Significance of Nonverbal Communication</b></li> <li>• <b>KOPPACT (Kinesics, Oculistics, Proxemics, Para-Language, Artifacts, Chronemics, Tactilics)</b></li> <li>• <b>Visible Code</b></li> </ul>	
4.	Module IV : Prose	10% Weightage
	TEXT: APJ Abdul Kalam and Arun Tiwari. <i>Wings of Fire: An Autobiography</i> , Universities Press, 2011  Comprehension Questions will be set in the End-Semester Exam	
5.	Student Learning Outcomes:	
	<b>The students should be able to :</b> <ul style="list-style-type: none"> <li>• Apply Verbal and Non-Verbal Communication Techniques in the Professional Environment</li> </ul>	

6.	Pedagogy for Course Delivery: <ul style="list-style-type: none"> <li>• Extempore</li> <li>• Presentations</li> <li>• Lectures</li> </ul>																					
7.	Assessment/ Examination Scheme: <table border="1" data-bbox="245 453 1304 583"> <tr> <td data-bbox="245 453 545 527">Theory L/T (%)</td> <td data-bbox="545 453 963 527">Lab/Practical/Studio (%)</td> <td colspan="2" data-bbox="963 453 1304 527">End Term Examination</td> </tr> <tr> <td data-bbox="245 527 545 583">100%</td> <td data-bbox="545 527 963 583">NA</td> <td colspan="2" data-bbox="963 527 1304 583">50%</td> </tr> </table> <p data-bbox="245 590 625 621">Theory Assessment (L&amp;T):</p> <table border="1" data-bbox="245 621 1304 863"> <thead> <tr> <th data-bbox="245 621 472 743">Components (Drop down)</th> <th data-bbox="472 621 605 743">CIE</th> <th data-bbox="605 621 777 743">Mid Sem</th> <th data-bbox="777 621 1002 743">Attendance</th> <th data-bbox="1002 621 1304 743">End Term Examination</th> </tr> </thead> <tbody> <tr> <td data-bbox="245 743 472 863">Weightage (%)</td> <td data-bbox="472 743 605 863">10%</td> <td data-bbox="605 743 777 863">15%</td> <td data-bbox="777 743 1002 863">5%</td> <td data-bbox="1002 743 1304 863">70%</td> </tr> </tbody> </table>				Theory L/T (%)	Lab/Practical/Studio (%)	End Term Examination		100%	NA	50%		Components (Drop down)	CIE	Mid Sem	Attendance	End Term Examination	Weightage (%)	10%	15%	5%	70%
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100%	NA	50%																				
Components (Drop down)	CIE	Mid Sem	Attendance	End Term Examination																		
Weightage (%)	10%	15%	5%	70%																		

**Text:** *Rosenblum, M. How to Build Better Vocabulary, London: Bloomsbury Publication.*  
*Verma, Shalini. Word Power made Handy, S. Chand Publications.*  
*High School English Grammar & Composition by Wren & Martin*

**Reference:** *K.K.Sinha, Business Communication, Galgotia Publishing Company.*  
*Alan Pease : Body Language*

**Additional Reading:** Newspapers and Journals

# BEHAVIOURAL SCIENCE - II

Course Code: BSU 243

Credit Units: 01

Course Objective:

This course aims at enabling students towards:

- Understand the importance of individual differences
- Better understanding of self in relation to society and nation
- Facilitation for a meaningful existence and adjustment in society
- Inculcating patriotism and national pride

Course Contents:

Module I: Individual differences & Personality (2 Hours)

- Personality: Definition & Relevance
- Importance of nature & nurture in Personality Development
- Importance and Recognition of Individual differences in Personality
- Accepting and Managing Individual differences
- Intuition, Judgment, Perception & Sensation (MBTI)
- BIG5 Factors

Module II: Managing Diversity (2 Hours)

- Defining Diversity
- Affirmation Action and Managing Diversity
- Increasing Diversity in Work Force
- Barriers and Challenges in Managing Diversity

Module III: Socialization (2 Hours)

- Nature of Socialization
- Social Interaction
- Interaction of Socialization Process
- Contributions to Society and Nation

Module IV: Patriotism and National Pride (2 Hours)

- Sense of pride and patriotism
- Importance of discipline and hard work
- Integrity and accountability

Module V: Human Rights, Values and Ethics (2 Hours)

- Meaning and Importance of human rights
- Human rights awareness
- Values and Ethics- Learning based on project work on Scriptures like- Ramayana, Mahabharata, Gita etc.

Module VI: End-of-Semester Appraisal (2 Hours)

- Viva - Voce based on personal journal
- Assessment of Behavioral change as a result of training
- Exit Level Rating by Self and Observer

Examination Scheme:

Components	CT	HA/C/V	A	EE
Weightage (%)	15	10	5	70

**SAP: Social Awareness Programme, A: Attendance, JFS: Journal for Success**



# FRENCH

Course Code: FLU 244

Credit Units: 02

## Course Objective:

To enable the students to overcome the fear of speaking a foreign language and take position as a foreigner speaking French.

To make them learn the basic rules of French Grammar.

## Course Contents:

Module A : pp.38 – 47 : Unité 3 : Objectif 3, 4, 5, 6

Module B: pp. 47 to 75 Unité 4, 5

### Contenu lexical:

Unité 3: Organiser son temps

4. donner/demander des informations sur un emploi du temps, un horaire SNCF – Imaginer un dialogue
5. rédiger un message/ une lettre pour ...
  - i) prendre un rendez-vous/ accepter et confirmer/ annuler
  - ii) inviter/accepter/refuser
6. Faire un programme d'activités  
imaginer une conversation téléphonique/un dialogue  
Propositions- interroger, répondre

Unité 4: Découvrir son environnement

5. situer un lieu
6. s'orienter, s'informer sur un itinéraire.
7. Chercher, décrire un logement
8. connaître les rythmes de la vie

Unité 5: s'informer

5. demander/donner des informations sur un emploi du temps passé.
6. donner une explication, exprimer le doute ou la certitude.
7. découvrir les relations entre les mots
8. savoir s'informer

### Contenu grammatical:

1. Adjectifs démonstratifs
2. Adjectifs possessifs/exprimer la possession à l'aide de :
  - i. « de »
  - ii. A+nom/pronom disjoint
3. Conjugaison pronominale – négative, interrogative - construction à l'infinitif
4. Impératif/exprimer l'obligation/l'interdiction à l'aide de « il faut.... »/ «il ne faut pas... »
5. passé composé
6. Questions directes/indirectes

## Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

C – Project + Presentation

I – Interaction/Conversation Practice

## Text & References:

- le livre à suivre : Campus: Tome 1

# GERMAN – II

Course Code: BCH 245

Credit Units: 02

## Course Objective:

To enable the students to converse, read and write in the language with the help of the basic rules of grammar, which will later help them to strengthen their language.

To give the students an insight into the culture, geography, political situation and economic opportunities available in Germany

Introduction to Grammar to consolidate the language base learnt in Semester I

## Course Contents:

Module I: Everything about Time and Time periods

**Time and times of the day.**

**Weekdays, months, seasons.**

**Adverbs of time and time related prepositions**

Module II: Irregular verbs

**Introduction to irregular verbs like to be, and others, to learn the conjugations of the same, (fahren, essen, lessen, schlafen, sprechen und ähnliche).**

Module III: Separable verbs

**To comprehend the change in meaning that the verbs undergo when used as such**

**Treatment of such verbs with separable prefixes**

Module IV: Reading and comprehension

**Reading and deciphering railway schedules/school time table**

**Usage of separable verbs in the above context**

Module V: Accusative case

**Accusative case with the relevant articles**

**Introduction to 2 different kinds of sentences – Nominative and Accusative**

Module VI: Accusative personal pronouns

**Nominative and accusative in comparison**

**Emphasizing on the universal applicability of the pronouns to both persons and objects**

Module VII: Accusative prepositions

**Accusative propositions with their use**

**Both theoretical and figurative use**

Module VIII: Dialogues

**Dialogue reading: 'In the market place'  
'At the Hotel'**

## Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

**C – Project + Presentation**

**I – Interaction/Conversation Practice**

## Text & References:

- Wolfgang Hieber, Lernziel Deutsch
- Hans-Heinrich Wangler, Sprachkurs Deutsch
- Schulz Griesbach, Deutsche Sprachlehre für Ausländer
- P.L Aneja, Deutsch Interessant- 1, 2 & 3
- Rosa-Maria Dallapiazza et al, Tangram Aktuell A1/1,2
- Braun, Nieder, Schmöe, Deutsch als Fremdsprache 1A, Grundkurs

## SPANISH – II

Course Code: BCH 246

Credit Units: 02

Course Objective:

To enable students acquire more vocabulary, grammar, Verbal Phrases to understand simple texts and start describing any person or object in Simple Present Tense.

Course Contents:

Module I

Revision of earlier modules.

Module II

Some more AR/ER/IR verbs. Introduction to root changing and irregular AR/ER/IR ending verbs

Module III

More verbal phrases (eg, Dios Mio, Que lastima etc), adverbs (*bueno/malo, muy, mucho, bastante, poco*).

Simple texts based on grammar and vocabulary done in earlier modules.

Module IV

Possessive pronouns

Module V

Writing/speaking essays like my friend, my house, my school/institution, myself....descriptions of people, objects etc, computer/internet related vocabulary

Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

C – Project + Presentation

I – Interaction/Conversation Practice

Text & References:

- Español, En Directo I A
- Español Sin Fronteras

# JAPANESE - II

Course Code: BCH 247

Credit Units: 02

Course Objective:

To enable the students to converse in the language with the help of basic particles and be able to define the situations and people using different adjectives.

Course Contents:

## *Module I: Verbs*

*Transitive verbs, intransitive verbs*

## *Module II: More prepositions*

More particles, **articles and likes and dislikes.**

## *Module III: Terms used for instructions*

*No parking, no smoking etc.*

## *Module IV: Adverbs*

**Different adverbial expression.**

## *Module V: Invitations and celebrations*

**Giving and receiving presents,**

*Inviting somebody for lunch, dinner, movie and how to accept and refuse in different ways*

## *Module VI: Comprehension's*

**Short essay on Family, Friend etc.**

## *Module VII: Conversations*

**Situational conversations like asking the way, At a post office, family**

## *Module VIII: Illness*

**Going to the doctor, hospital etc.**

## **Learning Outcome**

➤ **Students can speak the language describing above-mentioned topics.**

Methods of Private study /Self help

➤ **Handouts, audio-aids, and self-do assignments.**

➤ Use of library, visiting and watching movies in Japan and culture center every Friday at 6pm.

Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

**C – Project + Presentation**

**I – Interaction/Conversation Practice**

## *Text & References:*

*Text:*

- **Teach yourself Japanese**

*References:*

- **Shin Nihongo no kiso 1**

# CHINESE – II

Course Code: BCH 248

Credit Units: 02

## Course Objective:

Chinese is a tonal language where each syllable in isolation has its definite tone (flat, falling, rising and rising/falling), and same syllables with different tones mean different things. When you say, “ma” with a third tone, it mean horse and “ma” with the first tone is Mother. The course aims at familiarizing the student with the basic aspects of speaking ability of Mandarin, the language of Mainland China. The course aims at training students in practical skills and nurturing them to interact with a Chinese person.

## Course Contents:

### Module I

#### Drills

Practice reading aloud

Observe Picture and answer the question.

Tone practice.

Practice using the language both by speaking and by taking notes.

Introduction of basic sentence patterns.

Measure words.

Glad to meet you.

### Module II

Where do you live?

Learning different colors.

Tones of “bu”

Buying things and how muchit costs?

Dialogue on change of Money.

More sentence patterns on Days and Weekdays.

How to tell time. Saying the units of time in Chinese. Learning to say useful phrases like – 8:00, 11:25, 10:30 P.M. everyday, afternoon, evening, night, morning 3:58, one hour, to begin, to end ..... etc.

Morning, Afternoon, Evening, Night.

### Module III

Use of words of location like-li, wais hang, xia

Furniture – table, chair, bed, bookshelf,.. etc.

Description of room, house or hostel room.. eg what is placed where and how many things are there in it?

Review Lessons – Preview Lessons.

Expression ‘yao’, ‘xiang’ and ‘yaoshi’ (if).

Days of week, months in a year etc.

I am learning Chinese. Is Chinese difficult?

### Module IV

Counting from 1-1000

Use of “chang-chang”.

Making an Inquiry – What time is it now? Where is the Post Office?

Days of the week. Months in a year.

Use of Preposition – “zai”, “gen”.

Use of interrogative pronoun – “duoshao” and “ji”.

“Whose”??? Sweater etc is it?

Different Games and going out for exercise in the morning.

### Module V

The verb “qu”

Going to the library issuing a book from the library

Going to the cinema hall, buying tickets

Going to the post office, buying stamps

Going to the market to buy things.. etc

Going to the buy clothes .... Etc.

Hobby. I also like swimming.

Comprehension and answer questions based on it.

Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

C – Project + Presentation

I – Interaction/Conversation Practice

Text & References:

- **“Elementary Chinese Reader Part I” Lesson 11-20**

# CORPORATE ACCOUNTING - I

Course Code:  
Units: 04

BCH 301

Credit

## Course Objective:

This course enables the students to develop awareness about Corporate Accounting in conformity with the Provision of Companies' Act and latest amendments thereto with adoption of Accounting Standards that are likely to be introduced from time to time.

## Course Contents:

### Module I

Statutory records to be maintained by a company, Accounting standards - relevance and significance; national and international accounting standards.

### Module II

Accounting for share capital transactions - issue of shares at par, at premium and at discount; forfeiture and re-issue of shares; buy-back of shares; redemption of preference shares - statutory requirements, disclosure in balance sheet; rights issue.

### Module III

Issue of debentures - accounting treatment and procedures; redemption of debentures; conversion of debentures into shares.

### Module IV

Underwriting of shares -Meaning – Terms used in underwriting – underwriter – marked application – unmarked application – partial underwriting, profits prior to incorporation; treatment of preliminary expenses.– calculation of underwriting commission – Preparation of statement showing allocation of gross liability and net liability. SEBI guidelines for Underwriting.

### Module V

Accounting treatment for amalgamation, absorption and reconstruction of companies; internal and external reconstruction.

## Examination Scheme:

Components	CT	HA/C/V	A	EE
Weightage (%)	15	10	5	70

## Text & References:

- S.N. Maheswari, Financial Accounting
- Narayanaswamy, Financial Accounting
- SP Iyengar, Advanced Accountancy
- RL Gupta, Advanced Accountancy
- Jain and Narang, Corporate Accounting
- Tulsian, Advanced Accounting

# COST ACCOUNTING - I

Course Code:  
Units: 03

BCH 302

Credit

Course Objective:

To get an expert knowledge in the area of cost management and cost control to enable effective management decisions.

Course Contents:

Module I: Cost Accounting

**Introduction – Meaning of Cost, costing and Cost Accounting – Comparison between Financial Accounts and Cost Accounts – Application of Cost Accounting – Designing and installing a Cost Accounting system – Cost concepts and Classification of Costs – Cost Module – Cost Center – Elements of Cost – Preparation of cost sheet – Tenders and Quotations – Problems.**

Module II: Material Costing

**Classification of materials – Material Control – Purchasing procedure – store keeping – techniques of Inventory control – Setting of stock levels – EOQ- ABC Analysis– Methods of pricing materials issues – LIFO – FIFO – Weighted Average Method – Simple Average Method – Problems.**

Module III: Labour Costing

**Control of labour cost – Labour Turn Turnover – Causes and effects of labour turnover – Meaning of Time and Motion Study, Merit Rating, Job Analysis, Time keeping and Time booking – Idle time, causes and treatment – Overtime – Methods of Wage Payment, Time rate and Piece Rate – Incentive Schemes – Halsey Premium Plan – Rowan Bonus Plan – Taylor’s and Merrick’s differential piece rate systems – Problems.**

Examination Scheme:

Components	CT	HA/C/V	A	EE
Weightage (%)	15	10	5	70

Text & References:

- N.K. Prasad: Cost Accounting
- Nigam & Sharma: Cost Accounting
- Khanna Pandey & Ahuja: Practical Costing
- M.L. Agarwal: Cost Accounting
- Jain & Narang: Cost Accounting
- S.P. Iyengar: Cost Accounting
- S.N. Maheshwari: Cost Accounting
- Horngren: Cost Accounting: A Managerial Emphasis
- M. N. Arora: Cost Accounting
- Dutta: Cost Accounting





# MICROECONOMIC THEORY AND APPLICATIONS – III

Course Code:

BCH 303

Credit

Units: 03

## Course Objective:

The objective of the course is to acquaint the student with various market structures within which a firm operates. The Course also deals with long –term decision-making and market efficiency.

## Course Contents:

### Module I: Monopoly Market Structure

Kinds of monopoly, **Monopolist's decision and equilibrium**. Shifts in demand curve and the absence of the supply curve. Measurement of monopoly power and the rule of thumb for pricing. **Horizontal and vertical integration of firms**. Comparison of pure competition and monopoly. The social costs of monopoly power. Price discrimination, Peak-load pricing.

### Module II: Monopolistic Competition and Oligopoly

**Monopolistic competition price and output decision-equilibrium. Monopolistic Competition and economic efficiency, Oligopoly and Interdependence – Cournot's duopoly model, Kinked demand model**. Prisoner's dilemma, collusive oligopoly – price-leadership model – dominant firm, cartels, sales maximization, Pricing Public Utilities.

### Module III: Perfect Competition

**Assumptions, Price and Output decision**. Equilibrium of the firm and the industry in the short run and long runs, including industry's long run supply, **Producer Surplus. Demand-supply analysis**. Stability Analysis- Walrasian and Marshallian.

## Examination Scheme:

Components	CT	HA/C/V	A	EE
Weightage (%)	15	10	5	70

## Text & References:

- Baunol, William J., "Economic Theory and Operations Analysis", Prentice-Hall of India Pvt. Ltd., New Delhi.
- H.L. Ahuja, Microeconomics
- Browning E.K., & J.M. Browning, "Microeconomic Theory and Applications", Kalyani Publishers, New Delhi.
- Gould, J.,P., & E.P Lazer, "Microeconomics Theory", All India Traveller Bookseller, New Delhi
- Lipsey, R.G., and K.A Chrystal, "Principles of Economics", Oxford University Press.
- Maddala G.S., and E.Miller, "Microeconomics: Theory and Applications" McGraw-Hall International.
- Salvatore, D., "Schaum's Outline of Theory and Problems of Microeconomics Theory", McGraw-Hill, International Edition.

# BUSINESS STATISTICS

Course Code:       BBM 301  
Units: 03

Credit

## **Course Objective:**

To provide basic understanding of quantitative tools and their elementary application to business problems.

## **Course Contents:**

Module I: Basics of Statistics & Measures of Central Tendency

**Definitions, Functions of Statistics, Statistics and Computers, Limitation of Statistics, Graphic Representation of Data, Measure of central tendency- Mean, Median and Mode for Grouped and ungrouped data. Combined- Mean.**

### **Module II: Measures of Dispersion**

Measures of dispersion; Range, Mean Deviation, Standard deviation, coefficient of variation, Quartile. Deviation, skew ness and kurtosis, Difference between these measures and their interpretation

### **Module III: Correlation and Regression**

Correlation: simple, coefficient of correlation-Karl Pearson and Rank correlation partial and Multiple correlation Analysis, Regression analysis Estimation of regression line in a bivariate distribution - Least squares method, interpretation of regression coefficients.

## **Examination Scheme:**

<b>Components</b>	<b>Mid term</b>	<b>HA/C/V</b>	<b>EE</b>
<b>Weightage (%)</b>	15	5	70

## **Text & References:**

- Allen, R.G.D, Mathematical Analysis for Economics, Macmillan Press, London.
- Black, J. and J.F. Bradley, Essential Mathematics for Economics, John Wiley and Sons.
- Chiang, A.C, Fundamental Method of Mathematical Economics, McGraw-Hill, New Delhi.
- Croxton, F.E., D.J. Cowden and S. Klein, Applied General Statistics, Prentice Hall, New Delhi.
- Gupta, S.C. and V.K. Kapoor, Fundamentals of Applied Statistics, S.Chand and Sons, New Delhi.
- Speigal, M.R, Theory and Problems of Statistics, McGraw-Hill Book, London.

## CORPORATE LAWS - I

Course Code: BCL 325

Credit Units: 03

### Course Objective:

To develop an understanding of the regulation of registered companies and to provide thorough understanding of the various provisions of the Indian Company Law

### Course Contents:

Module I: Introduction

Administration of Company Law [including National Company Law Tribunal (NCLT), Appellate Tribunal (NCLAT), Brief history of company law, Definition and characteristics & Types of companies, Lifting of Corporate Veil, Exemption and privileges to private companies.

Module II: Promotion and Incorporation

Promotion & incorporation of companies, duties and liabilities of promoters, on-line registration of a company

Module III: MoA, AoA and Prospectus

Memorandum of Association and its alteration, articles of association and its alteration, Prospectus, Shelf prospectus, Red herring prospectus, Borrowing Power, Mortgages & charges

Module IV: Directors of Company

Directors- Classification of directors, additional, alternate and adhoc director; women directors, independent director, small shareholders' director; director identity number (DIN); appointment, powers & legal position, removal, duties and rights

### Examination Scheme:

Components	CT	HA/C/V	A	EE
Weightage (%)	15	10	5	70

### Text & References:

- M.C. Shukla & Gulshan: Principles of Company Law.
- N.D. Kapoor: Company Law and Secretarial Practice.
- M.C. Bhandari: Guide to Company Law Procedures.
- Tuteja: Company Administration and Meetings.
- S.C. Kuchehal: Company Law and Secretarial Practice.

- Dr. P.N. Reddy and H.R. Appanaiah: Essentials of Company Law and Secretarial Practice, Himalaya Publishers.

## INCOME TAX LAW AND PRACTICE - I

*Course Code: BCL 326*

*Credit Units: 04*

### *Course Objective:*

To prepare the students with the concepts and theory of income tax accounting and to give a practical exposure to them

Course Contents:

### *Module I*

Brief History of Income Tax, Legal Frame work, Cannons of Taxation – Finance Bill – Scheme of Income Tax. Definition: Assessee, Person, assessment year, previous year, income, Gross Total Income, Total Income, Agricultural Income (including integration of Agricultural Income with Non-Agriculture Income).

Revenue and Capital (a) Receipts (b) Expenditure (c) Loss.

### *Module II*

Residential Status and Incidence of Tax.

Exempted Incomes U/S 10 (Restricted to Individual Assesseees) : fully exempted and partly exempted incomes - including problems on House Rent Allowance, Leave Encashment, Commutation of Pension, Death-cum-Retirement benefits, Gratuity, compensation received on termination of the service.

### *Module III*

Income from Salary – Features of Salary Income – Basic Salary – Allowance, Perquisites section 89(1) – Tax Rebate U/S 89(1) & Deductions under 80(c) – Problems.

### *Module IV*

Income From House Property - Basis of Charge – Deemed Owners – Exempted Incomes from House Property – Composite Rent - Annual Value – Determination of Annual Value – Treatment of Unrealized Rent – Loss due to Vacancy – Deductions from Annual Value – Problems on Income from House Property.

### **SKILL DEVELOPMENT**

1. Form No.26 AS, 49A (PAN) and 49B.
2. Filling of Income Tax Returns.
3. List of enclosures to be made along with IT returns (with reference to salary & H.P).
4. Preparation of Form 16.

5. Computation of Income Tax and the Slab Rates.
6. Computation of Gratuity

Examination Scheme:

Components	CT	HA/C/V	A	EE
Weightage (%)	15	10	5	70

Text & References:

- **Dr. Vinod K. Singhania: Direct Taxes – Law and Practice, Taxmann publication.**
- **B.B. Lal: Direct Taxes, Konark Publisher (P) Ltd.**
- **Bhagwathi Prasad: Direct Taxes – Law and Practice, Wishwa Prakashana.**
- **Dr. Mehrotra and Dr. Goyal: Direct Taxes – Law and Practice, Sahitya Bhavan Publication.**
- **Dinakar Pagare: Law and Practice of Income Tax, Sultan Chand and sons.**
- Gaur & Narang: Income Tax.

## E - COMMERCE

Course Code:  
Units: 03

BCH 307

Credit

### *Course Objective:*

*The subject will provide students with the knowledge to cover wide-ranging aspects of conducting business on the Internet.*

### *Course Contents:*

#### **Module I: E-Commerce Concept**

Meaning, definition, concept, features, function of E-Commerce, E-Commerce practices v/s traditional practices, scope and basic models of E-Commerce, limitations of E-Commerce, precaution for secure E-Commerce, proxy services. Concept of EDI, difference between paper based Business and EDI Based business, Advantages of EDI, Application areas for EDI, Action plan for Implementing EDI, Factors influencing the choice of EDI, Software Concept of Electronic Signature, Access Control. Management issues relating to e-commerce. Meaning of B2C, B2B, C2C, P2P, Ethical Issues in E commerce

#### **Module II: Types of E-Commerce Applications of B2C**

**Consumers' shopping procedure on the internet;** Online travel tourism services; Benefits and Impact of e-commerce on travel industry; Online stock trading and its benefits; **Online banking and its benefits;** Online financial services and their future; **Instant Paid payment system- Debit card, direct debit. Prepaid payment system- Electronic cash, digicash, Netcash, cybercash, smart cards**

E-Auction Applications in B2C- E-Banking, E-Trading. - Introduction and overview of these concepts. Application of B2B- E-distributor, B2B service provider, benefits of B2B on Procurement, Just in time delivery. Consumer to consumer and peer to peer business model Introduction and basic concepts.

#### **Module III: E-Marketing Applications in B2B**

Traditional Marketing V/S E-Marketing, **Impact of Ecommerce on markets Architectural models of b2b; Characteristics of the supplier-oriented marketplace, Buyer-oriented marketplace, and Intermediary-oriented marketplace; Benefits of b2b on procurement reengineering;** Marketing issue in E-Marketing, Promoting your E-Business. Direct marketing, one to one marketing.

#### **Module IV: E-Finance Applications in Governance,**

E-government; E-governance – applications of the internet; Concept of government-to-business, business-to-government and citizen-to-government; E-governance models;

Areas of E-Financing, E-Banking, traditional v/s E-Banking, operations in E-Banking. E-Trading- Stock marketing, trading v/s E-Trading, Importance of E-Trading, Advantages of E-trading, operational aspects of E-Trading.

#### **Module V: E-Payment Emerging Business Models**

Retail model; Media model; advisory model, Made-to-order manufacturing model; Do-it-yourself model; Information service model; Emerging hybrid models; Emerging models in India.

Transactions through Internet, Requirements of E-Payment system, Post paid payment system- Credit card solutions, cyber cash Internet cheques. Instant Paid payment system- Debit card, direct debit. Prepaid payment system- Electronic cash, digicash, Netcash, cybercash, smart cards.

Examination Scheme:

<b>Components</b>	<b>CT</b>	<b>HA/C/V</b>	<b>A</b>	<b>EE</b>
<b>Weightage (%)</b>	15	10	5	70

Text & References:

- **Computer Today, S. Bansundara**
- **E-Commerce: The Cutting Edge of Business, Kamblesh Bajaj and Debjani Nag, McGraw Hill**
- **E-Commerce, S. Jaiswal**

UG: Semester III

Course Title: Effective Written Communication /  
Communication Skills-III

Credit Units: 1

Course Code: BCU 341

Course Objective:

To emphasize the essential aspects of effective written communication necessary for professional success.

**Prerequisites:** NIL

L	T	P/ S	SW/F W	TOTAL CREDIT UNITS
1	0	0	0	1

Course Contents / Syllabus:		
1.	<b>Module I Principles of Effective Writing</b>	35% Weightage
	<ul style="list-style-type: none"> <li>• <b>Spellings-100 Most Misspelled Words in English</b></li> <li>• <b>Web Based Writing</b></li> <li>• <b>Note Taking: Process &amp; Techniques</b></li> </ul>	
2.	<b>Module II Formal Letter Writing</b>	35% Weightage
	<ul style="list-style-type: none"> <li>• <b>Block Format</b></li> <li>• <b>Types of Letters</b></li> <li>• <b>E-mail</b></li> <li>• <b>Netiquette</b></li> </ul>	
3.	<b>Module III Business Memos</b>	20% Weightage
	<ul style="list-style-type: none"> <li>• <b>Format &amp; Characteristics</b></li> </ul>	
4.	<b>Module IV Short Stories</b>	10% Weightage
	<ul style="list-style-type: none"> <li>• Stench of Kerosene-Amrita Pritam</li> <li>• A Flowering Tree-A.K. Ramanujan</li> <li>• The Gift of the Magi- O. Henry</li> <li>• A Fly in Buttermilk-James Baldwin</li> </ul>	
5.	Student Learning Outcomes: <b>The students should be able to write correctly and properly with special reference to Letter writing.</b>	
6.	Pedagogy for Course Delivery: <ul style="list-style-type: none"> <li>• Workshop</li> <li>• <b>Group Discussions</b></li> <li>• <b>Presentations</b></li> <li>• Lectures</li> </ul>	



7.	Assessment/ Examination Scheme:			
	Theory L/T (%)	Lab/Practical/Studio (%)		End Term Examination
	<b>100%</b>	<b>NA</b>		<b>70%</b>
	Theory Assessment (L&T):			
Components (Drop down)	<b>CIE</b>	<b>Mid Sem</b>	<b>Attendance</b>	End Term Examination
Weightage (%)	<b>10%</b>	<b>15%</b>	<b>5%</b>	<b>70%</b>

**Text:** Rai, Urmila & S.M. Rai. *Business Communication, Mumbai: Himalaya Publishing House, 2002.*

*K.K.Sinha, Business Communication, Galgotia Publishing Company.*

**Reference:** Sanjay Kumar & Pushp Lata, *Communication Skills, Oxford University Press.*

Additional Reading: Newspapers and Journals

# BEHAVIOURAL SCIENCE - III

Course Code: BSU 343

Credit Units:

01

Course Objective:

To enable the students:

- Understand the process of problem solving and creative thinking.
- Facilitation and enhancement of skills required for decision-making.

Course Contents:

Module I: Thinking as a tool for Problem Solving

(2 Hours)

- What is thinking: The Mind/Brain/Behavior
- Critical Thinking and Learning:
  - Making Predictions and Reasoning
  - Memory and Critical Thinking
  - Emotions and Critical Thinking
- Thinking skills

Module II: Hindrances to Problem Solving Process

(2 Hours)

- Perception
- Expression
- Emotion
- Intellect
- Work environment

Module III: Problem Solving

(2 Hours)

- Recognizing and Defining a problem
- Analyzing the problem (potential causes)
- Developing possible alternatives
- Evaluating Solutions
- Resolution of problem
- Implementation
- Barriers to problem solving:
  - Perception
  - Expression
  - Emotion
  - Intellect
  - Work environment

Module IV: Plan of Action

(2 Hour)

- Construction of POA
- Monitoring
- Reviewing and analyzing the outcome

Module V: Creative Thinking

(2 Hours)

- Definition and meaning of creativity
- The nature of creative thinking
  - Convergent and Divergent thinking
  - Idea generation and evaluation (Brain Storming)
  - Image generation and evaluation
  - Debating
- The six-phase model of Creative Thinking: ICEDIP model

Suggested Readings:

- Michael Steven: How to be a better problem solver, Kogan Page, New Delhi, 1999
- Geoff Petty: How to be better at creativity; Kogan Page, New Delhi, 1999
- Richard Y. Chang and P. Keith, Kelly: Wheeler Publishing, New Delhi, 1998.
- Phil Lowe Koge Page: Creativity and Problem Solving, New Delhi, 1996
- J William Pfeiffer (ed.) Theories and Models in Applied Behavioural Science, Vol 3, Management (1996); Pfeiffer & Company
- Bensley, Alan D.: Critical Thinking in Psychology – A Unified Skills Approach, (1998), Brooks/Cole Publishing Company.

# FRENCH

Course Code: FLU 344

Credit Units: 02

## Course Objective:

To provide the students with the know-how

- To master the current social communication skills in oral and in written.
- To enrich the formulations, the linguistic tools and vary the sentence construction without repetition.

## Course Contents:

Module B: pp. 76 – 88 Unité 6

Module C: pp. 89 to 103 Unité 7

Contenu lexical: Unité 6: se faire plaisir

3. acheter : exprimer ses choix, décrire un objet (forme, dimension, poids et matières) payer
4. parler de la nourriture, deux façons d'exprimer la quantité, commander un repas au restaurant
3. parler des différentes occasions de faire la fête

Unité 7: Cultiver ses relations

3. maîtriser les actes de la communication sociale courante (Salutations, présentations, invitations, remerciements)
4. annoncer un événement, exprimer un souhait, remercier, s'excuser par écrit.
3. caractériser une personne (aspect physique et caractère)

Contenu grammatical:

1. accord des adjectifs qualificatifs
2. articles partitifs
3. Négations avec de, ne...rien/personne/plus
4. Questions avec combien, quel...
5. expressions de la quantité
  6. ne...plus/toujours - encore
  7. pronoms compléments directs et indirects
8. accord du participe passé (auxiliaire « avoir ») avec l'objet direct
9. Impératif avec un pronom complément direct ou indirect
10. construction avec « que » - Je crois que/ Je pense que/ Je sais que

## Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

C – Project + Presentation

I – Interaction/Conversation Practice

## Text & References:

- le livre à suivre : Campus: Tome 1

# GERMAN - III

Course Code: BCH 345

Credit Units: 02

## Course Objective:

To enable the students to converse, read and write in the language with the help of the basic rules of grammar, which will later help them to strengthen their language.

To give the students an insight into the culture, geography, political situation and economic opportunities available in Germany

## Course Contents:

Module I: Modal verbs

**Modal verbs with conjugations and usage**

**Imparting the finer nuances of the language**

Module II: Information about Germany (ongoing)

**Information about Germany in the form of presentations or “Referat”– neighbors, states and capitals, important cities and towns and characteristic features of the same, and also a few other topics related to Germany.**

Module III: Dative case

**Dative case, comparison with accusative case**

**Dative case with the relevant articles**

**Introduction to 3 different kinds of sentences – nominative, accusative and dative**

Module IV: Dative personal pronouns

**Nominative, accusative and dative pronouns in comparison**

Module V: Dative prepositions

**Dative preposition with their usage both theoretical and figurative use**

Module VI: Dialogues

**In the Restaurant,**

**At the Tourist Information Office,**

**A telephone conversation**

Module VII: Directions

**Names of the directions**

**Asking and telling the directions with the help of a roadmap**

Module VIII: Conjunctions

**To assimilate the knowledge of the conjunctions learnt indirectly so far**

## Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

**C – Project + Presentation**  
**I – Interaction/Conversation Practice**

Text & References:

- **Wolfgang Hieber, Lernziel Deutsch**
- **Hans-Heinrich Wangler, Sprachkurs Deutsch**
- **Schulz Griesbach, Deutsche Sprachlehre für Ausländer**
- **P.L Aneja, Deutsch Interessant- 1, 2 & 3**
- **Rosa-Maria Dallapiazza et al, Tangram Aktuell A1/1,2**
- **Braun, Nieder, Schmöe, Deutsch als Fremdsprache 1A, Grundkurs**

## SPANISH – III

Course Code: BCH 346

Credit Units: 02

Course Objective:

To enable students acquire knowledge of the Set/definite expressions (idiomatic expressions) in Spanish language and to handle some Spanish situations with ease.

Course Contents:

Module I

Revision of earlier semester modules

**Set expressions (idiomatic expressions) with the verb *Tener, Poner, Ir...***

**Weather**

Module II

Introduction to *Gustar...* and all its forms. Revision of *Gustar* and usage of it

Module III

Translation of Spanish-English; English-Spanish. Practice sentences.

**How to ask for directions (using *estar*)**

Introduction to IR + A + INFINITIVE FORM OF A VERB

Module IV

Simple conversation with help of texts and vocabulary

En el restaurante

**En el instituto**

**En el aeropuerto**

Module V

**Reflexives**

Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

**C – Project + Presentation**

**I – Interaction/Conversation Practice**

Text & References:

- Español, En Directo I A
- Español Sin Fronteras -Nivel Elemental

# JAPANESE - III

Course Code: BCH 347

Credit Units: 02

Course Objective:

To enable the students to converse in the language with the help of basic verbs and to express themselves effectively and narrate their everyday short encounters. Students are also given projects on Japan and Japanese culture to widen their horizon further.

Note: The Japanese script is introduced in this semester.

## *Course Contents:*

### *Module I: Verbs*

*Different forms of verbs: present continuous verbs etc*

### *Module II*

*More Adverbs and adverbial expressions*

### *Module III: Counters*

*Learning to count different shaped objects,*

### *Module IV: Tenses*

*Past tense, Past continuous tense.*

### *Module V: Comparison*

*Comparative and Superlative degree*

### *Module VI: Wishes and desires*

*Expressing desire to buy, hold, possess. Usage in negative sentences as well.  
Comparative degree, Superlative degree.*

### *Module VII: Appointment*

*Over phone, formal and informal etc.*

## **Learning Outcome**

- **Students can speak the language and can describe themselves and situations effectively**
- **They also gain great knowledge in terms of Japanese lifestyle and culture, which help them at the time of placements.**

Methods of Private study /Self help

- **Handouts, audio-aids, and self-do assignments.**
- Use of library, visiting and watching movies in Japan and culture center every Friday at 6pm.

Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

**C – Project + Presentation**

**I – Interaction/Conversation Practice**

## *Text & References:*

*Text:*

- **Teach yourself Japanese**

*References:*

- **Shin Nihongo no kiso 1**

# CHINESE – III

Course Code: BCH 348

Credit Units: 02

## Course Objective:

Foreign words are usually imported by translating the concept into Chinese, the emphasis is on the meaning rather than the sound. But the system runs into a problem because the underlying name of personal name is often obscure so they are almost always transcribed according to their pronunciation alone. The course aims at familiarizing the student with the basic aspects of speaking ability of Mandarin, the language of Mainland China. The course aims at training students in practical skills and nurturing them to interact with a Chinese person.

## Course Contents:

Module I

### Drills

Dialogue practice

Observe picture and answer the question.

**Introduction of written characters.**

**Practice reading aloud**

Practice using the language both by speaking and by taking notes.

Character writing and stroke order

Module II

### Measure words

**Position words e.g. inside, outside, middle, in front, behind, top, bottom, side, left, right, straight.**

**Directional words – beibian, xibian, nanbian, dongbian, zhongjian.**

**Our school and its different building locations.**

**What game do you like?**

Difference between “hii” and “neng”, “keyi”.

Module III

Changing affirmative sentences to negative ones and vice versa

Human body parts.

Not feeling well words e.g. ; fever, cold, stomach ache, head ache.

**Use of the modal particle “le”**

**Making a telephone call**

**Use of “jiu” and “cai” (Grammar portion)**

**Automobiles e.g. Bus, train, boat, car, bike etc.**

Traveling, by train, by airplane, by bus, on the bike, by boat.. etc.

Module IV

The ordinal number “di”

“Mei” the demonstrative pronoun e.g. mei tian, mei nian etc.

use of to enter to exit

Structural particle “de” (Compliment of degree).

Going to the Park.

Description about class schedule during a week in school.

Grammar use of “li” and “cong”.

Comprehension reading followed by questions.

Module V

Persuasion-Please don't smoke.

Please speak slowly

**Praise – This pictorial is very beautiful**

**Opposites e.g. Clean-Dirty, Little-More, Old-New, Young-Old, Easy-Difficult, Boy-Girl, Black-White, Big-Small, Slow-Fast ... etc.**

Talking about studies and classmates

Use of “it doesn't matter”

Enquiring about a student, description about study method.

Grammar: Negation of a sentence with a verbal predicate.

Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

C – Project + Presentation

I – Interaction/Conversation Practice

Text & References:



- “Elementary Chinese Reader Part I, Part-2” Lesson 21-30

## TERM PAPER

Course Code:  
Units: 03

BCH 330

Credit

### METHODOLOGY

A term (or research) paper is primarily a record of intelligent reading in several sources on a particular subject.

The students will choose the topic at the beginning of the session in consultation with the faculty assigned. The progress of the paper will be monitored regularly by the faculty. At the end of the semester the detailed paper on the topic will be submitted to the faculty assigned. The evaluation will be done by Board of examiners comprising of the faculties.

### GUIDELINES FOR TERM PAPER

The procedure for writing a term paper may consists of the following steps:

6. Choosing a subject
7. Finding sources of materials
8. Collecting the notes
9. Outlining the paper
10. Writing the first draft
11. Editing & preparing the final paper

#### 1. Choosing a Subject

The subject chosen should not be too general.

#### *2. Finding Sources of materials*

- a) The material sources should be not more than 10 years old unless the nature of the paper is such that it involves examining older writings from a historical point of view.
- b) Begin by making a list of subject-headings under which you might expect the subject to be listed.
- c) The sources could be books and magazines articles, news stories, periodicals, scientific journals etc.

#### *3. Collecting the notes*

Skim through sources, locating the useful material, then make good notes of it, including quotes and information for footnotes.

- a) **Get facts, not just opinions. Compare the facts with author's conclusion.**
- b) **In research studies, notice the methods and procedures, results & conclusions.**
- c) **Check cross references.**

#### *4. Outlining the paper*

- a) Review notes to find main sub-divisions of the subject.
- b) Sort the collected material again under each main division to find sub-sections for outline so that it begins to look more coherent and takes on a definite structure. If it does not, try going back and sorting again for main divisions, to see if another general pattern is possible.

#### *5. Writing the first draft*

Write the paper around the outline, being sure that you indicate in the first part of the paper what its purpose is. You may follow the following:

- a) statement of purpose
- b) main body of the paper
- c) statement of summary and conclusion

Avoid short, bumpy sentences and long straggling sentences with more than one main ideas.

## ***6. Editing & Preparing the final Paper***

**g) Before writing a term paper, you should ensure you have a question which you attempt to answer in your paper. This question should be kept in mind throughout the paper. Include only information/ details/ analyses of relevance to the question at hand. Sometimes, the relevance of a particular section may be clear to you but not to your readers. To avoid this, ensure you briefly explain the relevance of every section.**

h) Read the paper to ensure that the language is not awkward, and that it "flows" properly.

i) Check for proper spelling, phrasing and sentence construction.

j) Check for proper form on footnotes, quotes, and punctuation.

k) Check to see that quotations serve one of the following purposes:

**(iv) Show evidence of what an author has said.**

**(v) Avoid misrepresentation through restatement.**

**(vi) Save unnecessary writing when ideas have been well expressed by the original author.**

**l) Check for proper form on tables and graphs. Be certain that any table or graph is self-explanatory.**

Term papers should be composed of the following sections:

8) **Title page**

9) **Table of contents**

10) **Introduction**

11) **Review**

12) **Discussion & Conclusion**

13) **References**

14) **Appendix**

**Generally, the introduction, discussion, conclusion and bibliography part should account for a third of the paper and the review part should be two thirds of the paper.**

### **Discussion**

The discussion section either follows the results or may alternatively be integrated in the results section. The section should consist of a discussion of the results of the study focusing on the question posed in the research paper.

### **Conclusion**

The conclusion is often thought of as the easiest part of the paper but should by no means be disregarded. There are a number of key components which should not be omitted. These include:

**e) summary of question posed**

**f) summary of findings**

**g) summary of main limitations of the study at hand**

**h) details of possibilities for related future research**

### **References**

From the very beginning of a research project, you should be careful to note all details of articles gathered.

The bibliography should contain ALL references included in the paper. References not included in the text in any form should NOT be included in the bibliography.

The key to a good bibliography is consistency. Choose a particular convention and stick to this.

### **Bibliographical conventions**

Monographs

Crystal, D. (2001), *Language and the internet*. Cambridge: Cambridge University Press.

### **Edited volumes**

Gass, S./Neu, J. (eds.) (1996), *Speech acts across cultures. Challenges to communication in a second language*. Berlin/ NY: Mouton de Gruyter.

[(eds.) is used when there is more than one editor; and (ed.) where there is only one editor. In German the abbreviation used is (Hrsg.) for Herausgeber].

### **Edited articles**

Schmidt, R./Shimura, A./Wang, Z./Jeong, H. (1996), *Suggestions to buy: Television commercials from the U.S., Japan, China, and Korea*. In: Gass, S./Neu, J. (eds.) (1996), *Speech acts across cultures. Challenges to communication in a second language*. Berlin/ NY: Mouton de Gruyter: 285-316.

### **Journal articles**

McQuarrie, E.F./Mick, D.G. (1992), *On resonance: A critical pluralistic inquiry into advertising rhetoric*. *Journal of consumer research* 19, 180-197.

### **Electronic book**

Chandler, D. (1994), *Semiotics for beginners* [HTML document]. Retrieved [5.10.'01] from the World Wide Web, <http://www.aber.ac.uk/media/Documents/S4B/>.

### **Electronic journal articles**

Watts, S. (2000) *Teaching talk: Should students learn 'real German'?* [HTML document]. *German as a Foreign Language Journal* [online] 1. Retrieved [12.09.'00] from the World Wide Web, <http://www.gfl-journal.com/>.

### **Other websites**

Verterhus, S.A. (n.y.), *Anglicisms in German car advertising. The problem of gender assignment* [HTML document]. Retrieved [13.10.'01] from the World Wide Web, <http://olaf.hiof.no/~sverrev/eng.html>.

### **Unpublished papers**

Takahashi, S./DuFon, M.A. (1989), *Cross-linguistic influence in indirectness: The case of English directives performed by native Japanese speakers*. Unpublished paper, Department of English as a Second Language, University of Hawai'i at Manoa, Honolulu.

### **Unpublished theses/ dissertations**

Möhl, S. (1996), *Alltagssituationen im interkulturellen Vergleich: Realisierung von Kritik und Ablehnung im Deutschen und Englischen*. Unpublished MA thesis, University of Hamburg.

**Walsh, R. (1995), *Language development and the year abroad: A study of oral grammatical accuracy amongst adult learners of German as a foreign language*. Unpublished PhD dissertation, University College Dublin.**

### **Appendix**

**The appendix should be used for data collected (e.g. questionnaires, transcripts, ...) and for tables and graphs not included in the main text due to their subsidiary nature or to space**

**constraints in the main text.**

**Assessment Scheme:**

Continuous Evaluation: **40%**  
**(Based on abstract writing, interim draft, general approach, research orientation, readings undertaken etc.)**

Final Evaluation: **60%**  
**(Based on the organization of the paper, objectives/ problem profile/ issue outlining, comprehensiveness of the research, flow of the idea/ ideas, relevance of material used/ presented, outcomes vs. objectives, presentation/ viva etc.)**

## **CORPORATE ACCOUNTING - II**

Course Code:  
Units: 04

BCH 401

Credit

Course Objective:

This course enables the students to develop awareness about Corporate Accounting in conformity with the Provision of Companies' Act and latest amendments thereto with adoption of Accounting Standards that are likely to be introduced from time to time.

## Course Contents:

### Module I

Preparation and presentation of final accounts of joint stock companies as per company law requirements; provisions and reserves; determination of managerial remuneration; appropriation out of profits; transfer of profits to reserves; payment of dividend, transfer of unpaid dividend to Investor Education and Protection Fund; bonus shares and payment of interest out of capital.

### Module II

Holding and subsidiary companies - accounting treatment and disclosures; consolidation of accounts.

### Module III

*Valuation of goodwill and shares*

Good will - Meaning – Definition – Elements of goodwill – Types of Goodwill – Purchased Goodwill – Nonpurchased or inherent Goodwill – Valuation of Non-purchased Goodwill – Average Profit Method – Super Profit Method – Capitalization of Average Profit Method – Capitalization of Super Profit Method – annuity method Shares - Meaning – need for valuation – factors affecting valuation – methods of valuation – Asset Backing or Intrinsic Value Method –Yield Valuation Method – Dividend Yield –Fair Value method – value of right shares – valuation of preference shares.

### Module IV

Final accounts of banking companies, insurance companies and electricity companies.

### Module V: Liquidation

*Voluntary Liquidation – Preparation of Liquidator's Statement of affairs – order of payment - Calculation of commission on Assets Realized – payment to unsecured creditors – payment to Unsecured creditors other than preferential creditors – calculation of pro rata- treatment of uncalled Capital – liability of contributors.*

## Examination Scheme:

Components	CT	HA/C/V	A	EE
Weightage (%)	15	10	5	70

## Text & References:

- S.N. Maheswari, Financial Accounting
- Narayanaswamy, Financial Accounting
- SP Iyengar, Advanced Accountancy
- RL Gupta, Advanced Accountancy
- Jain and Narang, Corporate Accounting
- Tulsian, Advanced Accounting

## COST ACCOUNTING – II

Course Code:  
Units: 03

BCH 402

Credit

Course Objective:

To get an expert knowledge in the area of cost management and cost control to enable effective management decisions.

Course Contents:

Module I: Overhead Costing

Definition – **Classification of overheads – Procedure for accounting and control of overheads – Allocation of overheads – Apportionment of Service department costs to production departments – Repeated Distribution method – Simultaneous equation method – absorption of OH's – Methods of Absorption – Percentage of direct material cost – Direct Labour Cost – Prime Cost, Direct Labour hour rate and Machine Hour Rate – Problems.**

Module II: Costing Methods

**Costing Methods Introduction - Job Costing – Batch Costing – Contract Costing- Process Costing – principles – distinction between Process and Job – Preparation of process accounts – treatment of normal loss – abnormal loss – abnormal gain – Joint and By-products. Service costing.**

*Module III: Marginal costing and Break-Even Analysis*

Concept of Marginal Costs and Marginal Costing: Assumptions of Marginal Costing; Marginal Costing vs Absorption Costing; Advantages and Limitations of Marginal Costing; Break Even Analysis: Break-Even Point, Margin of safety, Angle of Incidence.

Examination Scheme:

Components	CT	HA/C/V	A	EE
Weightage (%)	15	10	5	70

Text & References:

- N.K. Prasad: Cost Accounting
- Nigam & Sharma: Cost Accounting
- Khanna Pandey & Ahuja: Practical Costing
- M.L. Agarwal: Cost Accounting
- Jain & Narang: Cost Accounting
- S.P. Iyengar: Cost Accounting
- S.N. Maheshwari: Cost Accounting
- Horngren: Cost Accounting: A Managerial Emphasis
- M. N. Arora: Cost Accounting
- Dutta: Cost Accounting

# MICROECONOMIC THEORY AND APPLICATIONS – IV

Course Code:  
03

BCH 403

Credit Units:

## Course Objective:

The objective of the course is to acquaint the student with various market structures within which a firm operates. The Course also deals with long –term decision-making and market efficiency.

## Course Contents:

### Module I: Market for factor Inputs

Determination of factor rewards in perfect inputs markets in the short & long runs under conditions of perfect and imperfect commodity markets. Determination of factor rewards under conditions of monopoly, monopolistic and monopolistic exploitation. Role of trade unions. Rental element in factor remuneration. Government intervention in factor market. Direct or through regulatory agency.

### Module II: Inter-temporal Analysis and Choice under Uncertainty

Intertemporal choice – stocks versus flows, present discounted values, capital investment decisions, investment decisions by consumers, determination of interest rates. Risk, preferences towards risk, reducing risk.

### Module- III General Equilibrium and Welfare Economics

Partial and general equilibrium -2x2x2 model of general equilibrium- New Welfare Economics- Compensation criteria of Hicks, Kaldor. -Arrow's impossibility theorem -Sen's theory of welfare -Rawls' welfare concept -Easterlin Paradox

## Examination Scheme:

Components	CT	HA/C/V	A	EE
Weightage (%)	15	10	5	70

## Text & References:

- Baunol, William J., "Economic Theory and Operations Analysis", Prentice-Hall of India Pvt. Ltd., New Delhi.
- H.L. Ahuja, Microeconomics
- Browning E.K., & J.M. Browning, "Microeconomic Theory and Applications", Kalyani Publishers, New Delhi.
- Gould, J.,P., & E.P Lazer, "Microeconomics Theory", All India Traveller Bookseller, New Delhi
- Lipsey, R.G., and K.A Chrystal, "Principles of Economics", Oxford University Press.
- Maddala G.S., and E.Miller, "Microeconomics: Theory and Applications" McGraw-Hall International.
- Salvatore, D., "Schaum's Outline of Theory and Problems of Microeconomics Theory", McGraw-Hill, International Edition.

## STATISTICAL METHODS IN RESEARCH

**Course Code:** BCM 401

**Credit Units:** 03

### **Course Objective:**

To provide basic understanding of quantitative tools and their elementary application to business problems.

### **Course Contents:**

#### **Module I: Time Series and index Numbers**

Time series analysis-concept and components Determination of regular, trend and seasonal indices; index number's - concept, price relative, quantity relative, value relative; Lapeer's Paasche's and Fisher, Family budget method; problems in the construction and limitations of index numbers Tests for ideal index number.

#### **Module II: Probability Theory**

Independent, Dependent, Mutually Exclusive, Favourable, Exhaustive & Complementary events, Addition theorem, Conditional Probability, multiplication Theorem, Bayes' Theorem.

#### **Module III: Decision Tree**

Decision Theory: Decision making, under certainty, uncertainty & risk, Bayesian Analysis, Decision tree.

#### **Examination Scheme:**

<b>Components</b>	<b>CT</b>	<b>A/C/Q</b>	<b>Attd.</b>	<b>EE</b>
<b>Weightage (%)</b>	<b>10</b>	<b>15</b>	<b>5</b>	<b>70</b>

CT: **Class Test**, A/C/Q: **Assignment/Class Test/Quiz**, Attd.: **Attendance**, EE: **End Semester Exam**.

#### **Text & References:**

- Fundamentals of Business Statistics by J.K. Sharma
- Business Statistics by S.P. Gupta & M.P. Gupta
- Theory and Problems of Statistics by M.R. Spiegel
- Fundamentals of Applied Statistics by S.C. Gupta and V.K. Kapoor
- Introduction to Probability by J.L. Snell



## CORPORATE LAWS – II

*Course Code:* BCL 425

*Credit Units:* 03

### *Course Objective:*

To develop an understanding of the regulation of registered companies and to provide thorough understanding of the various provisions of the Indian Company Law

Module I: Company Meetings

**Company Meetings-kinds, Conduction of a valid meeting, quorum, voting, resolutions & minutes, postal ballot, meeting through video conferencing and e-voting.**

Module II: Dividends

**Dividends - Dividend to Equity & Preference shareholders, Rules regarding dividends, Declaration of Dividend out of Reserves, Rules regarding unpaid or unclaimed dividend**

Module III: Auditing

**Audit of Limited Companies-Company Auditor-appointment, powers, duties & liabilities, auditor's report.**

Module IV: Winding up of Company & Corporate Governance

**Types of winding up, Grounds for winding up by court, Appointment, Duties & Powers of official Liquidator , Manner of voluntary winding up, Consequences & types of voluntary winding up, role and importance of corporate governance.**

Examination Scheme:

Components	CT	HA/C/V	A	EE
Weightage (%)	15	10	5	70

Text & References:

- M.C. Shukla & Gulshan: Principles of Company Law.
- N.D. Kapoor: Company Law and Secretarial Practice.
- M.C. Bhandari: Guide to Company Law Procedures.
- Tuteja: Company Administration and Meetings.
- S.C. Kuchehal: Company Law and Secretarial Practice.
- Dr. P.N. Reddy and H.R. Appanaiah: Essentials of Company Law and Secretarial Practice, Himalaya Publishers.

## INCOME TAX LAW AND PRACTICE – II

*Course Code:* BCL 426

*Credit Units:* 04

### *Course Objective:*

To prepare the students with the concepts and theory of income tax accounting and to give a practical exposure to them

Course Contents:

#### *Module I: Profits & Gains of Business & Profession*

Profits & Gains of Business & Profession – Introduction, Basic Principles, Basic Principles, Computation of Taxable profits of Business & Profession (except assessment of companies), deductions, problems.

#### **Module II: Income from Capital Gains**

Income from Capital Gains- Introduction, Meaning & types of capital assets, Computation of Capital Gains, Exemptions, Problems.

#### **Module III: Income from other sources**

Income from other sources including receipt without consideration, winnings from lotteries, crossword puzzles, horse races and card games etc, computation of interest on securities and dividend and permissible deductions from income from other sources .

Permissible deductions from gross total income,(Under section 80C to 80U)

#### **Module IV Set-Off & Carry Forward of Losses and Assessment of Individuals**

Set off carry forward losses, assessment of individuals- Advance payment of tax. Income tax authorities. Appeal, revision and penalties

Module V: Introduction to Goods and Services Tax (GST)

**Meaning, scope and significance of GST; principles of subsumption and taxes subsumed; classification of goods and services and GST rates. Basic terminologies- CGST/SGST, IGST. Input Tax Credit, Transitional Provisions, Electronic Commerce, HSN Code**

Examination Scheme:

Components	CT	HA/C/V	A	EE
Weightage (%)	15	10	5	70

Text & References:

- Dr. Vinod K. Singhania: Direct Taxes – Law and Practice, Taxmann publication.
- B.B. Lal: Direct Taxes, Konark Publisher (P) Ltd.

- **Bhagwathi Prasad: Direct Taxes – Law and Practice, Wishwa Prakashana.**
- **Dr. Mehrotra and Dr. Goyal: Direct Taxes – Law and Practice, Sahitya Bhavan Publication.**
- **Dinakar Pagare: Law and Practice of Income Tax, Sultan Chand and sons.**
- Gaur & Narang: Income Tax.
- **Girish Ahuja and Ravi Gupta, Direct Tax Law – Theory & Practice, Bharat Law House, New Delhi**
- **Abhishek Rastogi: Professionals guide to GST Ideation to reality (2017)**
- **Rakesh Garg & Sandeep Garg, HSN code wise GST Tariff, Bloomsbury India Professional (July 2017)**

## AUDITING

Course Code: BCH 407  
03

Credit Units:

### *Course Objective:*

To provide knowledge of auditing principles, procedures and techniques in accordance with the professional standards and requirements.

Course Contents:

#### **Module I: Introduction to Auditing**

*Introduction to auditing Introduction – meaning - definition – difference between accountancy and auditing – types of audit –statutory audit, Internal audit, Cost audit, Tax audit and Management audit, advantages of auditing – preparation before commencement of new audit*

**Special areas in Audit/ other thrust areas in audit- Social audit, Environment audit. Efficiency audit**

#### **Module II: Internal Check and Control**

*Internal check Meaning and objects of internal check – internal control-meaning definition-fundamental Principles-internal check as regards wages, cash sales, cash purchases - Internal control in Computerized Environment, ICQ- Concept and Preparation, Internal check in a departmental stores-internal audit – meaning-importance – advantage and disadvantages.*

#### **Module III: Verification and Valuation**

*Verification and valuation of assets and liabilities: Meaning and objectives – position of an auditor as regards to the valuation of assets – verification and valuation of different items – assets –fixed assets - goodwill – stock in trade – investments – liabilities – capital – debentures – bills payable sundry creditors – contingent liabilities –*

#### **Module IV: Audit Report**

*Audit of different organizations drafting of audit program or trading and non-trading organization in a tabular form. Preparation of clean and qualified audit report with special reference to manufacturing and other Companies Audit Report 1975.*

Examination Scheme:

Components	CT	HA/C/V	A	EE
Weightage (%)	15	10	5	70

Text & References:

- **TR Sharma, Auditing.**
- **BN Tandon, Practical Auditing.**
- **MS Ramaswamy, Principles and Practice of Auditing.**

- Dinakar Pagare, Practice of Auditing.
- Kamal Gupta, Practical Auditing.
- P N Reddy & Appannaiah, Auditing.
- Shekar, Auditing.
- Pradeep Kumar, Auditing.

Annexure' CD-01'

UG: Semester IV  
 Course Title: Communication Skills-IV  
 Credit Units: 1  
 Course Code: BCU 441

L	T	P/ S	SW/F W	TOTAL CREDIT UNITS
1	0	0	0	1

Course Objective:

**This course is designed to develop the skills of the students in preparing job search artifacts and negotiating their use in GDs and interviews.**

Prerequisites: NIL

Course Contents / Syllabus:		
1.	<b>Module I Employment-Related Correspondence</b>	35% Weightage
	<ul style="list-style-type: none"> <li>• Resume Writing</li> <li>• Covering Letters</li> <li>• Follow Up Letters</li> </ul>	
2.	<b>Module II Dynamics of Group Discussion</b>	35% Weightage
	<ul style="list-style-type: none"> <li>• Significance of GD</li> <li>• Methodology &amp; Guidelines</li> </ul>	
3.	<b>Module III Interviews</b>	20% Weightage
	<ul style="list-style-type: none"> <li>• Types &amp; Styles of Interviews</li> <li>• Fundamentals of facing Interviews</li> <li>• Interview-Frequently Asked Questions</li> </ul>	
4.	<b>Module IV Short Stories</b>	10% Weightage
	<ul style="list-style-type: none"> <li>• Proof of the Pudding - O. Henry</li> <li>• "The Lottery" 1948 – Shirley Jackson</li> <li>• The Eyes Have it- Ruskin Bond</li> <li>• Kallu- Ismat Chughtai</li> </ul> <p>All the four stories will be discussed in one class.            One Long Question will be set in the Exam from the Text.</p>	
5.	<b>Student Learning Outcomes:</b>	
	<ul style="list-style-type: none"> <li>• Develop a resume for oneself</li> <li>• Ability to handle the interview process confidently</li> <li>• Learn the subtle nuances of an effective group discussion</li> </ul>	
6.	<b>Pedagogy for Course Delivery:</b>	

	<ul style="list-style-type: none"> <li>• Workshop</li> <li>• Group Discussions</li> <li>• Presentations</li> <li>• Lectures</li> </ul>															
7.	<p>Assessment/ Examination Scheme:</p> <table border="1"> <tr> <td>Theory L/T (%)</td> <td>Lab/Practical/Studio (%)</td> <td>End Term Examination</td> </tr> <tr> <td><b>100%</b></td> <td><b>NA</b></td> <td><b>70%</b></td> </tr> </table> <p>Theory Assessment (L&amp;T):</p> <table border="1"> <tr> <td>Components (Drop down)</td> <td><b>CIE</b></td> <td><b>Attendance</b></td> <td>End Term Examination</td> </tr> <tr> <td>Weightage (%)</td> <td><b>25%</b></td> <td><b>5%</b></td> <td><b>70%</b></td> </tr> </table>	Theory L/T (%)	Lab/Practical/Studio (%)	End Term Examination	<b>100%</b>	<b>NA</b>	<b>70%</b>	Components (Drop down)	<b>CIE</b>	<b>Attendance</b>	End Term Examination	Weightage (%)	<b>25%</b>	<b>5%</b>	<b>70%</b>	
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Components (Drop down)	<b>CIE</b>	<b>Attendance</b>	End Term Examination													
Weightage (%)	<b>25%</b>	<b>5%</b>	<b>70%</b>													

**Text:** *Sharma, R.C. & Krishna Mohan. Business Correspondence and Report Writing: A Practical approach to Business & Technical Communication, New Delhi: Tata McGraw Hill & Co. Ltd., 2002.*  
*Rai, Urmila & S.M. Rai. Business Communication, Mumbai: Himalaya Publishing House, 2002.*

*Rizvi, M.Ashraf. Effective Technical Communication, New Delhi: Tata McGraw Hill, 2007.*

**Reference:** *Brusaw, Charles T., Gerald J. Alred & Walter E. Oliu. The Business Writer's Companion, Bedford: St. Martin's Press, 2010.*

*Lewis, Norman. How to Read Better and Faster. New Delhi: Binny Publishing House.*

**Additional Reading:** Newspapers and Journals

# Course Code: BSU 443

## Credit Units: 01

### Course Objective:

To inculcate an elementary level of understanding of group/team functions  
To develop team-spirit and to know the importance of working in teams

### Course Contents:

Module I: Group formation

#### Definition and Characteristics

**Importance of groups**

Classification of groups

Stages of group formation

**Benefits of group formation**

Module II: Group Functions

**External Conditions affecting group functioning: Authority, Structure, Org. Resources, Organizational policies etc.**

Internal conditions affecting group functioning: Roles, Norms, Conformity, Status, Cohesiveness, Size, Inter group conflict.

**Group Cohesiveness and Group Conflict**

Adjustment in Groups

Module III: Teams

Meaning and nature of teams

**External and Internal factors effecting team**

Building Effective Teams

**Consensus Building**

**Collaboration**

Module IV: Leadership

Meaning, Nature and Functions

**Self leadership**

**Leadership styles in organization**

Leadership in Teams

Module V: Power to empower: Individual and Teams

Meaning and Nature

**Types of power**

**Relevance in organization and Society**

Module VI: End-of-Semester Appraisal

Viva based on personal journal

Assessment of Behavioural change as a result of training

**Exit Level Rating by Self and Observer**

Examination Scheme:

Components	SAP	A	JFS	End Term
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				Written Exam
Weightage (%)	<b>15</b>	<b>05</b>	<b>20</b>	<b>60</b>

**SAP: Social Awareness Programme, A: Attendance, JFS: Journal for Success**

Text & References:

- **Organizational Behaviour, Davis, K.**
- **Hoover, Judhith D. Effective Small Group and Team Communication, 2002, Harcourt College Publishers**
- **Dick, Mc Cann & Margerison, Charles: Team Management, 1992 Edition, viva books**
- **LaFasto and Larson: When Teams Work Best, 2001, Response Books (Sage), New Delhi**
- **Smither Robert D.; The Psychology of Work and Human Performance, 1994, Harper Collins College Publishers**

# FRENCH

Course Code: FLU 444  
02

Credit Units:

Course Objective:

To enable students:

- To develop strategies of comprehension of texts of different origin
- To present facts, projects, plans with precision

Course Contents:

Module C: pp. 104 – 139 : Unités 8,9

Contenu lexical : Unité 8: Découvrir le passé

4. parler du passé, des habitudes et des changements.
5. parler de la famille, raconter une suite d'événements/préciser leur date et leur durée.
6. connaître quelques moments de l'histoire

Unité 9: Entreprendre

7. faire un projet de la réalisation: (exprimer un besoin, préciser les étapes d'une réalisation)
4. parler d'une entreprise
5. parler du futur

Contenu grammatical:

1. Imparfait
8. Pronom « en »
9. Futur
10. Discours rapporté au présent
11. Passé récent
12. Présent progressif

Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

**C – Project + Presentation**

**I – Interaction/Conversation Practice**

Text & References:

- le livre à suivre : Campus: Tome 1



# GERMAN - IV

Course Code: BCH 445  
02

Credit Units:

## Course Objective:

To enable the students to converse, read and write in the language with the help of the basic rules of grammar, which will later help them to strengthen their language.

To give the students an insight into the culture, geography, political situation and economic opportunities available in Germany.

Introduction to Advanced Grammar Language and Professional Jargon

## Course Contents:

Module I: Present perfect tense

**Present perfect tense, usage and applicability**

**Usage of this tense to indicate near past**

**Universal applicability of this tense in German**

Module II: Letter writing

**To acquaint the students with the form of writing informal letters.**

Module III: Interchanging prepositions

**Usage of prepositions with both accusative and dative cases**

**Usage of verbs fixed with prepositions**

**Emphasizing on the action and position factor**

Module IV: Past tense

**Introduction to simple past tense**

**Learning the verb forms in past tense**

**Making a list of all verbs in the past tense and the participle forms**

Module V: Reading a Fairy Tale

**Comprehension and narration**

**Rotkäppchen**

**Froschprinzessin**

**Die Fremdsprache**

Module VI: Genitive case

**Genitive case – Explain the concept of possession in genitive**

**Mentioning the structure of weak nouns**

Module VII: Genitive prepositions

**Discuss the genitive prepositions and their usage: (während, wegen, statt, trotz)**

Module VIII: Picture Description

**Firstly recognize the persons or things in the picture and identify the situation depicted in the picture;**

**Secondly answer questions of general meaning in context to the picture and also talk about the personal experiences which come to your mind upon seeing the picture.**

## Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

**C – Project + Presentation**

**I – Interaction/Conversation Practice**

Text & References:

- **Wolfgang Hieber, Lernziel Deutsch**
- **Hans-Heinrich Wangler, Sprachkurs Deutsch**

- **Schulz Griesbach, Deutsche Sprachlehre für Ausländer**
- **P.L Aneja, Deutsch Interessant- 1, 2 & 3**
- **Rosa-Maria Dallapiazza et al, Tangram Aktuell A1/1,2**
- **Braun, Nieder, Schmoe, Deutsch als Fremdsprache 1A, Grundkurs**

# SPANISH - IV

Course Code: BCH 446  
02

Credit Units:

Course Objective:

To enable students acquire working knowledge of the language; to give them vocabulary, grammar, voice modulations/intonations to handle everyday Spanish situations with ease.

Course Contents:

Module I

**Revision of earlier semester modules**  
**Introduction to Present Continuous Tense (Gerunds)**

Module II

**Translation with Present Continuous Tense**  
**Introduction to Gustar, Parecer, Apetecer, doler**

Module III

**Imperatives (positive and negative commands of regular verbs)**

Module IV

**Commercial/business vocabulary**

Module V

**Simple conversation with help of texts and vocabulary**

**En la recepcion del hotel**

**En el restaurante**

**En la agencia de viajes**

**En la tienda/supermercado**

Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

**C – Project + Presentation**

**I – Interaction/Conversation Practice**

Text & References:

- **Español Sin Fronteras (Nivel – Elemental)**

# JAPANESE - IV

Course Code: BCH 447  
Units: 02

Credit

## Course Objective:

To enable the students to comfortably interact using basic Japanese.

Note: Teaching is done in roman as well as Japanese script, students will be taught katankana (another form of script) in this semester i.e. to be able to write all the foreign words in Japanese.

## Course Contents:

### Module I

Comparison using adjectives, Making requests

### Module II

Seeking permission

### Module III

Practice of conversations on:

Visiting people, Party, Meetings, After work, At a ticket vending machine etc

### Module IV

Essays, writing formal letters

## Learning Outcome

➤ Students can speak the language describing above-mentioned topics.

Methods of Private study /Self help

➤ Handouts, audio-aids, and self-do assignments, role-plays.

➤ Students are also encouraged to attend Japanese film festival and other such fairs and workshops organized in the capital from time to time.

## Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

C – Project + Presentation

I – Interaction/Conversation Practice

## Text & References:

Text:

- Teach yourself Japanese

References:

- Shin Nihongo no kiso 1

# CHINESE – IV

Course Code: BCH 448

Credit Units: 02

## Course Objective:

How many characters are there? The early Qing dynasty dictionary included nearly 50,000 characters the vast majority of which were rare accumulated characters over the centuries. An educate person in China can probably recognize around 6000 characters. The course aims at familiarizing the student with the basic aspects of speaking ability of Mandarin, the language of Mainland China. The course aims at training students in practical skills and nurturing them to interact with a Chinese person.

## Course Contents:

### Module I

#### Dialogue Practice

Observe picture and answer the question

Pronunciation and intonation

Character writing and stroke order.

Electronic items

### Module II

Traveling – The Scenery is very beautiful

Weather and climate

Grammar question with – “bu shi .... Ma?”

The construction “yao ... le” (Used to indicate that an action is going to take place)

Time words “yiqian”, “yiwai” (Before and after).

The adverb “geng”.

### Module III

Going to a friend house for a visit meeting his family and talking about their customs.

Fallen sick and going to the Doctor, the doctor examines, takes temperature and writes prescription.

Aspect particle “guo” shows that an action has happened some time in the past.

Progressive aspect of an actin “zhengzai” Also the use if “zhe” with it.

To welcome someone and to see off someone .... I cant go the airport to see you off... etc.

### Module IV

Shipment. Is this the place to checking luggage?

Basic dialogue on – Where do u work?

Basic dialogue on – This is my address

Basic dialogue on – I understand Chinese

Basic dialogue on – What job do u do?

Basic dialogue on – What time is it now?

### Module V

Basic dialogue on – What day (date) is it today?

Basic dialogue on – What is the weather like here.

Basic dialogue on – Do u like Chinese food?

Basic dialogue on – I am planning to go to China.

Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

C – Project + Presentation

I – Interaction/Conversation Practice

Text & References:

- “Elementary Chinese Reader, Part-2” Lesson 31-38

## MANAGEMENT ACCOUNTING – I

*Course Code:*            **BCH 501**

*Credit Units:* **03**

**Course Objective:**

To provide the students knowledge about the use of costing data for planning, control and decision making.

**Course Contents:**

### Module I: **Management Accounting**

**Nature & Scope:** Meaning and Definition - Objectives of Management Accounting - Management Accounting and **Financial Accounting - Management Accounting and Cost Accounting - Utility of Management Accounting** - Limitations of Management Accounting - Position of Management Accountant in the Organisation.

### Module II: **Analysis and Interpretation of Financial Statements - I**

Concept of Financial Statements and their Nature - **Limitations of Financial Statements - Analysis and Interpretation - Tools - Comparative Financial Statements** - Common size Statements - Trend Percentages

### Module III: **Analysis and Interpretation of Financial Statements - II**

Ratio Analysis - Nature and Interpretation - **Utility and Limitations of Ratios - Short-term Financial Ratios - Long-term Financial Ratios** - Profitability Ratios - Proprietary and Yield Ratios - Turnover Ratios - DUPONT Control Chart

### Module IV: **Funds Flow Analysis**

**Concept of Funds - Sources and Uses of Funds** - Concept of Flow - Funds Flow Statement - Managerial Uses of **Funds Flow Analysis - Construction of Funds Flow Statements**

Practical:

**Use of various software packages to obtain different Management Accounting outputs like: (i) Fund Flow Statement, (ii) Ratio Analysis**

**Examination Scheme:**

Components	CT	HA/C/V	A	EE
Weightage (%)	15	10	5	70

**Text & References:**

- Dr. S.N. Maheswari , Management Accounting
- Sexana, Management Accounting
- Made Gowda, Management Accounting
- Dr. S.N. Goyal and Manmohan, Management Accounting
- B.S. Raman, Management Accounting
- R.S.N. Pillai and Bagavathi, Management Accounting
- Sharma and Gupta, Management Accounting

- J. Batty, Management Accounting
- Foster, Financial Statement Analysis, Pearson.
- PN Reddy & Appanaiah, Essentials of Management Accounting.

## MACRO ECONOMICS

*Course Code:*            **BCH 502**

*Credit Units:* **04**

### *Course Objective:*

To provide the basic knowledge of macro economic concepts.

Course Contents:

Module I: Introduction to Macroeconomics

**The roots of macroeconomics, macroeconomic concerns, the role of government in the macro economy, the components of the macro economy, the methodology of macroeconomics**

Module II: Introduction to National Income Accounting

**Concepts of GDP and national income, approaches to calculating GDP, GDP and personal income, Nominal and real GDP, Limitations of the GDP concept, GDP and the black economy.**

Module III: Schools of Macroeconomic Thoughts

**Classical, Neo Classical and Keynesian Models.; Say's Law of Markets and Classical Theory of Employment**

Module IV: Keynesian Model

**Aggregate expenditure and equilibrium output; Consumption function; theory of investment-marginal efficiency of capital; saving and investment; The Investment Multiplier and its application to LDC's**

Module V: Money in the Modern Economy

**Theories of Demand for Money: Quantity Theory and Keynes approach. Baumol and Tobin Contributions and Friedman's restatement of quantity theory Characteristics of a monetary economy; the supply of money and overall liquidity position; credit creation**

Module VI: Inflation

**The causes of inflation, level of prices and the value of money, The Fisher effect, the cost of inflation.**

Examination Scheme:

Components	CT	HA/C/V	A	EE
Weightage (%)	15	10	5	70

Text & References:

- D.N. Devedi, Macroeconomics
- I.C. Dhingra, Macroeconomics, Sultan Chand & Sons.
- E. Shapiro, Macro Economic Analysis, Harcourt Barce, New York.
- G. Ackley, Macro Economic Theory, Mc. Graw Hill, New York.
- R.L. Miller and R.W. Pullinelli, Modern Money and Banking, Mc. Graw Hill.
- A.K. Basu, Fundamentals of Banking: Theory and Practice.
- Reserve Bank of India, Functions and working of R.B.I.

## OPERRATIONS RESEARCH

Course Code:           BBM 501

Credit Units: 04

Course Objective:

*The objective of this paper is to make students familiar with basic concept and tools in Operations Research. These techniques assist in solving complex problems and help in decision making.*

Course Contents:

### **Module I: Introduction**

Introduction to Operations Research, Definition, scope and limitations of Operations Research

### *Module II: Linear Programming*

Linear Programming – Basic Concepts, Model formulation; Solution methods – Graphical Solution method, Simplex method (problems involving only upto 3 constraints and of inequality <), Application of LPP in business decision making.

### **Module III: Transportation Problem**

Transportation problem- Initial Basic feasible solution (North West corner rule, Vogel's approximation method), Test for optimality (The Modified Distribution (MODI) method)

### *Module IV: Assignment Problem*

Assignment Problem – Introduction, Approach of the Assignment model, Solution Methods (Hungarian method)



*Module V: Game Theory*

Game Theory- Concept and definition; Solution methods of Pure Strategy games (with saddle point), Significance of Game Theory.

**Module VI: Queuing & Simulation**

Introduction, Elementary queuing system, Introduction to Single – channel queuing model (with Poisson arrivals and Exponential service times), (no numerical); Introduction to Simulation, applications, advantages and drawbacks of simulation, Introduction to Monte – Carlo Simulation, Role of computers in Simulation

**Examination Scheme:**

Components	A	CT	C/HS/Q	EE
Weightage (%)	5	15	5	70

Text & References:

**Text:**

- Kapoor V K, Operations Research (Techniques for Management), Seventh edition, Sultan Chand & Sons.

**References:**

- Sharma J K, Operations Research (Theory & Practices), Second edition, Macmillan India Ltd.
- Hamdy A Taha, Operations Research, Seventh edition, Prentice Hall India
- Kothari C R, An introduction to Operations Research, Third edition, Vikas Publishing House

Annexure' CD-01'

UG : Semester V  
 Course Title : Communication Skills-V  
 Credit Units: 1  
 Course Code: BCU 541  
 Course Objective:

L	T	P/ S	SW/F W	TOTAL CREDIT UNITS
1	0	0	0	1

- To enable the students to adopt strategies for effective reading and writing skills.
- The course would enhance student's vocabulary, language and fluency. It would also teach the students to deliver professional presentations.

Prerequisites: NIL

Course Contents / Syllabus:		
1.	Module I Vocabulary	35% Weightage
	<ul style="list-style-type: none"> <li>• Define Vocabulary</li> <li>• Significance of Vocabulary</li> <li>• One Word Substitution, Synonyms &amp; Antonyms and Idioms &amp; Phrases</li> <li>• Define and Differentiate Homonyms, Homophones and</li> </ul>	

	<ul style="list-style-type: none"> <li>Homographs</li> <li>Vocabulary Drills</li> <li>Foreign Words</li> </ul>															
2.	<p>Module II Comprehension Skills</p> <ul style="list-style-type: none"> <li>Reading Comprehension-SQ3R Reading Techniques</li> <li>Summarising and Paraphrasing</li> <li>Précis Writing</li> <li>Listening Comprehension</li> </ul>	25% Weightage														
3.	<p>Module III Presentation Skills</p> <ul style="list-style-type: none"> <li>Discussing the Significance of Audio-visual Aids, Audience and Feedback in Presentation Skills</li> <li>Analyzing the Significance of Non-Verbal Communication</li> </ul>	30% Weightage														
4.	<p>Module IV Prose</p> <ul style="list-style-type: none"> <li>How Far is the River-Ruskin Bond</li> <li>My Wood-E.M.Forster</li> <li>I have a Dream-Martin Luther King</li> <li>Spoken English and Broken English-G.B. Shaw</li> </ul>	10% Weightage														
5.	<p>Student Learning Outcomes:</p> <ul style="list-style-type: none"> <li>Communicate fluently and sustain comprehension of an extended discourse.</li> <li>Demonstrate ability to interpret texts and observe the rules of good writing.</li> <li>Prepare and present effective presentations aided by ICT tools.</li> </ul>															
6.	<p><b>Pedagogy for Course Delivery:</b> Workshop</p> <ul style="list-style-type: none"> <li>Group Discussions</li> <li>Presentations</li> <li>Lectures</li> </ul>															
7.	<p>Assessment/ Examination Scheme:</p> <table border="1"> <thead> <tr> <th>Theory L/T (%)</th> <th>Lab/Practical/Studio (%)</th> <th>End Term Examination</th> </tr> </thead> <tbody> <tr> <td>100%</td> <td>NA</td> <td>70%</td> </tr> </tbody> </table> <p>Theory Assessment (L&amp;T):</p> <table border="1"> <thead> <tr> <th>Components (Drop down)</th> <th>CIE</th> <th>Attendance</th> <th>End Term Examination</th> </tr> </thead> <tbody> <tr> <td>Weightage (%)</td> <td>25%</td> <td>5%</td> <td>70%</td> </tr> </tbody> </table>	Theory L/T (%)	Lab/Practical/Studio (%)	End Term Examination	100%	NA	70%	Components (Drop down)	CIE	Attendance	End Term Examination	Weightage (%)	25%	5%	70%	
Theory L/T (%)	Lab/Practical/Studio (%)	End Term Examination														
100%	NA	70%														
Components (Drop down)	CIE	Attendance	End Term Examination													
Weightage (%)	25%	5%	70%													

Text: Jaffe, C.I. Public Speaking: Concepts and Skills for a Diverse Society, 4<sup>th</sup> ed. Belmont, CA: Wadsworth, 2004.

Effective English for Engineering Students, B Cauveri, Macmillan India

Creative English for Communication, Krishnaswamy N, Macmillan

Reference: A Textbook of English Phonetics, Balasubramanian T, Macmillan

Additional Reading: Newspapers and Journals

# BEHAVIOURAL SCIENCE - V

Course Code: BSU 543  
01

Credit Units:

Course Objective:

**This course aims at enabling students towards:**

**Understand the importance of individual differences**

**Better understanding of self in relation to society and nation**

**Facilitation for a meaningful existence and adjustment in society**

**To inculcate patriotism and National pride.**

**To enhance personal and professional excellence**

Course Contents:

Module I: Individual differences & Personality

**Personality: Definition & Relevance**

**Importance of nature & nurture in Personality Development**

**Importance and Recognition of Individual differences in Personality**

**Accepting and Managing Individual differences (Adjustment Mechanisms)**

**Intuition, Judgment, Perception & Sensation (MBTI)**

**BIG5 Factors**

Module II: Socialization

**Nature of Socialization**

**Social Interaction**

**Interaction of Socialization Process**

**Contributions to Society & Nation**

Module III: Patriotism and National Pride

**Sense of Pride and Patriotism**

**Importance of Discipline and hard work**

**Integrity and accountability**

Module IV: Human Rights, Values and Ethics

**Meaning of Human Rights**

**Human Rights Awareness**

**Importance of human rights**

**Values and Ethics- Learning based on project work on Scriptures like Ramayana, Mahabharata, Gita etc**

Module V: Personal and Professional Excellence

**Personal excellence:**

**Identifying Long-term choices and goals**

**Uncovering talent, strength and style**

**Alan P. Rossiter's eight aspects of Professional Excellence**

**Resilience during challenge and loss**

**Continued Reflection (Placements, Events, Seminars, Conferences, Projects, Extracurricular Activities, etc.)**

Text & References:

- **Bates, A. P. and Julian, J.: Sociology - Understanding Social Behaviour**
- **Dressler, David and Cans, Donald: The Study of Human Interaction**
- **Lapiere, Richard. T – Social Change**
- **Rose, G.: Oxford Textbook of Public Health, Vol.4, 1985.**
- **Robbins O.B.Stephen;. Organizational Behaviour**

# FRENCH

Course Code: FLU 544  
02

Credit Units:

Course Objective:

To furnish some basic knowledge of French culture and civilization for understanding an authentic document and information relating to political and administrative life

Course Contents:

Module D: pp. 131 – 156 Unités 10,11

Contenu lexical : Unité 10: **Prendre des décisions**

**1. Faire des comparaisons**

**2. décrire un lieu, le temps, les gens, l'ambiance**

**3. rédiger une carte postale**

Unité 11: faire face aux problèmes

**5. Exposer un problème.**

**6. parler de la santé, de la maladie**

**7. interdire/demander/donner une autorisation**

**8. connaître la vie politique française**

Contenu grammatical:

**5. comparatif - comparer des qualités/ quantités/actions**

**6. supposition : Si + présent, futur**

**7. adverbe - caractériser une action**

**8. pronom "Y"**

Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

**C – Project + Presentation**

**I – Interaction/Conversation Practice**

Text & References:

- le livre à suivre : Campus: Tome 1

# GERMAN - V

Course Code: BCH 545  
02

Credit Units:

## Course Objective:

To enable the students to converse, read and write in the language with the help of the basic rules of grammar, which will later help them to strengthen their language.

To give the students an insight into the culture, geography, political situation and economic opportunities available in Germany

Introduction to Advanced Grammar and Business Language and Professional Jargon

## Course Contents:

Module I: Genitive case

**Genitive case – Explain the concept of possession in genitive**

**Mentioning the structure of weak nouns**

Module II: Genitive prepositions

**Discuss the genitive propositions and their usage: (während, wegen, statt, trotz)**

Module III: Reflexive verbs

**Verbs with accusative case**

**Verbs with dative case**

**Difference in usage in the two cases**

Module IV: Verbs with fixed prepositions

**Verbs with accusative case**

**Verbs with dative case**

**Difference in the usage of the two cases**

Module V: Texts

**A poem 'Maxi'**

**A text Rocko**

Module VI: Picture Description

**Firstly recognize the persons or things in the picture and identify the situation depicted in the picture;**

**Secondly answer questions of general meaning in context to the picture and also talk about the personal experiences which come to your mind upon seeing the picture.**

## Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

**C – Project + Presentation**

**I – Interaction/Conversation Practice**

## Text & References:

- Wolfgang Hieber, Lernziel Deutsch
- Hans-Heinrich Wangler, Sprachkurs Deutsch
- Schulz Griesbach, Deutsche Sprachlehre für Ausländer
- P.L Aneja, Deutsch Interessant- 1, 2 & 3
- Rosa-Maria Dallapiazza et al, Tangram Aktuell A1/1,2
- Braun, Nieder, Schmöe, Deutsch als Fremdsprache 1A, Grundkurs





# SPANISH - V

Course Code: BCH 546  
02

Credit Units:

Course Objective:

To enable students acquire working knowledge of the language; to give them vocabulary, grammar, voice modulations/intonations to handle everyday Spanish situations with ease.

Course Contents:

Module I

**Revision of earlier semester modules**

Module II

**Future Tense**

Module III

**Presentations in English on  
Spanish speaking countries'**

**Culture**

**Sports**

**Food**

**People**

**Politics**

**Society**

**Geography**

Module IV

**Situations:**

**En el hospital**

**En la comisaria**

**En la estacion de autobus/tren**

**En el banco/cambio**

Module V

**General revision of Spanish language learnt so far.**

Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

**C – Project + Presentation**

**I – Interaction/Conversation Practice**

Text & References:

- **Español Sin Fronteras, Greenfield**

# JAPANESE - V

Course Code:  
Units: 02

BCH 547

Credit

Course Objective:

To enable the students to converse, read and write language comfortably and be able to converse using different patterns and forms taught through out. Students are taught and trained enough to get placed themselves in Japanese companies.

Note: Teaching is done in roman as well as Japanese script.

Course Contents:

Module I

Dictionary form of the verbs, Joining of verbs

**Negative form of verbs**

**Potential form**

Module II

**Joining of many actions together**

**Usage of dictionary form of the verbs in sentences**

**Introducing colloquial language.**

Module III

**Direct form of the speech, quotations,**

**Expressing thoughts**

**Actions and reasoning**

Module IV

**Conclusion**

**Receiving and giving things, favour etc.**

**Different forms like 'tara' form.**

Module V

*Revision of the whole syllabus*

**Learning Outcome**

- Students can speak and use different patterns, ways to describe a particular situation and can converse comfortably in mentioned situations through out.
- Students can appear in the interviews for placements in Japanese companies.

Methods of Private study /Self help

- Teaching will be supported by handouts, audio-aids, and self-do assignments and role plays.
- Use of library, visiting and watching movies in Japan and culture center every Friday at 6pm.

Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

**C – Project + Presentation**

**I – Interaction/Conversation Practice**

## Text & References:

**Text:**

- *Teach yourself Japanese*

**References:**

- *Shin Nihongo no kiso 1*

# CHINESE – V

Course Code:  
Units: 02

BCH 548

Credit

## Course Objective:

What English words come from Chinese? Some of the more common English words with Chinese roots are ginseng, silk, dim sum, fengshui, typhoon, yin and yang, T'ai chi, kung-fu. The course aims at familiarizing the student with the basic aspects of speaking ability of Mandarin, the language of Mainland China. The course aims at training students in practical skills and nurturing them to interact with a Chinese person.

## Course Contents:

### Module I

#### Drills

#### Dialogue practice

Observe picture and answer the question.

Pronunciation and intonation.

Character writing and stroke order

### Module II

#### Intonation

Chinese foods and tastes – tofu, chowmian, noodle, Beijing duck, rice, sweet, sour....etc. Learning to say phrases like – Chinese food, Western food, delicious, hot and spicy, sour, salty, tasteless, tender, nutritious, good for health, fish, shrimps, vegetables, cholesterol is not high, pizza, milk, vitamins, to be able to cook, to be used to, cook well, once a week, once a month, once a year, twice a week.....

Repetition of the grammar and verbs taught in the previous module and making dialogues using it.

Compliment of degree “de”.

### Module III

Grammar the complex sentence “suiran ... danshi....”

Comparison – It is colder today than it was yesterday....etc.

The Expression “chule....yiwai”. (Besides)

Names of different animals.

Talking about Great Wall of China

Short stories

### Module IV

Use of “huozhe” and “haishi”

Is he/she married?

Going for a film with a friend.

Having a meal at the restaurant and ordering a meal.

### Module V

Shopping – Talking about a thing you have bought, how much money you spent on it? How many kinds were there? What did you think of others?

Talking about a day in your life using compliment of degree “de”. When you get up? When do you go for class? Do you sleep early or late? How is Chinese? Do you enjoy your life in the hostel?

Making up a dialogue by asking question on the year, month, day and the days of the week and answer them.

## Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

C – Project + Presentation

I – Interaction/Conversation Practice

Text & References:

- **“Elementary Chinese Reader ” Part-II Lesson 39-46**

# SUMMER INTERNSHIP

Course Code:  
Units: 06

BCH 550

Credit

## GUIDELINES FOR INTERNSHIP FILE

There are certain phases of every Intern's professional development that cannot be effectively taught in the academic environment. These facets can only be learned through direct, on-the-job experience working with successful professionals and experts in the field. The internship program can best be described as an attempt to institutionalise efforts to bridge the gap between the professional world and the academic institutions. Entire effort in internship is in terms of extending the program of education and evaluation beyond the classroom of a university or institution. The educational process in the internship course seeks out and focuses attention on many latent attributes, which do not surface in the normal class room situations. These attributes are intellectual ability, professional judgment and decision making ability, inter-disciplinary approach, skills for data handling, ability in written and oral presentation, sense of responsibility etc.

In order to achieve these objectives, each student will maintain a file (Internship File). The Internship File aims to encourage students to keep a personal record of their learning and achievement throughout the Programme. It can be used as the basis for lifelong learning and for job applications. Items can be drawn from activities completed in the course modules and from the workplace to demonstrate learning and personal development.

The File will assess the student's analytical skills and ability to present supportive evidence, whilst demonstrating understanding of their organization, its needs and their own personal contribution to the organization.

The layout guidelines for the Internship File:

- A4 size Paper
- font: Arial (10 points) or Times New Roman (12 points)
- line spacing: 1.5
- top and bottom margins: 1 inch/ 2.5 cm; left and right margins: 1.25 inches/ 3 cm

The File will include *five sections* in the order described below. The content and comprehensiveness of the main body and appendices of the report should include the following:

1. The Title Page--Title - An Internship Experience Report For (Your Name), name of internship organization, name of the Supervisor/Guide and his/her designation, date started and completed, and number of credits for which the report is submitted.
2. Table of Content--an outline of the contents by topics and subtopics with the page number and location of each section.
3. Introduction--short, but should include how and why you obtained the internship experience position and the relationship it has to your professional and career goals.
4. Main Body--should include but not be limited to daily tasks performed. Major projects contributed to, dates, hours on task, observations and feelings, meetings attended and their purposes, listing of tools and materials and their suppliers, and photographs if possible of projects, buildings and co-workers.
5. Appendices--include pamphlets, forms, charts, brochures, technical and descriptive literature, graphs and other information related to your Internship experience.

The Main Body will have three sections and will include the following items which will be evaluated for the final assessment:-

4. An analysis of the company/organization in which the student is working
5. A personal review of the student's management skills and how they have been developed through the programme.
6. The research report that the student has prepared on the project assigned to him by the organization. (Incase a student is not assigned a specific research project in the organization, he has to select any one aspect of the organization and prepare a research report on it).

## ASSESSMENT OF THE INTERNSHIP FILE

The student will be provided with the Student Assessment Record (SAR) to be placed in front of the Internship File. Each item in the SAR is ticked off when it is completed successfully. The faculty will also assess each item as it is completed. The SAR will be signed by the student and by the faculty to indicate that the File is the student's own work. It will also ensure regularity and meeting the dealines.

## STUDENT ASSESSMENT RECORD (SAR)

Management File Item	Criteria for successful completion of the item
<b>1. Analysis of organization (1500- 2000 words)</b>	<ul style="list-style-type: none"> <li>• Clear presentation of ideas and analysis</li> <li>• Provides an organizational diagram, following organization presentation conventions</li> <li>• Analysis covers the organization's:               <ul style="list-style-type: none"> <li>➤ Business strategy and mission</li> <li>➤ Structure</li> <li>➤ Resources and assets</li> <li>➤ Current financial performance</li> <li>➤ Leadership/decision-making style</li> <li>➤ Staffing and skill base</li> <li>➤ Products/services and customers</li> </ul> </li> </ul>
<b>2. Personal review of Management skills development (1000-1500 words)</b>	<ul style="list-style-type: none"> <li>• Clear presentation of ideas and analysis</li> <li>• Demonstrate awareness of own management skills</li> <li>• Presents critical analysis of own management effectiveness, supported with examples</li> <li>• Provides evidence of development of specific management skills e.g. strategic, financial, leadership</li> <li>• Explains how new skills and learning have benefited the organization and self</li> </ul>
<b>3. Design of Research Project (1500- 2000 words)</b>	<ul style="list-style-type: none"> <li>• Clear presentation of ideas and analysis</li> <li>• Justifies the choice of subject for the research project and why this might be beneficial to the organization</li> <li>• Selects and justifies appropriate research methods for the project</li> <li>• Demonstrate understanding of the key stages in undertaking a research project</li> <li>• Indicates which analytical/statistical tools would be most appropriate and why</li> <li>• The design plan takes account of the resourcing implications of carrying out the research e.g. staffing and other costs</li> </ul>

### Examination Scheme:

Report by Student (Internship File)

**c. Organization & Presentation/Language and clarity /substance of Contents covered and Comprehensiveness**  
20%

**d. Research Report**

30%

Industry Feedback (continuous)  
20%

Presentation & Viva (At the end)  
30%

Total

100%

# FINANCIAL MANAGEMENT – I

*Course Code: BCH 504*

*Credit Units: 02*

## *Course Objective:*

To give insight into financial decision making, valuation concept, cost of capital and capital budgeting.

## **Course Contents:**

### **Module I Concept of Financial Management**

Financial Management- finance function – aims of finance function – financial management – goals Of financial management – financial decisions – financial planning – objectives and principles of Sound financial planning – long term and short term financial plan – factors affecting financial plan.

### **Module II Time Value of Money**

Valuation Concepts: Time Value of Money – discounting and compounding techniques

Module III Cost of Capital

Cost of capital, Equity Shares, concept of WACC, Debentures, Preference Shares and retained earnings.

### **Module IV Capital Budgeting and Techniques**

Investment Decisions – capital budgeting – significance – techniques of evaluation of investment Proposals- Payback Period., Discounted Payback Period, Net Present Value., Internal Rate of Return, Profitability Index, Illustrations on Project feasibility

Examination Scheme:

Components	CT	HA/C/V	A	EE
Weightage (%)	15	10	5	70

Text & References:

- S N Maheshwari, Financial Management.
- Khan and Jain, Financial Management.
- Dorai Raj. S.N, Financial Management.
- Sharma and Sashi Gupta, Financial Management.
- I M Pandey, Financial Management.
- James C Vanhorne, Financial Management.
- Prasanna Chandra, Financial Management.
- PN Reddy & Appanaiah, Financial Management.



## FUNDAMENTALS OF INVESTMENTS - I

**Course Code:** BCH 505

**Credit Units:** 02

### **Course Objective:**

To introduce students to different investment alternatives – its valuation analysis and investor protection.

Course Contents:

Module I: The Investment Environment

The investment decision process, Types of Investments – Commodities, Real Estate and Financial Assets, the Indian securities market, the market participants and trading of securities, security market indices, sources of financial information, concept of risk and return, Impact of Taxes and inflation on return.

**Module II : Financial Information**

Sources of Financial Information, Efficient Market Theory

**Module III: Risk and Return**

Total risk and its factors

**Module : IV Bonds**

Valuation of Fixed Income Securities- Types of Bonds, Bond Rating and Bond Price, Bond Valuation.

**Module : V**

Fundamental Analysis: Economic Analysis, Industry Analysis, Company Analysis, Technical Analysis

A Project on Investment (considering either Commodities, Equity, Fixed income Security, Real Estate)

Examination Scheme:

Components	CT	HA/C/V	A	EE
Weightage (%)	15	10	5	70

Text & References:

- Bhalla, V.K., “Investment Management”, S. Chand & Co.
- Prasanna, Chandra, “Investment analysis and portfolio management”, Tata McGraw Hill

# FINANCIAL MARKETS, INSTITUTIONS AND FINANCIAL SERVICES- I

Course Code:  
Units: 02

BCH 506

Credit

## *Course Objective:*

To introduce students to different financial institutions, Markets and the services which are available in India.

## Course Contents:

### Module I: Money Market

**Call money market**, Treasury bills market, Commercial bills market, Commercial papers and certificates of deposits, **Discount and Finance House of India**, Government Securities Market, Recent developments.

### Module II: Capital Market

**Impact of monetary policy**, **Industrial securities market**, Primary market and Secondary market. **Nature and role of financial system: Financial system and markets, Efficiency and stability, Technology**, Government intervention in the financial system.

### Module III: Mutual funds

**Meaning, types, functions, advantages; Private and public sector mutual funds; Performance and growth of mutual funds in India; SEBI guidelines.**

### Module IV: Factoring

**The concept, significance, types; Factoring mechanism; Factoring vs. leasing; Factoring in India and abroad; Forfeitures; Kalyanasundaram Committee recommendations.** Credit card: The concept, types, advantages and disadvantages. Credit Rating: Mechanism, Role of CRISIL and ICRA.

### Module V: Non-Banking Finance Companies

**Evolution and present status. Insurance Companies: Economics of insurance, The insurance industry and its regulation; LIC, GIC. Development finance institutions:** Concept, role of DFIs, Sources of funds, DFIs in India, Khan Committee Report and Universal banking; Recent trends.

Module VI: Life and Non-life Insurance Organizations in India : **Coverage: Insurance Regulatory and Development Authority (IRDA) – Duties, Powers, and Functions; Life Insurance Corporation of India (LIC) – Overview, Objectives, and Role; General Insurance Corporation of India (GIC) – Overview, Objectives, and Functions.**

Recent Trends in Financial System- **financial innovations and regulatory trends, current domestic and international issues in the financial system, such as the famous financial crisis.**

## Examination Scheme:

Components	CT	HA/C/V	A	EE
Weightage (%)	15	10	5	70

## Text & References:

- Gordon and Natarajan, Financial Markets and Services, Himalaya Publishing House.
- Khan, M.Y, Financial Services, Tata McGraw Hill.
- Jeff Madura, Financial Markets and Institutions, South-Western College Publishing.
- B.C Vasant Desai, The Indian Financial System, Himalaya Publishing House.
- Bhole L.M, Financial Institutions and Markets, Tata McGraw Hill.

## INSURANCE AND RISK MANAGEMENT - I

**Course Code: BCH 507**  
**Credit Units: 02**

### Course Objective:

This course enables the students to know the fundamentals of Insurance.

### Course Contents:

#### Module I

Introduction to insurance - purpose & need of insurance - Types of Insurance - Insurance as a social security tool - Insurance & Economic development, Fundamentals / Principles of Insurance - Primary & Secondary Principles

#### Module II

Risk Management and its managerial aspects- risk management-concept, evolution, purpose, scope, importance and its future.

#### Module III

Life Assurance - Meaning & significance, procedure of taking Life Insurance Policy - Policy conditions- Types of Policies - (Whole Life Policy - Endowment Policy, Group Insurance) - Settlement of claims.

#### Module IV

Life Insurance Agent - Appointment of Agent - Licence Procedure - Functions of Agent. - Agent's compensation - code of conduct.

#### Examination Scheme:

Components	CT	HA/C/V	A	EE
Weightage (%)	15	10	5	70

#### Text & References:

- Mishra M. N: Insurance Principles & practice - S. Chand & Co., New Delhi.
- M. Arif Khan: Theory & Practice of Insurance, Education Book House Aligarth.
- Kothari & Bahi: Principles & practice of Insurance, Shahitya Bhavan.
- Life Insurance Act of 1956
- Insurance Regulator Development Act. 1999.
- Gupta O. S: Life Insurance, Frank Brothers, New Delhi.
- Vinayakam N. Radhaswamy & Vasudevan S. V: Insurance - Principles & Practice. S. Chand New Delhi
- Mishra M. N: Life Insurance Corporation of India Vols. - I, II & III, Raj Book, Jaipur.

# PRINCIPLES OF MARKETING - I

Course Code:  
Units: 02

BCH 508

Credit

## **Course Objective:**

To help students to understand the concept of marketing and its applications, also to expose the Students to the latest trends in marketing.

## **Course Contents:**

### **Module I: Introduction**

Nature and scope of marketing- Importance of marketing as a business function - and in the economy - Marketing concepts - Traditional and Modern, Selling V/S marketing - Marketing Environment. Target Marketing and Brand Positioning.

### **Module II**

Markets and Segmentation. Meaning of Market - Various types of markets and their characteristics. Concept of market segmentation and its Importance - bases for market segmentation.

Case 1 - Indian Refrigerator Market

### **Module III**

Product - concept of product - consumer and Industrial goods - product planning and development packaging - role and functions - Brand name and Trademark - after sale service - product life cycle concept.

### **Module IV**

Price - Importance of price in the marketing mix, factor affecting price of a product / service. Major Pricing Methods. Pricing Policies and strategies.

### **Module-V**

Distribution channels - concept and role - types of distribution channels - Factors affecting choice of a distribution channel.

Case 2 - Marketing and Distribution of Mushroom

Examination Scheme:

Components	CT	HA/C/V	A	EE
Weightage (%)	15	10	5	70

Text & References:

- Philip Kotler: Marketing Management, Prentice Hall of India Ltd, New Delhi.
- Dr. C. N. Sontakki: Marketing Management Kalyani Publications New Delhi.
- Marchand & B. Vardharajan: An introduction to Marketing, Vikas Publishing House, Delhi.
- Mohammad Amanatullah: Principles of Modern Marketing. Kalyani Publications New Delhi.

**Link:**

- <https://fba.aiub.edu/Files/Uploads/MKT110009.pdf>

# INTERNATIONAL BUSINESS - I

*Course Code: BCH 509*

*Credit Units: 02*

## *Course Objective:*

To help students to understand the concepts and various dimensions of international business.

## Course Contents:

Module I: International Business

**Definition evaluation, nature, international business approaches theories of International business, problems of international business.**

Module II: International Economic Environment

**Business, Social, Cultural, technological, economic and political environment. International trade policies and relations – tariffs, subsidies, import quota, voluntary export restraints, administrative policies, international Law and business firms.**

Module III: Modes of Entering International Business

**Modes of entry-exporting, licensing, Franchising, contracts, contracts of manufacturing, management contracts, turnkey projects, mergers, acquisitions. Joint ventures.**

Module IV: World Trade Organization and Trade Blocks

**Economic Integrations – free trade area, custom unions, common markets, economic unions, GATT, GATS, liberalization of agriculture trade, EEC, ASEAN, SAARC, AAFTA.**

## Examination Scheme:

Components	CT	HA/C/V	A	EE
Weightage (%)	15	10	5	70

## Text & References:

- **Frame Works – International Business – II Edition by Roger Benneet – Financial Times management – Pitman Publishing, London.**
- **International Business – Text and cases. By P. Subba Rao, Himalaya Publishing House.**

# ADVERTISING AND PERSONAL SELLING - I

**Course Code:** BCH 510

**Credit Units:** 02

## **Course Objective:**

To help students to understand the concept of advertising and personal selling used in marketing for communicating with customers.

## Course Contents:

Module I: Advertising management

**Introduction & basic concepts. History of advertising; Advertising purpose and functions; Economic, social & ethical aspects of advertising; Advertising & the marketing mix, Advertising as a communication process;** types of advertising; Major Institutions of advertising management.

Module II

**Advertising and campaign planning Marketing strategy & situation analysis;** Advertising plan; Advertising objectives; DAGMAR approach; advertising strategy; Advertising campaign-planning process.

Module III: Creative strategy & advertising budget

**Creative approaches; the art of copywriting; Advertising copy testing; creativity in communication, motivational approaches & appeals, advertising budget process; methods of determining advertising appropriations.**

Module IV

**Advertising media strategy. Role of media; types of media; their advantages and disadvantages;** media research & advertising decisions; media planning, selection & scheduling strategies.

Module V

**Advertising effectiveness & organising advertising Functions. Methods of measuring advertising effectiveness; advertising research; structure & functions of an advertising agency; selection & co-ordination of advertising agency; Advertising regulations; Internet advertising.**

## Examination Scheme:

Components	CT	HA/C/V	A	EE
Weightage (%)	15	10	5	70

## Text & References:

- R. Still, W. Cundiff, A.P. Govoni, Sales Management Decisions Strategies and Cases, P.H.I, New Delhi.
- M. Johnson, L. Kurtz, E. Scheuing, Sales Management Concepts, Practices & Cases, Mcgraw Hill International, New York.
- W. Stern, El-Ansary, T. Coughlan, Marketing Channels, 5<sup>th</sup> Edition, P.H.I, New Delhi.
- Gupta. S. L, Sales & Distribution Management, Excell Books, New Delhi.

# SERVICE MARKETING - I

*Course Code: BCH 511*

*Credit Units: 02*

## Course Objective:

The course has been designed to familiarize students with characteristics of services, their design and delivery and the complexities of handling intangibles.

## Course Contents:

### Module I: Services an Overview

**Services: concept, characteristics. Goods v/s services.. Scope and Significance of services marketing.** Role of services sector in economy. Introduction to service marketing mix. Services Marketing (PEST) environment. Growth of service sector. Services- Global and Indian Scenario.

### Module II: Consumer Behaviour in Services

Consumer decision making process. Consumer Expectations: Concept. Factors influencing customer expectation of services. Service encounter and moments of truths. Service failure and recovery. Service recovery strategies. **Segmentation, Targeting, Positioning (STP) of Services.**

### Module III: Service Quality & Productivity

Concept of service quality. **GAP Model of service quality.** Measuring and improving service quality. Concept of productivity in service context. Approaches to improve productivity.

### Module IV: Service design and development.

**Challenges to services design, new service development and innovation, Developing the service blueprint.**

## Examination Scheme:

Components	CT	HA/C/V	A	EE
Weightage (%)	15	10	5	70

Team assignment: This assignment requires students to study the service quality of new service provider, identify GAP (if any) and ways to overcome them. They need to construct the service blueprint, accompanied by relevant photos/images, for a particular service provider.

## Text & References:

### Text:

- Valarie A Zeithaml and mary J Bitner, Services Marketing, Third Edition, Tata McGraw Hill Companies Christopher Lovelock , Service Marketing (people, technology and strategy), 2001, Fifth Edition, Pearson Education.
- Christopher Lovelock , Service Marketing (people, technology and strategy), 2001, Fifth Edition, Pearson Education.

### References:

- Clow Kenneth E. and Kurtz David L. , Services marketing operations, management and strategy, biztantra innovations in management, John Willey & Sons
- Rampal M.K., Gupta S.L., Service Marketing, 2006 Galgotia Publishing Company.

# HUMAN RESOURCE MANAGEMENT - I

*Course Code: BCH 512*

*Credit Units: 02*

## **Course Objective:**

To help students to understand the concept of human resource management to enable them to better manage the most important asset of any organization which are people.

## **Course Contents:**

### **Module I- HR Process**

Human Resource Management – Meaning of HRM, Importance of HRM, Objectives and functions, Process of HRM, systems and techniques, Role of human resource manager, duties and Responsibilities of human resource manager.

### **Module II – HR Planning**

Human Resource planning, Recruitment, Selection and Placement – Meaning and importance of Human resource planning, benefits of human resource planning, Meaning of recruitment, selection, Placement and training – Methods of Recruitment and selection – Uses of tests in selection, Problems involved in placement. Induction Process & its benefits to organizations & employees.

### **Module III – Promotion , Transfer & Separation**

Promotion and Transfers – Purpose of promotion, basis of promotion, meaning of transfer, reasons for transfer, types of transfer, right sizing of work force. Need for right sizing. Separation (Layoff, Discharge & VRS). Exit Interview.

## **Examination Scheme:**

Components	CT	HA/C/V	A	EE
Weightage (%)	15	10	5	70

## **Text & References:**

- Aswathappa. K, (2011), Human Resource Management - Text & Cases, (6<sup>th</sup> Edn.), McGraw Hill, New Delhi
- Dessler G (2006). Human Resource Management, Pearson Education, India
- Mathis R L and Jackson J H (2006). Human Resource Management, (10<sup>th</sup> Edn.) Cengage Learning, Indian Print.
- Snell S and Bohlander G (2007). Human Resource Management, Cengage Learning (Thomson Learning), Indian Edition
- Pattanayak B,(2014), Human Resource Management, 4<sup>th</sup> Edition , PHI



# COMPENSATION MANAGEMENT - I

*Course Code: BCH 513*

*Credit Units: 02*

## *Course Objective:*

To help students to understand the concept of compensation management and wage policies keeping in view the labour legislations.

## Course Contents:

### **Module I Introduction to Compensation Management**

Introduction, Basic concept of compensation, classical theories on wages, establishing pay rates, Importance of an ideal compensation plan, broad branding, Compensation plan and business strategy, devising a compensation plan, challenges affecting Compensation.

### **Module II Foundations of Compensation**

Job analysis, Pricing managerial and professional jobs, job evaluation, job structure. Concept of Equity,

### **Module III Wage Policies**

Wage Policy - Concept of wage, Wage policy in India, determinants of wage policy, Impact of income tax on Wage and salary administration, Tools used for fixation of wages, Introduction to Executive and International Compensation.

### **Module IV Pay Structure**

Pay Packet - Constituents – Basic, D A, H R A, and other allowance, Perquisites. Compensation Laws: Payment of Wages Act, Minimum Wages Act

Examination Scheme:

Components	CT	HA/C/V	A	EE
Weightage (%)	15	10	5	70

## Text & References:

- A.M. Sharma, Understanding Wage System.
- N.D. Kapoor, Labour Legislation.
- C.B. Memoria, Personnel management.
- The Compensation Handbook by Lance Berger and Dorothy Berger McGrawHill Co.

# INDUSTRIAL RELATIONS AND LABOUR LAWS - I

Course Code: BCL 524

Credit Units: 02

## Course Objective:

To help students to understand the importance and various aspects of industrial relations and labour laws.

Course Contents:

### Module I

Introduction to Industrial Relation Definition, Concepts, Nature of industrial relations, Importance of industrial relations, Approaches to industrial relations, The Labour movement, Characteristics of Indian Labour.

### Module II

Indian Trade Union Movement Nature of Trade Unions, Trade Union movement in 3 stages (First world war period – socialist Period - Communist Stage – Post Independence Stage), Reasons for employees to join trade Unions, Problems of Trade Unions & Remedies, Trade Union Act 1926, Trends in Trade Union Movement in India.

### Module III

Collective Bargaining Meaning of collective bargaining, Concept of collective bargaining, Prerequisites for collective bargaining, the collective bargaining process, Principles of Collective Bargaining, Essential conditions for the success of collective bargaining, Collective Bargaining in India.

### Module IV

Grievance handling and Industrial Discipline to Maintain Effective Industrial Relations Meaning & Concept of grievance – causes of grievance – effects of grievance - Grievance redressal procedure, purview of Industrial Employment (standing orders) Act 1946, Discipline, Meaning & Importance, Disciplinary Procedure and domestic enquiry.

### Module V

Industrial Disputes Meaning of Industrial Conflicts, Causes of Industrial Conflicts, Types of Industrial Conflicts - Strikes & Lockouts, Machinery for resolving Industrial Disputes under the Industrial Disputes Act 1947, Arbitration, Adjudication, Prevention of Industrial Conflicts, Approaches to Conflict, Settlement of Conflicts.

Examination Scheme:

Components	CT	HA/C/V	A	EE
Weightage (%)	15	10	5	70

Text & References:

- Davar, Personnel management and Industrial Relations.
- C.B. Memoria, Dynamics of industrial Relations in India.
- Johnson, Introduction to Industrial Relations.
- Sharma A.M, Industrial Relations.
- Biswanth Ghosh, Personnel management and Industrial Relations.
- Bhagdiwall- Flippo, Personnel management and Industrial Relations.
- Arora, Labour law.
- D. Sanjeeviah, Labour problems and Industrial Developments in India.
- Sharma A .M, Aspects of Labour welfare and social security
- Prasanna Chandra, Labour problem Social Security and Welfare.
- Punekar and Deodhan, Labour Welfare, Trade Unionism and industrial Relations.

# ***HUMAN RESOURCE ACCOUNTING - I***

**Course Code:** BCH 515

**Credit Units:** 02

## ***Course Objective:***

To help students to understand the concepts of Human resource accounting, its importance and various methods of human resource accounting.

## **Course Contents:**

### ***Module I: Introduction***

The Development and State of the Art of Human Resource Accounting  
Role of Human Resource Accounting  
Uses for Managers and Human Resource Professionals  
Uses in Corporate Financial Reporting

### ***Module II***

Accounting for Human Resource Costs  
Measuring Human Resource Costs: Concepts and Methods  
First-Generation Accounting Systems for Human Resource Costs  
Second-Generation Accounting Systems for Human Resource Costs

### Module III

Accounting for Human Resource Value  
Determining Human Resource Value: Concepts and Theory  
Monetary Measurement Methods  
Nonmonetary Measurement Methods

## **Examination Scheme:**

Components	CT	HA/C/V	A	EE
Weightage (%)	15	10	5	70

## **Text & References:**

- Human Resource Accounting, by Gupta, R.K.; Anmol Publications.
- Human Resource Accounting, by Saha, Malayendu; Discovery Publishing House.
- Human Resource Accounting, by Flamholtz, Eric; Kluwer Academic Publishers.

# CORPORATE TAX PLANNING - I

Course Code: BCH 516

Credit Units: 02

## Course Objective:

The course is designed to provide knowledge of direct tax laws and their application in tax planning of corporate entities and to develop skills of the applications of various provisions of direct tax laws in India

## Course Contents:

### Module I: Introduction to Corporate Tax Planning

Meaning and objectives, **scope of corporate tax planning, tax planning, tax avoidance and tax evasion**, types of companies, residential status of a company and tax incidence.

### Module II: Taxation of companies

**Computation of income under the heads of income applicable to corporate assesses**, set off and carry forward of losses, deductions available in respect of gross total income, computation of taxable income, tax liability of a company.

### Module III: Tax planning and Tax Management

**Concept of Tax planning, Tax planning with reference to setting up a New Business; Location; Nature of Business; Tax Holiday, etc. Tax Planning with regard to Specific Management Decisions such as Mergers and Takeovers; Employees' Remuneration; Decisions such as Borrowing or Investment Decisions; Reorganization or Restructuring of Capital.**

### Examination Scheme:

Components	CT	HA/C/V	A	EE
Weightage (%)	15	10	5	70

## Text & References:

- Lakhotia, R.N., and S.Lakhotia, Corporate Tax Planning Hand Book, Vision Books, New Delhi.
- Vinod K. Singhanian, Direct Taxes: Law and Practice, Taxmann publications, New Delhi.
- Mehrotra and Goyal, Income Tax Law and Practice, Sahitya Bhawan, Agra.
- Palkivala, N.A. and Palkivala B.A., Kanga and Palkivalais Law & practice of Income Tax, N.M. Tripathi.
- Datey V.S.:GST Ready Reckoner, Taxman Publication, New Delhi
- S S Gupta, GST – Law and Practice, Taxmann's Publications, New Delhi

# COMPUTERIZED ACCOUNTING SYSTEM - I

*Course Code:* BCH 517

*Credit Units:* 02

## *Course Objective:*

To help students to understand the computerization of accounting system and the use of the software Tally

## Course Contents:

Module I: Accounting Concepts

**Concepts of Accounting, Manual Vs Computerised Accounting, Golden Rule, Accounting Equation etc.**

Module II: Introduction to Tally

Introduction, Creation of Company, Introduction to Gateway of Tally, Menu, Company Info menu.

Module III: Accounts Configuration & Classification

Features & Configuration options for company maintaining accounts, Planning about organization of Chart of Accounts, Group and Ledgers

Examination Scheme:

Components	CT	HA/C/V	A	EE
Weightage (%)	15	10	5	70

## Text & References:

- Implementing Tally 6.3 by A.K. Nadhani, K. K. Nadhani, BPB Pub.
- Accounting by Tally (Illustrated) by L.B.Singh & V.P.Singh, Asian Pub.
- Computerised financial accounting using tally- Rajan Chougule.

# BUSINESS DATA PROCESSING - I

**Course Code:** BCH 518

**Credit Units:** 02

## **Course Objective:**

To help students to understand the DBMS concepts with oracle as a tool.

## **Course Contents:**

### Module I: Introduction to DBMS

Basics of Business Data Processing, Concept of Database, Table, (Relation), Attributes, Primary Key, Foreign Key, Concept of RDBMS. Introduction to ORACLE Features, DSS, Data warehouse, Data Mart, Web Server, Role & responsibilities of ORACLE DBA.

### Module II: Introduction to SQL

**Features of SQL, SQL statements ,i.e. DDL - CREATE, ALTER - ADD, MODIFY, DELETE clauses , DML - INSERT, UPDATE, DELETE SELECT statement with WHERE, ORDER BY, GROUP BY, HAVING Clauses, Set operations in SQL, Nested queries, GRANT and REVOKE**

### Module III: Functions

**MAX, MIN SORT, COUNT, AVERAGE Numeric, String Functions, Conversion Functions like TO\_CHAR, TO\_DATE, Date Functions.**

### Module IV: Introduction to PL / SQL

**Difference between SQL AND PL/SQL, Block definition structure, Block Functions - %Type, %RowType, IF....ELSE ...END IF Statement, FOR....LOOP.. END LOOP, WHILE...LOOP... END LOOP,**

## **Examination Scheme:**

Components	CT	HA/C/V	A	EE
Weightage (%)	15	10	5	70

## **Text & References:**

- **An introduction to database:- Date C.J.**
- **Commercial Application Development Using Developer 2000 by Ivan Bayross.**
- **Structured Query Languages (SQL) By Osborne.**
- **SQL – Scott Urman**
- **Teach yourself ORACLE 8 – Ed.Whalen in 21 days.**

# COMPARATIVE ACCOUNTING SYSTEMS - I

**Course Code:** BCH 519

**Credit Units:** 02

## **Course Objective:**

To help students to understand the accounting systems and disclosure practices around the world. The course should enable the student to make successful comparisons of international accounting systems.

## **Course Contents:**

### **Module I**

Context of international accounting. Introduction - The scale of differences - The importance of comparative accounting - The nature and growth of MNEs

### **Module II**

Causes of international differences - Introduction - External environment and culture - Legal systems - Providers of finance- Taxation - The profession - Inflation - Theory - Accidents - Conclusion on the causes of international differences

### **Module III**

Major international differences in financial reporting - Introduction - Fairness - Taxation - Conservatism and accruals - Provisions and reserves - Valuation bases - Consolidation - Uniformity and accounting plans - Formats - Shareholder orientation of financial statements

### **Module IV**

International classification of financial reporting - Introduction - The nature of classification - Classifications by social scientists - Classifications in accounting - Extrinsic classifications - Intrinsic classifications - Developments related to the Nobes - classification

### **Module V**

Harmonization of financial reporting - Introduction - Reasons for, obstacles to and - measurement of harmonisation - The International Accounting Standards - Committee - Other international bodies - EU harmonization

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## **Examination Scheme:**

<b>Components</b>	<b>CT</b>	<b>HA/C/V</b>	<b>A</b>	<b>EE</b>
<b>Weightage (%)</b>	15	10	5	70

## **Text & References:**

- Comparative International Accounting, by Nobes, Christopher; Parker, R. H.; (Author) , Prentice Hall .

## MANAGEMENT ACCOUNTING – II

**Course Code:** BCH 601

**Credit Units:** 03

### *Course Objective:*

To provide the students knowledge about the use of costing data for planning, control and decision making.

### **Course Contents:**

#### **Module I: Cash Flow Analysis**

**Distinction of Cash from Funds** - Utility of Cash Flow Statement - Construction of Cash Flow Statement

#### **Module II: Budgets and Budgetary Control**

Concept of Budgets and Budgetary Control - Nature and Objectives of Budgetary Control - Advantages and **Limitations of Budgetary Control** - **Establishing a system of Budgetary Control** - **Preparation of Sales Budget**, Selling and Distribution Cost Budget, Production Budget, Purchase Budget, Cash Budget etc. - Flexible Budgets and Master Budgets.

#### **Module III: Cost Volume Profit Analysis**

**Profit/volume ratio, Contribution/Sales ratio, key factor.** Margin to Safety ratio, Break-even analysis Angle of incidence, Determination of cost indifference point

#### **Module IV: Responsibility Accounting**

**Concept of Responsibility Accounting** - Cost Centers and Profit Centers - Contribution by Segments

Practical:

**Use of various software packages to obtain different Management Accounting outputs like :(i) Cash Flow Analysis, (ii) Preparation of different budgets, (iii) Break-even Analysis**

Examination Scheme:

Components	CT	HA/C/V	A	EE
Weightage (%)	15	10	5	70

Text & References:

- Dr. S.N. Maheswari , Management Accounting



- Sexana, Management Accounting
- Made Gowda, Management Accounting
- Dr. S.N. Goyal and Manmohan, Management Accounting
- B.S. Raman, Management Accounting
- R.S.N. Pillai and Bagavathi, Management Accounting
- Sharma and Gupta, Management Accounting
- J. Batty, Management Accounting
- Foster, Financial Statement Analysis, Pearson.
- PN Reddy & Appanaiah, Essentials of Management Accounting.

## **INDIAN ECONOMY – PERFORMANCE AND POLICIES**

Course Code:  
04

BCH 602

Credit Units:

### *Course Objective:*

To provide the basic knowledge of the Structure and the Current developments in the Indian Economy.

### *Course Contents:*

To provide the basic knowledge of macro economic concepts.

#### **Module I: Underdeveloped country and Population Problems**

**Underdeveloped Economy:** Meaning of Underdeveloped Economy - Basic characteristics of Underdeveloped countries, India as an Underdeveloped country. **Population problems: Its Causes and effects on Economy - Trends of population Importance of population control.**

#### **Module II: Poverty and Unemployment**

**Poverty:** Relative and Absolute poverty Indicators of poverty-its causes and measure of remove it.  
**Unemployment:** Nature of Unemployment in India, its Causes and effects, Unemployment policy.

#### **Module III: Structure of the Indian Economy**

**Basic features; Natural resources - Land, Water and Forest resources; Broad demographic features - population size and growth rates, sex composition, rural-Urban migration occupational distribution; infrastructure development; Composition of National Income.**

#### **Module IV: Planning in India**

Objectives; Strategy; Broad achievements and failures; current Five year plan objectives, allocation and targets; New economic reforms - Liberalization, privatization and globalization; Rationale behind economic reforms; progress of privatization and globalization.

### Module V: Agriculture

Nature and importance; Trends in agricultural production and productivity; Factors determining productivity; Land Reforms; New agricultural strategy and green revolution; Rural credit, Agricultural marketing.

### Module VI: Industry

Industrial development during the planning period; industrial policy of 1948, 1956, 1977, and 1991; industrial licensing policy - MRTP Act, FERA and FEMA; Growth and problems of small scale industries; Role of public sector enterprises in India's industrialization.

### Module VII: External sector

Role of foreign trade; Trends in exports and imports; composition and direction of India's foreign trade; Balance of payments crisis and the new economic reforms - Export promotion measures and then new trade policies Foreign capital-FDI aid; Multinational corporations. (MNCS).

### Examination Scheme:

Components	CT	HA/CV	A	EE
Weightage (%)	15	10	5	70

### Text & References:

- Datt, R. and K.P.M. Sundharam, Indian Economy, S. Chand & Company Ltd., New Delhi.
- Dhingra, I.C, The Indian economy: Environment and Policy, Sultan Chand & Sons, New Delhi.
- Dutt, R.C, The Economic History of India Under Early British Rule, Low Prince Publications, Delhi.
- Misra, S.K. and V.K. Puri, Indian Economy - Its Development Experience, Himalaya Publishing House, Mumbai.

## ANALYTICAL SKILL BUILDING

Course Code: BBM 601  
04

Credit Units:

### Course Objective:

**To develop in students skills of analytical and logical reasoning which will be a great asset for them in their future careers.**

### Course Contents:

Module I: Quantitative Reasoning

**Number System & Number Theory, Percentage method, Profit & Loss, Speed, Time & Distance**

Module II: Quantitative Reasoning

**Ratio, Proportion, Mixtures & Alligations, Set Theory, Co-ordinate Geometry (2-D only), Mensuration**

Module III: Data Interpretation

**Bar Graph / Line Graph / Pie Chart / Table / Table Three Dimensional or Triangular Bar Diagram / Misc. (Radar, Area, Network) / Caselets.**

Module IV: Data Sufficiency & Logical reasoning

**Mathematical / reasoning based. Data Decoding: Analytical: Assumption, Courses of Action, Argument, Weak / Strong, Pictorial Analysis**

Examination Scheme:

Components	CT	HA/C/V	A	EE
Weightage (%)	15	10	5	70

Text & References:

- The practice of Questions can be done from any reasoning book.

Annexure' CD-01'

UG: Semester VI

**Course Title: Communication Skills VI**

**Credit Units: 1**

**Course Code: BCU 641**

**Course Objective:** The main emphasis of this course is to enable students to learn the dynamics of social communication and to demonstrate the ability to learn the nuances of informal communication.

**Prerequisites:** NIL

L	T	P/ S	SW/F W	TOTAL CREDIT UNITS
1	0	0	0	1

Course Contents / Syllabus:		
1.	Module I Social Communication Essentials	30% Weightage

	<ul style="list-style-type: none"> <li>• Small talk</li> <li>• Building rapport</li> <li>• Expand social and Corporate Associations</li> <li>• Informal Communication: Grapevine, Chat</li> </ul>				
2.	<p><b>Module II Workplace Interpersonal Skills</b></p> <ul style="list-style-type: none"> <li>• Understanding Social Communication in Workplace environment.</li> <li>• Employee feedback: Assess employee performance and satisfaction.</li> <li>• Simulation</li> <li>➤ <b>Humour in Communication-Use of ‘Puns’</b></li> <li>➤ <b>Entertainment and Communication (Infotainment)</b></li> <li>• Infotainment and Social Media</li> <li>• Entertainment in Journalism</li> <li>➤ <b>Social Networking</b></li> </ul>	25% Weightage			
3.	<p><b>Module III Visual Code / Social Etiquette</b></p> <ul style="list-style-type: none"> <li>• Power Dressing</li> <li>• Fine Dining</li> <li>• Office Party Etiquette</li> <li>• Business Travel Etiquette</li> <li>➤ <b>Work Place and Business Etiquette</b></li> <li>• Proper Greetings</li> <li>• Thank You Notes</li> <li>• Telephonic Manners/ Voice Mail Etiquette</li> <li>• Business Salutation Etiquette</li> <li>• Guest Etiquette</li> <li>• Cubicle Etiquette</li> <li>• Business Card Etiquette</li> <li>➤ <b>Different Cultural Etiquette &amp; Protocol</b></li> </ul>	35% Weightage			
4.	<p><b>Module IV Prose</b></p> <ul style="list-style-type: none"> <li>• Secret of Socrates - Dale Carnegie</li> <li>• My Financial Career-Stephen Leacock</li> <li>• The Luncheon - W. Somerset Maugham</li> <li>• The National Flag - Jawahar Lal Nehru</li> </ul> <p>All the four stories will be discussed in one class One Long Question will be set in the Exam from the Text</p>	10% Weightage			
5.	<p><b>Student Learning Outcomes:</b></p> <ul style="list-style-type: none"> <li>• To communicate contextually in specific personal and professional situations with courtesy.</li> <li>• To inject humour in their regular interactions.</li> <li>• To strengthen their creative learning process through individual expression and collaborative peer activities.</li> </ul>				
6.	<p><b>Pedagogy for Course Delivery:</b></p> <ul style="list-style-type: none"> <li>• Workshop</li> <li>• Group Discussions</li> <li>• Presentations</li> <li>• Lectures</li> </ul>				
7.	<p><b>Assessment/ Examination Scheme:</b></p> <table border="1"> <tr> <td>Theory L/T (%)</td> <td>Lab/Practical/Studio (%)</td> <td>End Term Examination</td> </tr> </table>	Theory L/T (%)	Lab/Practical/Studio (%)	End Term Examination	
Theory L/T (%)	Lab/Practical/Studio (%)	End Term Examination			

	<b>100%</b>	<b>NA</b>	<b>70%</b>	
	Theory Assessment (L&T):			
	Continuous Assessment/Internal Assessment		End Term Examination	
	Components (Drop down)	<b>CIE</b>	<b>Attn</b>	
	Weightage (%)	<b>25%</b>	<b>5%</b>	<b>70%</b>

**Text:** *Krizan, Merrier, Logan & Williams. Effective Business Communication, New Delhi: Cengage, 2011*

- *Communication and Organizational Culture.* Keyton. Joann. Sage Publications

- *Social Communication (Frontiers of Social Psychology).* Fiedler, Klaus. Psychology Press

**Reference:** *Cyberpunks: Freedom and the Future of the Internet.* Assange, Julian Assange. **OR Books.**

**Additional Reading:** Newspapers and Journals

# BEHAVIOURAL SCIENCE - VI

Course Code: BSU 643  
01

Credit Units:

Course Objective:

To develop an understanding the concept of stress its causes, symptoms and consequences.

To develop an understanding the consequences of the stress on one's wellness, health, and work performance.

Course Contents:

## Module I: Stress

Meaning & Nature

Characteristics

Types of stress

## Module II: Stages and Models of Stress

Stages of stress

The physiology of stress

Stimulus-oriented approach.

Response-oriented approach.

The transactional and interactional model.

Pressure – environment fit model of stress.

## Module III: Causes and symptoms of stress

Personal

Organizational

Environmental

## Module IV: Consequences of stress

Effect on behaviour and personality

Effect of stress on performance

Individual and Organizational consequences with special focus on health

## Module V: Strategies for stress management

Importance of stress management

Healthy and Unhealthy strategies

Peer group and social support

Happiness and well-being

Module VI: End-of-Semester Appraisal

Viva based on personal journal

Assessment of Behavioural change as a result of training

Exit Level Rating by Self and Observer

Examination Scheme:

Components	SAP	A	JFS	End Term Written Exam
Weightage (%)	15	05	20	60

SAP: Social Awareness Programme, A: Attendance, JFS: Journal for Success

Text & References:

- Blonna, Richard; Coping with Stress in a Changing World: Second edition
- Pestonjee, D.M, Pareek, Udai, Agarwal Rita; Studies in Stress And its Management
- Pestonjee, D.M.; Stress and Coping: The Indian Experience
- Clegg, Brian; Instant Stress Management – Bring calm to your life now

# FRENCH

Course Code: FLU 644

Credit Units: 02

Course Objective:

To strengthen the language of the students both in oral and written so that they can:

- i) express their sentiments, emotions and opinions, reacting to information, situations;
- ii) narrate incidents, events ;
- iii) perform certain simple communicative tasks.

Course Contents:

Module D: pp. 157 – 168 – Unité 12

Unité 12: s'évader

7. présenter, caractériser, définir
8. parler de livres, de lectures
9. préparer et organiser un voyage
10. exprimer des sentiments et des opinions
11. téléphoner
12. faire une réservation

Contenu grammatical:

2. proposition relative avec pronom relatif "qui", "que", "où" - pour caractériser
2. faire + verbe

Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

C – Project + Presentation

I – Interaction/Conversation Practice

Text & References:

- le livre à suivre : Campus: Tome 1

# GERMAN - VI

Course Code: BCH 645

Credit Units: 02

## Course Objective:

To enable the students to converse, read and write in the language with the help of the basic rules of grammar, which will later help them to strengthen their language.

To give the students an insight into the culture, geography, political situation and economic opportunities available in Germany

Introduction to Advanced Grammar and Business Language and Professional Jargon

## Course Contents:

Module I: Adjective endings

Adjective endings in all the four cases discussed so far

Definite and indefinite articles

Cases without article

Module II: Comparative adverbs

Comparative adverbs as and like

Module III: Compound words

To learn the structure of compound words and the correct article which they take

Exploring the possibility of compound words in German

Module IV: Infinitive sentence

Special usage of 'to' sentences called zu+ infinitive sentences

Module V: Texts

A Dialogue: 'Ein schwieriger Gast'

A text: 'Abgeschlossene Vergangenheit'

Module VI: Comprehension texts

Reading and comprehending various texts to consolidate the usage of the constructions learnt so far in this semester.

Module VII: Picture Description

Firstly recognize the persons or things in the picture and identify the situation depicted in the picture;

Secondly answer questions of general meaning in context to the picture and also talk about the personal experiences which come to your mind upon seeing the picture.

## Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

C – Project + Presentation

I – Interaction/Conversation Practice

## Text & References:

- Wolfgang Hieber, erziel Deutsch
- Hans-Heinrich Wangler, Sprachkurs Deutsch
- Schulz Griesbach, Deutsche Sprachlehre für Ausländer
- P.L Aneja, Deutsch Interessant- 1, 2 & 3
- Rosa-Maria Dallapiazza et al, Tangram Aktuell A1/1,2
- Braun, Nieder, Schmöe, Deutsch als Fremdsprache 1A, Grundkurs



# SPANISH – VI

Course Code: BCH 646

Credit Units: 02

## Course Objective:

To enable students acquire working knowledge of the language; to give them vocabulary, grammar, voice modulations/intonations to handle everyday Spanish situations in Present as well as in Present Perfect Tense with ease.

## Course Contents:

Module I

**Revision of the earlier modules**

Module II

**Present Perfect Tense**

Module III

**Commands of irregular verbs**

Module IV

**Expressions with Tener que and Hay que**

Module V

**En la embajada**

**Emergency situations like fire, illness, accident, theft**

## Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

**C – Project + Presentation**

**I – Interaction/Conversation Practice**

## Text & References:

- **Español, En Directo I A**
- **Español Sin Fronteras**

# JAPANESE - VI

Course Code: BCH 647

Credit Units: 02

## Course Objective:

To enable the students to converse in the language with the help of verbs and the usage of different sentence patterns, which help them to strengthen the language.

Students are taught and trained enough to get placed in Japanese companies.

Note: The teaching is done in roman as well as Japanese script. 10 more kanjis are introduced in this semester.

## Course Contents:

Module I: Polite form of verbs

**Expressing feelings with the polite forms of verb.**

Module II: Potential form

**Ability of doing or not doing something**

Module III: Conjunctions

**Joining two sentences with the help of *shi* and *mo***

Module IV: Intransitive Verbs

**Sentence patterns of indirect speech**

Module V: Feelings and expressions

**Regret, existence etc.**

## Learning Outcome

➤ Students can speak the language with the use of different forms of verb.

## Methods of Private study/ Self help

➤ Hand-outs, audio -aids, assignments and role-plays will support classroom teaching.

➤ Students are encouraged to watch Japanese movies at Japan Cultural and information center.

## Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

**C – Project + Presentation**

**I – Interaction/Conversation Practice**

## Text & References:

- Shin Nihon-go no Kiso Lesson No. 26 to 30.
- All vocabulary and topics taught are from the above-mentioned book.

# CHINESE – VI

Course Code:  
02

BCH 648

Credit Units:

## Course Objective:

Chinese emperor Qin Shi Huang – Ti who built the great wall of China also built a network of 270 palaces, linked by tunnels, and was so afraid of assassination that he slept in a different palace each night. The course aims at familiarizing the student with the basic aspects of speaking ability of Mandarin, the language of Mainland China. The course aims at training students in practical skills and nurturing them to interact with a Chinese person.

## Course Contents:

### Module I

#### Drills

#### Dialogue practice

Observe picture and answer the question.

Pronunciation and intonation.

Character writing and stroke order.

### Module II

Going out to see a science exhibition

Going to the theatre.

Train or Plane is behind schedule.

Indian Economy-Chinese Economy

Talking about different Seasons of the Year and Weather conditions. Learning to say phrases like-spring, summer, fall, winter, fairly hot, very cold, very humid, very stuffy, neither hot nor cold, most comfortable, pleasant .... etc.

### Module III

Temperature – how to say – What is the temperature in May here?

How is the weather in summer in your area?

Around 30 degrees

Heating, air-conditioning

Is winter in Shanghai very cold?

Talking about birthdays and where you were born?

The verb “shuo” (speak) saying useful phrases like speak very well, do not speak very well, if speak slowly then understand if speak fast then don't understand, difficult to speak, difficult to write, speak too fast, speak too slow, listen and can understand, listen and cannot understand ... etc.

Tell the following in Chinese – My name is .... I was born in ... (year). My birthday is ..... Today is ... (date and day of the week). I go to work (school) everyday. I usually leave home at . (O'clock). In the evening, I usually ..... (do what)? At week end, I ..... On Sundays I usually ..... It is today..... It will soon be my younger sisters birthday. She was born in .... (year). She lives in ..... (where). She is working (or studying)..... where... She lives in ..... (where.)

## Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

C – Project + Presentation

I – Interaction/Conversation Practice

## Text & References:

- Elementary Chinese Reader Part-2,3; Lesson 47-54

# DISSERTATION

*Course Code: BCH 655*

*Credit Units: 09*

## *The Aims of the Dissertation*

The aim of the dissertation is to provide you with an opportunity to further your intellectual and personal development in your chosen field by undertaking a significant practical unit of activity, having an educational value at a level commensurate with the award of your degree

The dissertation can be defined as a scholarly inquiry into a problem or issues, involving a systematic approach to gathering and analysis of information / data, leading to production of a structured report.

## The Dissertation Topic

It is usual to give you some discretion in the choice of topic for the dissertation and the approach to be adopted. You will need to ensure that your dissertation is related to your field of specialisation.

Deciding this is often the most difficult part of the dissertation process, and perhaps, you have been thinking of a topic for some time.

It is important to distinguish here between 'dissertation topic' and 'dissertation title'. The topic is the specific area that you wish to investigate. The title may not be decided until the dissertation has been written so as to reflect its content properly.

Few restrictions are placed on the choice of the topic. Normally we would expect it to be:

- relevant to business, defined broadly;
- related to one or more of the subjects or areas of study within the core program and specialisation stream;
- clearly focused so as to facilitate an in-depth approach, subject to the availability of adequate sources of information and to your own knowledge;
- of value and interest to you and your personal and professional development.

## Planning your dissertation

This will entail following:

- Selecting a topic for investigation.
- Establishing the precise focus of your study by deciding on the aims and objectives of the dissertation, or formulating questions to be investigated. Consider very carefully what is worth investigating and its feasibility.
- Drawing up initial dissertation outlines considering the aims and objectives of the dissertation. Workout various stages of dissertation
- Devising a timetable to ensure that all stages of dissertation are completed in time. The timetable should include writing of the dissertation and regular meetings with your dissertation guide.

The dissertation plan or outline

It is recommended that you should have a dissertation plan to guide you right from the outset. Essentially, the dissertation plan is an outline of what you intend to do, chapter wise and therefore should reflect the aims and objectives of your dissertation.

There are several reasons for having a dissertation plan

- It provides a focus to your thoughts.
- It provides your faculty-guide with an opportunity, at an early stage of your work, to make constructive comments and help guide the direction of your research.
- The writing of a plan is the first formal stage of the writing process, and therefore helps build up your confidence.
- In many ways, the plan encourages you to come to terms with the reading, thinking and writing in a systematic and integrated way, with plenty of time left for changes.

- Finally, the dissertation plan generally provides a revision point in the development of your dissertation report in order to allow appropriate changes in the scope and even direction of your work as it progresses.

### **Keeping records**

This includes the following:

- Making a note of everything you read; including those discarded.
- Ensuring that when recording sources, author's name and initials, date of publication, title, place of publication and publisher are included. (You may consider starting a card index or database from the outset). Making an accurate note of all quotations at the time you read them.
- Make clear what is a direct quotation and what is your paraphrase.

### **Dissertation format**

All students must follow the following rules in submitting their dissertation.

- Front page should provide title, author, Name of degree/diploma and the date of submission.
- Second page should be the table of contents giving page references for each chapter and section.
- The next page should be the table of appendices, graphs and tables giving titles and page references.
- Next to follow should be a synopsis or abstract of the dissertation (approximately 500 words) titled: Executive Summary
- Next is the 'acknowledgements'.
- Chapter I should be a general introduction, giving the background to the dissertation, the objectives of the dissertation, the rationale for the dissertation, the plan, methodological issues and problems. The limitations of the dissertation should also be hinted in this chapter.
- Other chapters will constitute the body of the dissertation. The number of chapters and their sequence will usually vary depending on, among others, on a critical review of the previous relevant work relating to your major findings, a discussion of their implications, and conclusions, possibly with a suggestion of the direction of future research on the area.
- After this concluding chapter, you should give a list of all the references you have used. These should be cross - references with your text. For articles from journals, the following details are required e.g.

Draper P and Pandyal K. 1991, The Investment Trust Discount Revisited, Journal of Business Finance and Accounting, Vol18, No6, Nov, pp 791-832.

For books, the following details are required:

Levi, M. 1996, International Financial Management, Prentice Hall, New York, 3rd Ed, 1996

- Finally, you should give any appendices. These should only include relevant statistical data or material that cannot be fitted into the above categories.

### **Guidelines for the assessment of the dissertation**

While evaluating the dissertation, faculty guide will consider the following aspects:

11. Has the student made a clear statement of the objective or objective(s).
12. If there is more than one objective, do these constitute parts of a whole?
13. Has the student developed an appropriate analytical framework for addressing the problem at hand.
14. Is this based on up-to-date developments in the topic area?
15. Has the student collected information / data suitable to the frameworks?
16. Are the techniques employed by the student to analyse the data / information appropriate and relevant?
17. Has the student succeeded in drawing conclusion from the analysis?
18. Do the conclusions relate well to the objectives of the project?
19. Has the student been regular in his work?
20. Layout of the written report.

**Examination Scheme:**

Dissertation: 75

**Viva Voce: 25**

Total: 100

# FINANCIAL MANAGEMENT – II

*Course Code: BCH 604*

*Credit Units: 02*

## **Course Objective:**

To give insight into financial decision making and composition of different securities in the total Capital structure.

## **Course Contents:**

### **Module I: Dividend Decision**

**Dividend Decisions** – dividend policy – determinants of dividend policy – types of dividend policy – forms of dividend.

### **Module II: Working capital Management**

**Working Capital Management** – meaning – importance of adequate working capital- excess or Inadequate working capital – **determinants of working capital requirement** – cash management, Receivable management and inventory management – sources of working capital.

### **Module III: Financing Decision**

**Financing Decisions** – capital structure – factors influencing capital structure – EBIT – EBT- EPS – **Analysis - leverage – problems.**

**Spreadsheet can be used to show the basic calculation in finance and can be for giving students subject related assignments for their internal assessment purpose**

## **Examination Scheme:**

<b>Components</b>	<b>CT</b>	<b>HA/C/V</b>	<b>A</b>	<b>EE</b>
<b>Weightage (%)</b>	15	10	5	70

## **Text & References:**

- **S N Maheshwari, Financial Management.**
- **Khan and Jain, Financial Management.**
- **Dorai Raj. S.N, Financial Management.**
- **Sharma and Sashi Gupta, Financial Management.**
- **I M Pandey, Financial Management.**
- **James C Vanhorne, Financial Management.**
- **Prasanna Chandra, Financial Management.**
- **PN Reddy & Appanaiah, Financial Management.**

## FUNDAMENTALS OF INVESTMENTS – II

*Course Code:* BCH 605

*Credit Units:* 02

### *Course Objective:*

To introduce students to different investment alternatives – its valuation analysis and investor protection.

Module I: Portfolio risk and return

**Portfolio and diversification**, portfolio Risk and Return (up to portfolio of 3 securities)

Module II: Portfolio Analysis and selection

**Capital Asset Pricing Model; Security Market Line; Arbitrage Pricing Theory, Diversification, Markowitz risk return optimization, Single Index model, Sharpe Index Model, Portfolio Beta and efficient frontier**

Module III: Financial derivatives

**Introduction to Financial derivatives, Financial derivatives Markets in India.**

Module IV : Mutual funds

Introduction to mutual funds, commodities and real estate

Module V : Financial services

**Investor Protection – SEBI & role of stock exchange in investor protection, investor grievances and their redressal system, insider trading, investors' awareness and activism.**

A Project on Investment. (Considering either Derivatives/ Mutual Fund)

Examination Scheme:

Components	CT	HA/C/V	A	EE
Weightage (%)	15	10	5	70

Text & References:

- Bhalla, V.K., "Investment Management", S. Chand & Co.
- Prasanna, Chandra, "Investment analysis and portfolio management", Tata McGraw Hill.



# FINANCIAL MARKETS, INSTITUTIONS AND FINANCIAL SERVICES II

Course Code:  
Units: 02

BCH 606

Credit

## *Course Objective:*

To introduce students to different financial institutions, Markets and the services which are available in India.

## Course Contents:

### Module I Introduction

Introduction to financial services; Merchant banking: Meaning, scope, functions, management of new issues, Indian experience, SEBI guidelines, Future of merchant banking in India.

Understanding of the global nature of financial markets, the importance of country participants, and the role of international organizations operating in the financial markets.

### Module II: Money, Prices, Exchange Rate and Interest Rates

Monetary expansion, Interest rates and exchange rates, Monetary expansion and prices, Real and nominal values, Inflation and interest rates, Inflation and exchange rates. The Indian financial system: Introduction, The pre 1951 period, the post 1951 period, Emerging horizon.

### Module III: Commercial Banks

Evolution of modern commercial banks, Evolution of bank assets, liabilities and activities; Banking structure, Matching revenues and costs, capital adequacy; Accounting policies and related matters, Direct investments, and credit programmes. Central banking and monetary policy: Central banking functions; Money creation, process and control; monetary policy.

### Module IV: Leasing financing

The concept, merits and demerits; Types; The Indian leasing scenario; Lease evaluation; Lease accounting.

### Module V: Hire purchase

Meaning; James Raj Committee recommendation; RBI guidelines; Hire purchase and transport industry; Lease vs. Hire purchase; Problems and prospects of hire purchase in India.

### Module VI : Housing Finance & Venture Capital Finance

Concept of Housing Finance and National Housing Bank (briefly), Concept of Venture Capital Finance, Features, and Types of Venture Capital Finance, Concept of private Equity.

## Examination Scheme:

Components	CT	HA/C/V	A	EE
Weightage (%)	15	10	5	70

## Text & References:

- Gordon and Natarajan, Financial Markets and Services, Himalaya Publishing House.
- Khan, M.Y, Financial Services, Tata McGraw Hill.
- Jeff Madura, Financial Markets and Institutions, South-Western College Publishing.
- B.C Vasant Desai, The Indian Financial System, Himalaya Publishing House.
- Bhole L.M, Financial Institutions and Markets, Tata McGraw Hill.

## INSURANCE AND RISK MANAGEMENT - II

**Course Code: BCH 607**  
**Credit Units: 02**

### Course Objective:

This course enables the students to know the fundamentals of Insurance.

### Course Contents:

#### Module I

Fire Insurance - Nature, meaning - Procedure of taking fire insurance policy - Policy conditions - Kinds of policies - Settlement of claims.

#### Module II

Marine Insurance - Nature, Meaning - procedure of taking marine insurance Policy- clauses of marine policy - Types of policies.

#### Module III

Accidental Insurance (only nature & cover given each) 1) Motor Insurance 2) personal Accidental & Sickness Insurance 3) Burglary Insurance 4) Liability Insurance 5) Fidelity Guarantee Insurance 6) Cattle Insurance 7) Crop Insurance.

#### Module IV

Life Insurance Corporation of India Role and performance - Marketing & promotion strategy of Insurance Services- Govt. Policy on Insurance service sector - Privatisation of Insurance sector- Insurance Regulatory Development Act. 1999.

#### Examination Scheme:

Components	CT	HA/C/V	A	EE
Weightage (%)	15	10	5	70

#### Text & References:

- Mishra M. N: Insurance Principles & practice - S. Chand & Co., New Delhi.
- M. Arif Khan: Theory & Practice of Insurance, Education Book House Aligarh.
- Kothari & Bahi: Principles & practice of Insurance, Shahitya Bhavan.
- Life Insurance Act of 1956
- Insurance Regulator Development Act. 1999.
- Gupta O. S: Life Insurance, Frank Brothers, New Delhi.
- Vinayakam N. Radhaswamy & Vasudevan S. V: Insurance - Principles & Practice. S. Chand New Delhi
- Mishra M. N: Life Insurance Corporation of India Vols. - I, II & III, Raj Book, Jaipur.

# PRINCIPLES OF MARKETING - II

Course Code:  
Units: 02

BCH 608

Credit

## *Course Objective:*

To help students to understand the concept of marketing and its applications, also to expose the Students to the latest trends in marketing.

## Course Contents:

### Module I

Promotion : Nature and importance of promotion; Method of promotion - optimum promotion mix.

### Module II: Consumer behaviour

Nature, scope & significance of consumer behaviour - factors affecting consumer behaviour.

### Module III: Advertising and publicity

Meaning - Importance of advertising - advertising medias - ethics of good advertising.

Case -II: Window-Shopping Takes on a Whole New Meaning

### Module IV: Marketing research

Meaning - steps involved in marketing research - areas of marketing research. Marketing Information System (MIS): Need, Importance – Element of good MIS - components of MIS.

### Module VI:

Salesmanship & Selling process : Salesman - qualities of successful salesman - functions of a salesman selling process.

Case 1: Group Assignment (UBER)

Examination Scheme:

Components	CT	HA/C/V	A	EE
Weightage (%)	15	10	5	70

Text & References:

- Philip Kotler: Marketing Management, Prentice Hall of India Ltd, New Delhi.
- Dr. C. N. Sontakki: Marketing Management Kalyani Publications New Delhi.
- Marchand & B. Vardharajan: An introduction to Marketing, Vikas Publishing House, Delhi.
- Mohammad Amanatullah: Principles of Modern Marketing. Kalyani Publications New Delhi.

Link:

- <http://www.getmemedia.com/ideas/case-study-window-shopping-takes-on-a-whole-new-meaning-online/say-media.html>
- [https://uber-static.s3.amazonaws.com/web-fresh/legal/Uber\\_Chicago\\_CaseStudy.pdf](https://uber-static.s3.amazonaws.com/web-fresh/legal/Uber_Chicago_CaseStudy.pdf)



# INTERNATIONAL BUSINESS -II

*Course Code: BCH 609*

*Credit Units: 02*

## *Course Objective:*

To help students to understand the concepts and various dimensions of international business.

## Course Contents:

Module I: International Marketing

**Introduction – international marketing environment, market entry strategies, international marketing channels, export policies – export import procedure**

Module II: International Finance

**Introduction – Foreign Exchange, theories of determination of foreign exchange rates, settlement of international transaction, exchange control, convertibility of Rupees and its implications letter of credit, Euro currency market.**

Module III: Direct Foreign Investment

**Reason of Direct foreign investment, foreign investment, instruments, G.D.R. A.D.R. strategies of Direct Foreign Investment Institutions and their roll in Capital Market. International liquidity and S.D.R., I.M.F., World Bank.**

Module IV: Multinational Corporations

**Definition, Distinction among I.C. M.N.C., G.C. etc.,-**

**Factor contributing to growth of multinationals – criticism on multinationals – World trade organizations and multinational corporations.**

## Examination Scheme:

Components	CT	HA/CV	A	EE
Weightage (%)	15	10	5	70

## Text & References:

- **Frame Works – International Business – II Edition by Roger Benneet – Financial Times management – Pitman Publishing, London.**
- **International Business – Text and cases. By P. Subba Rao, Himalaya Publishing House.**

## ADVERTISING AND PERSONAL SELLING - II

**Course Code:** BCH 610

**Credit Units:** 02

### **Course Objective:**

To help students to understand the concept of advertising and personal selling used in marketing for communicating with customers.

### Course Contents:

Module I: Personal Selling

**Introduction & basic concepts. The nature of personal selling; Personal Selling in marketing mix; The dimensions of sales management; Sales Management environment; Sales forecasting & Sales management planning.**

Module II

**Organizing & executing the sales effort. The nature of sales management positions; the sales organization; sales department relations; distributive network relations; the selling process; sales personality.**

Module III: Sales force management

**Recruitment & selection of sales personnel; Training, motivating, compensating & controlling sales personnel; controlling the sales effort - sales budget, sales quotas, sales territories, sales control & cost analysis.**

Module IV

**Overview of distribution management. Basic concepts of distribution systems; Different modes of transport in India; Functional areas of logistics management; Distribution costs; Supply chain management.**

Module V

**Managing marketing intermediaries. Role & functions of marketing intermediaries; selection of marketing channels; motivation of marketing intermediaries; distribution analysis, Channel management & control.**

### Examination Scheme:

Components	CT	HA/C/V	A	EE
Weightage (%)	15	10	5	70

### Text & References:

- R. Still, W. Cundiff, A.P. Govoni, Sales Management Decisions Strategies and Cases, P.H.I, New Delhi.
- M. Johnson, L. Kurtz, E. Scheuing, Sales Management Concepts, Practices & Cases, Mcgraw Hill International, New York.
- W. Stern, El-Ansary, T. Coughlan, Marketing Channels, 5<sup>th</sup> Edition, P.H.I, New Delhi.
- Guptha. S. L, Sales & Distribution Management, Excell Books, New Delhi.

# SERVICE MARKETING-II

*Course Code: BCH 611*

*Credit Units: 02*

## Course Objective:

The course has been designed to familiarize students with characteristics of services, their design and delivery and the complexities of handling intangibles.

## Course Contents:

### Module I: Service Marketing Strategies

**Managing service demand and capacity:** Understanding capacity constraints, Understanding demand patterns. Strategies for matching demand and supply. Pricing Strategies: Approaches to pricing services. Pricing strategies linking to value definitions. Service marketing communication mix.

### Module II: Customer Focus

**Tourism & Travel: Hotel, Airline and Travel services, Transportation and logistics:** Freight, Courier, Logistics, **Financial Services: Insurance, Banking, housing and Financial Intermediaries, Media Services: Media, Newspaper, Broadcasting, Health Care:** Hospitals, Medical transcription, **Professional Services:** Market research, Consultancy, Retail services

Case study – Hong kong Disney land (Available in Text Book on Ziethmal & Bitner' )

## Examination Scheme:

Components	CT	HA/C/V	A	EE
Weightage (%)	15	10	5	70

## Text & References:

### Text:

- Valarie A Zeithaml and mary J Bitner, Services Marketing, Third Edition, Tata McGraw Hill Companies Christopher lovelock , Service Marketing (people, technology and strategy), 2001, Fifth Edition, Pearson Education.
- Christopher lovelock , Service Marketing (people, technology and strategy), 2001, Fifth Edition, Pearson Education.

### References:

- Clow Kenneth E. and Kurtz David L. , Services marketing operations, management and strategy, biztantra innovations in management, John Willey & Sons
- Rampal M.K., Gupta S.L., Service Marketing, 2006 Galgotia Publishing Company.

# HUMAN RESOURCE MANAGEMENT - II

**Course Code:** BCH 612

**Credit Units:** 02

## **Course Objective:**

To help students to understand the concept of human resource management to enable them to better manage the most important asset of any organisation which are people.

## **Course Contents:**

### **Module I Performance Management**

**Performance Appraisal** – Meaning of performance appraisal, objectives of Performance appraisal, methods of performance appraisal and limitations.

### **Module II Training and Development**

**Training and Induction – Meaning of Training and Induction**, objective and purpose of induction, Need for training, benefits of training, identification of training needs, methods of training. HRD – Meaning of HRD, Role of training in HRD.

### **Module III Healthy Work Environment**

**Work Environment –Industrial accidents, Employee safety, Morale, Grievance and Grievances handling, Motivation Perspectives, Empowering Employees.**

### **Module IV Emerging Issues in HRM**

HRD – **Meaning of HRD, Role of training in HRD**, Impact of globalisation on human resource management, problems in relation to transnational and multi nationals.

**Impact of Technological Development on HRM Practices, Dealing with Workforce Diversity, Work / Life Balance.**

Examination Scheme:

Components	CT	HA/C/V	A	EE
Weightage (%)	15	10	5	70

Text & References:

- C.B. Mamoria, Personnel Management.
- Edwin Flippo, Personnel Management.
- Aswathappa. K, Human Resource Management
- Subba Rao, Human Resources Management.
- Michael Porter, HRM and Human Relations.
- Biswanath Chosh, Human Resource Development and Management.



# COMPENSATION MANAGEMENT - II

**Course Code:** BCH 613

**Credit Units:** 02

## **Course Objective:**

To help students to understand the concept of compensation management and wage policies keeping in view the labour legislations.

## **Course Contents:**

### **Module I – Incentivizing the Workforce**

Pay-for-performance & Financial incentives. Meaning and definitions, Background and trends, pre-requisites of effective incentive system, Scope of incentive schemes, types of incentives – group incentive plan, for indirect workers, for Operations employees for managers and professionals, for sales persons, Total compensation Program.

### **Module II – Benefits & Services**

Benefits & services why benefits and services? Types of employee benefits and services – insurance, retirement, Employee services benefit and others, Principles of Fringes, Significant benefits and service Programs, Flexible benefit programs, administration of benefits and services, The future of fringe Benefits, guidelines to make benefit program more effective, Benefits and employee leasing.

### **Module IV – Recent trends in compensation management**

Recent trends in compensation management -Recent trends in compensation management and the use of information technology. Current Issues and Challenges in Compensation Management, Ethics in Compensation Management. Effective Compensation for the success of an organization & Effect of balanced Compensation on the success of an Organization. Consequences of pay dissatisfaction.

### **Module III – Legal Framework of Compensation**

Labour legislations: Over view and aspects covered by Payment of wages Act, Payment of Bonus Act, Equal Remuneration Act, ESI Act, maternity benefit Act, Payment of Gratuity Act, Factories Act, Minimum Wage Act, Industrial Employment (Standing Orders) Act, Industrial Disputes Act, PF Act.

Examination Scheme:

Components	CT	HA/C/V	A	EE
Weightage (%)	15	10	5	70

## **Text & References:**

- A.M. Sharma, Understanding Wage System.
- N.D. Kapoor, Labour Legislation.
- C.B. Memoria, Personnel management.

# INDUSTRIAL RELATIONS AND LABOUR LAWS - II

Course Code: BCL 624

Credit Units: 02

## Course Objective:

To help students to understand the importance and various aspects of industrial relations and labour laws.

Course Contents:

### Module I

Collaboration and Workers Participation in Management Bases of collaboration, Interventions for collaboration. Meaning of workers participation in management, concepts and objectives of workers participation in management, growth and development of workers participation in management, types of workers participation in management

### Module II

Quality Circle- Quality circles, history of QC, Organization structure of QC, Benefits of QC, Problems of QC.

### Module III

Labour welfare and social security - Introduction - The Labour Movement, Merits & Demerits of Welfare Measures, Concepts of Labour Welfare & Social Security, Types of Welfare Activities, Statutory and non-statutory, Growth of Labour Welfare & Social Security in India.

### Module IV

Occupational Hazards, Industrial Health & Safety - Types of accidents, Causes accidents, Prevention of accidents Safety - Need for safety, measures to ensure safety in organisations. The supervisors role in safety Health-Physical health & Mental health, Problems and remedies, noise control, job stress, communicable diseases, Alcoholism and drug abuse, Violence in the work place, Use of computers to monitor health and safety.

### Module V

Retirement benefits - Provident Fund- purpose of provident fund, employer obligation to employee towards provident fund, Public Provident fund, Gratuity, statutory provisions regarding gratuity, Pension.

### Module VI

Quality of Work life- Introduction, Meaning, Specific issues in QWL, QWL and productivity, Barriers in QWL, Strategies for improvement of QWL

## Examination Scheme:

Components	CT	HA/C/V	A	EE
Weightage (%)	15	10	5	70

## Text & References:

- Davar, Personnel management and Industrial Relations.
- C.B. Memoria, Dynamics of industrial Relations in India.
- Johnson, Introduction to Industrial Relations.
- Sharma A.M, Industrial Relations.
- Biswanth Ghosh, Personnel management and Industrial Relations.
- Bhagdiwall- Flippo, Personnel management and Industrial Relations.
- Arora, Labour law.
- D. Sanjeeviah, Labour problems and Industrial Developments in India.
- Sharma A .M, Aspects of Labour welfare and social security
- Prasanna Chandra, Labour problem Social Security and Welfare.
- Puneekar and Deodhan, Labour Welfare, Trade Unionism and industrial Relations.

## ***HUMAN RESOURCE ACCOUNTING - II***

**Course Code: BCH 615**

**Credit Units: 02**

### ***Course Objective:***

To help students to understand the concepts of Human resource accounting, its importance and various methods of human resource accounting.

Course Contents:

#### ***Module I***

**First-Generation Accounting Systems for Human Resource Value**  
**Second and Third-Generation Accounting Systems for Human Resource Value**  
**Applications and Implementations**  
**Designing and Implementing Human Resource Accounting Systems**

#### ***Module II***

**Applications for Improving Management, Training, and Personnel Decisions**  
**Developing an Integrated Systems**  
**Recent Advancement and Future Directions in Human Resource Accounting**

Examination Scheme:

<b>Components</b>	<b>CT</b>	<b>HA/C/V</b>	<b>A</b>	<b>EE</b>
<b>Weightage (%)</b>	15	10	5	70

Text & References:

- **Human Resource Accounting, by Gupta, R.K.; Anmol Publications.**
- **Human Resource Accounting, by Saha, Malayendu; Discovery Publishing House.**
- **Human Resource Accounting, by Flamholtz, Eric; Kluwer Academic Publishers.**

# CORPORATE TAX PLANNING - II

Course Code: BCH 616

Credit Units: 02

## Course Objective:

To help students to understand the concept of Corporate Tax planning and give them a practical exposure to the method of computing corporate tax.

## Course Objective:

The course is designed to enable students to understand the basic concepts of GST Law introduced in India and to develop skills of computing GST and in filing all the returns involved under the GST.

## Course Contents:

Module I: Introduction to Goods and Services Tax (GST)

**Meaning, scope and significance of GST; principles of subsumption and taxes subsumed; classification of goods and services and GST rates. GST model in India – CGST, SGST and IGST; GST Administration in India – GST Council - functions and challenges; GST Network – objectives structure, administration and functions; operational aspects of GST–process of registration for manufacturer, service provider and dealer, etc; amendment and cancellation of registration; tax invoice, credit and debit notes; accounts and records; filing of returns – forms, time schedule; assessment, payment of tax.**

Module II: Levy and Collection of Tax – CGST Act, 2017 – levy and collection of central and state GST, Composition levy, taxable person, power to grant exemption from tax; Time and Value of Supply – time of supply of goods and services, **change in rate of tax in respect of supply of goods or services; value of taxable supply; Illustrative problems.**

Module III: Input Tax Credit & Related Terms

**Meaning, eligibility and conditions for taking Input Tax Credit – CGST, SGST and IGST; recovery of Input Tax Credit and interest thereon, taking input tax credit in respect of inputs sent for job work, reverse charge, manner of distribution of credit by input; service distributor; Transitional Provisions, Electronic Commerce, HSN Code, Illustrative problems**

Examination Scheme:

Components	CT	HA/C/V	A	EE
Weightage (%)	15	10	5	70

## Text & References:

- Bimal Jain & Isha Bansal, GST Law & Analysis, Young Global Publications, New Delhi
- Girish Ahuja and Ravi Gupta, Direct Tax Law – Theory & Practice, Bharat Law House, New Delhi
- Abhishek Rastogi: Professionals guide to GST Ideation to reality (2017)
- Rakesh Garg & Sandeep Garg, HSN code wise GST Tariff, Bloomsbury India Professional (July 2017)
- Datey V.S.: GST Ready Reckoner, Taxman Publication, New Delhi

# COMPUTERIZED ACCOUNTING SYSTEM - II

*Course Code:* BCH 617

*Credit Units:* 02

## *Course Objective:*

To help students to understand the computerization of accounting system and the use of the software Tally

## Course Contents:

Module I: Account Masters and Vouchers

**Working with Account Masters, viz, Group, Ledger, Cost Centre and Category, Currency, Entry of Accounts Vouchers with Examples of Billwise, Interest Computation, Printing of Vouchers, Creation and Alteration of Vouchers types and Vouchers Classes.**

Module II: Final Accounts

**Viewing Balance Sheet, P& L Account, Trial Balance**

Examination Scheme:

Components	CT	HA/C/V	A	EE
Weightage (%)	15	10	5	70

## Text & References:

- Implementing Tally 6.3 by A.K. Nadhani, K. K. Nadhani, BPB Pub.
- Accounting by Tally (Illustrated) by L.B.Singh & V.P.Singh, Asian Pub.
- Computerised financial accounting using tally- Rajan Chougule.

# BUSINESS DATA PROCESSING - II

**Course Code:** BCH 618

**Credit Units:** 02

## **Course Objective:**

To help students to understand the DBMS concepts with oracle as a tool.

## **Course Contents:**

Module I: Concept of Cursors

Types- Implicit, Explicit Open, Close cursor

Module II: Introduction to triggers

Block Level, Field level triggers, Simple example to be solved with Form

Module III: Working with forms

Basic Concept, Application Development in Form, Creating a Form, Running a Form, Form Triggers, maintaining Standards in Forms, Master Detail Forms, Libraries and Alerts.

Module IV: Working with menus

Using Default Menu, Using custom menu. Attaching a Menu Module to a Form, Opening a Form through a menu

Module V: Working with reports

Features, Defining data Module for a Report, Specify Runtime Parameter form for report, specify runtime parameter form for a report.

## **Examination Scheme:**

Components	CT	HA/C/V	A	EE
Weightage (%)	15	10	5	70

## **Text & References:**

- An introduction to database:- Date C.J.
- Commercial Application Development Using Developer 2000 by Ivan Bayross.
- Structured Query Languages (SQL) By Osborne.
- SQL – Scott Urman
- Teach yourself ORACLE 8 – Ed.Whalen in 21 days.

# COMPARATIVE ACCOUNTING SYSTEMS - II

**Course Code:** BCH 619

**Credit Units:** 02

## **Course Objective:**

To help students to understand the accounting systems and disclosure practices around the world. The course should enable the student to make successful comparisons of international accounting systems.

## **Course Contents:**

### **Module I**

Country studies - Financial reporting in the United Kingdom - Financial reporting in the United States - Financial reporting in the Netherlands - Financial reporting in France - Financial reporting in Germany- Financial reporting in Japan - Financial reporting in nine other important countries - Australia, Canada and Singapore - Scandinavia -South Korea, Italy and Spain - Financial reporting in Central and Eastern Europe and China

### **Module II**

Issues in international accounting - Consolidation - Introduction - Rate of adoption - The concept of a group - Harmonization - Definitions of group companies - Publication requirements and practices - Techniques of consolidation - Foreign currency translation - Translation of the profit and loss account

### **Module III**

Segment reporting - What is segment reporting? - The need for segment information - Disclosure regulations - Problems of segment identification - Recent developments - Evidence on the benefits of segment reporting

### **Module IV**

Inflation accounting - Introduction - Terminology

### **Module V**

Analysis and management issues - International financial analysis - Understanding differences in accounting method - Disclosure practices in international financial reporting - International auditing - Introduction - The international audit process

## **Examination Scheme:**

Components	CT	HA/C/V	A	EE
Weightage (%)	15	10	5	70

## **Text & References:**

- Comparative International Accounting, by Nobes, Christopher; Parker, R. H.; (Author) , Prentice Hall .

Master of Business Administration

Programme Code: MBA

Duration – 2 Years Full Time



**Programme Structure,  
Curriculum & Scheme of Examination**

**2017**

**AMITY UNIVERSITY  
MADHYA PRADESH**



## PREAMBLE

**A**mity University aims to achieve academic excellence by providing multi-faceted education to students and encourage them to reach the pinnacle of success. The University has designed a system that would provide rigorous academic programme with necessary skills to enable them to excel in their careers.

This booklet contains the Programme Structure, the Detailed Curriculum and the Scheme of Examination. The Programme Structure includes the courses (Core and Elective), arranged semester wise. The importance of each course is defined in terms of credits attached to it. The credit units attached to each course has been further defined in terms of contact hours i.e. Lecture Hours (L), Tutorial Hours (T), Practical Hours (P). Towards earning credits in terms of contact hours, 1 Lecture and 1 Tutorial per week are rated as 1 credit each and 2 Practical hours per week are rated as 1 credit. Thus, for example, an L-T-P structure of 3-0-0 will have 3 credits, 3-1-0 will have 4 credits, and 3-1-2 will have 5 credits.

The Curriculum and Scheme of Examination of each course includes the course objectives, course contents, scheme of examination and the list of text and references. The scheme of examination defines the various components of evaluation and the weightage attached to each component. The different codes used for the components of evaluation and the weightage attached to them are:

<u>Components</u>		<u>Codes</u>
<u>Weightage (%)</u>		
Case Discussion/ Presentation/ Analysis	C	05 - 10
Home Assignment	H	05 - 10
Project	P	05 - 10
Seminar	S	05 - 10
Viva	V	05 - 10
Quiz	Q	05 - 10
Class Test	CT	10 - 15
Attendance	A	05
End Semester Examination	EE	70

It is hoped that it will help the students study in a planned and a structured manner and promote effective learning. Wishing you an intellectually stimulating stay at Amity University.

July, 2015

## PROGRAMME STRUCTURE

### FIRST SEMESTER

<u>Course Code</u>	<u>Course Title</u>	Lecture (L) Hours Per Week	Tutorial (T) Hours Per Week	Practical /Field work (P) Hours Per Week	Total Credits	Page No.
MBA101	<b>Management Process &amp; Organizational Behavior</b>	3	-	2	4	
MBA102	Accounting for Management	3	-	2	4	
MBA103	<b>Economic Analysis</b>	3	-	2	4	
MBA104	Marketing Management	2	-	2	3	
MBA105	Information Technology for Managers	3	-	-	3	
MBA106	<b>Quantitative Techniques in Management</b>	3	-	2	4	
MBA107	<b>Legal Aspects of Business</b>	3	-	-	3	
MBA142	<b>Business Communication for Managers</b>	1	-	-	1	
MBA143	Self-development and Interpersonal skills	1	-	-	1	
MBA144	<b>Foreign Language – I</b>	2	-	-	2	
MBA145	<b>French</b>					
MBA146	<b>German</b>					
MBA147	<b>Spanish</b>					
MBA148	<b>Japanese</b>					
MBA148	<b>Chinese</b>					
	<b>TOTAL</b>				<b>29</b>	

### SECOND SEMESTER

MBA201	Human Resource Management	3	-	2	4	
MBA202	Financial Management	3	-	2	4	
MBA203	International Business & Practices	2	-	2	3	
MBA204	Business Research Methods	3	-	2	4	
MBA205	Operations Management	3	-	2	4	
MBA206	Management Science	2	-	1	3	
MBA207	Knowledge Management	3	-	-	3	
MBA208	Managerial Competency & Career Development (Non-Credit course)	1	-	-	-	
MBA242	Business Correspondence	1	-	-	1	
MBA243	Conflict Resolution & Management	1	-	-	1	
MBA244	<b>Foreign Language – II</b>	2	-	-	2	
MBA245	<b>French</b>					
MBA246	<b>German</b>					
MBA247	<b>Spanish</b>					
MBA248	<b>Japanese</b>					
MBA248	<b>Chinese</b>					
	<b>TOTAL</b>				<b>29</b>	

### SUMMER INTERNSHIP (8 -10 WEEKS)

### THIRD SEMESTER

MBA301	Strategic Management	3	-	-	3	
MBA302	Managing Excellence (Non Credit Course)	1	-	-	-	
MBA342	Business Communication for Managerial Competence	1	-	-	1	
MBA343	Professional Competencies & Career Development	1	-	-	1	
MBA344	Foreign Language – III	2	-	-	2	
MBA345	French					
MBA346	German					
MBA347	Spanish					
MBA348	Japanese					
MBA348	Chinese					
MBA350	Summer Internship (Evaluation)	-	-	-	9	
<b>ELECTIVE (Any six courses out of any two programmes in a combination of 4+2 or 3+3)</b>						
<b>ENTREPRENEURSHIP &amp; LEADERSHIP</b>						
MBA303	Entrepreneurship Process & Behaviour	2	1	2	3	
MBA304	Innovation in Business & Enterprise	2	1	2	3	
MBA305	Evaluating Business Opportunities	2	1	2	3	
MBA306	Emerging Business Sectors & Technologies	2	-	2	3	
<b>FINANCE &amp; ACCOUNTING</b>						
MBA307	Cost and Management Accounting	2	-	2	3	
MBA308	Project Planning, Appraisal & Control	2	-	2	3	
MBA309	International Financial Management	2	1	2	3	
MBA310	Management of Financial Services	2	1	2	3	
MBA311	Security Analysis & Portfolio Management	2	1	2	3	
<b>HUMAN RESOURCE</b>						
MBA312	Industrial Relations & Labour Laws	2	1	2	3	
MBA313	Organizational Change & Development	2	-	2	3	
MBA314	Performance & Competency Management	2	-	2	3	
MBA315	Training & Development	2	1	2	3	
MBA316	Strategic Human Resource Management	2	1	2	3	
<b>INTERNATIONAL BUSINESS</b>						
MBA317	International Trade Finance	2	1	2	3	
MBA318	International Commodity Management	2	-	2	3	
MBA319	International Economics & Policy	2	-	2	3	
MBA365	International Trade Procedures & Documentation	2	1	2	3	
MBA366	Foreign Exchange Management	2	1	2	3	
<b>INSURANCE MANAGEMENT</b>						
MBA367	Application of General Insurance	2	-	2	3	
MBA368	Life Insurance – Underwriting & Claims	2	-	2	3	
MBA369	Regulatory Framework of Insurance	2	-	2	3	

MBA370	Risk Management & Insurance	2	-	2	3	
<b>INFORMATION TECHNOLOGY</b>						
MBA371	Business Process System	2	-	2	3	
MBA372	Management of Software Projects	2	-	2	3	
MBA373	Decision Support & Business Intelligence Systems	2	-	2	3	
MBA374	Service Oriented Architecture & IT Service Management	2	-	2	3	
MBA375	Web-enabled Business Processes	2	-	2	3	
<b>MARKETING &amp; SALES</b>						
MBA376	Consumer Behaviour	2	-	2	3	
MBA377	Distribution & Logistics Management	2	-	2	3	
MBA378	Sales Management	2	-	2	3	
MBA379	Product & Brand Management	2	-	2	3	
MBA380	Rural Marketing	2	-	2	3	
<b>OPERATIONS MANAGEMENT</b>						
MBA381	Management of Technology & Innovation	2	-	2	3	
MBA382	Supply Chain Management	2	-	2	3	
MBA383	Project Management	2	-	2	3	
MBA384	Manufacturing Competitiveness	2	-	2	3	
MBA385	Total Quality & Competitive Advantage	2	-	2	3	
<b>RETAIL MANAGEMENT</b>						
MBA386	Fundamentals of Retailing	2	-	2	3	
MBA387	Merchandising Management	2	-	2	3	
MBA388	Retail Supply Chain & Logistics Management	2	-	2	3	
MBA389	Franchising in Retailing	2	-	2	3	
MBA390	Retailing of Insurance Products & Financial Services	2	-	2	3	
	<b>TOTAL</b>				<b>34</b>	

#### FOURTH SEMESTER

MBA401	Management in Action – Social, Economic & Ethical Issues	3	1	-	4	
MBA442	Business Etiquette and Protocol	1	-	-	1	
MBA443	Leadership & Managing Skills	1	-	-	1	
MBA444	Foreign Language – IV French German Spanish Japanese Chinese	2	-	-	2	
MBA445						
MBA446						
MBA447						
MBA448						
MBA455	Dissertation (Commencing Sem – III)	-	-	-	9	
ELECTIVE (Any six courses out of any two streams (same as in Sem III) in a combination of 4+2 or 3+3)						
ELECTIVE (Any six courses out of any two streams (same as in Sem III) in a combination of 4+2 or 3+3)						
<b>ENTREPRENEURSHIP &amp; LEADERSHIP</b>						
MBA402	Managing Corporate Entrepreneurship	2	-	2	3	
MBA403	Family Business Management	2	-	2	3	
MBA404	Small Business Management & Strategies	2	-	2	3	

MBA405	Financing New Ventures & Businesses	2	-	2	3	
<b>FINANCE &amp; ACCOUNTING</b>						
MBA406	Corporate Tax Planning	2	-	2	3	
MBA407	Financial Engineering	2	-	2	3	
MBA408	Management of Financial Institutions	2	-	2	3	
MBA409	Strategic Financial Management	2	-	2	3	
MBA410	Commercial Banking	2	-	2	3	
<b>HUMAN RESOURCE</b>						
MBA411	Compensation & Reward Management	2	-	2	3	
MBA412	Measurement in Human Resource	2	-	2	3	
MBA413	Global Human Resource Management	2	-	2	3	
MBA414	Organizational Design & Structural Processes	2	-	2	3	
MBA415	Managerial Counselling	2	-	2	3	
<b>INTERNATIONAL BUSINESS</b>						
MBA416	Foreign Trade Policy	2	-	2	3	
MBA417	International Supply Chain Management	2	-	2	3	
MBA418	International Cross Culture & Diversity Management	2	-	2	3	
MBA419	Global Outsourcing: Issues & Perspective	2	-	2	3	
MBA465	Global Business Operations	2	-	2	3	
<b>INSURANCE MANAGEMENT</b>						
MBA466	Commercial Insurance Underwriting & Operations	2	-	2	3	
MBA467	Insurance Accounts & Fund Management	2	-	2	3	
MBA468	Insurance Marketing & Client Management	2	-	2	3	
MBA469	Product Development & Pricing	2	-	2	3	
<b>INFORMATION TECHNOLOGY</b>						
MBA470	System Analysis & Design	2	-	2	3	
MBA471	Enterprise Management	2	-	2	3	
MBA472	Information Security & Risk Management	2	-	2	3	
MBA473	Marketing of IT Solutions	2	-	2	3	
MBA474	Software Quality Assurance	2	-	2	3	
<b>MARKETING &amp; SALES</b>						
MBA475	Advertising & Sales Promotion	2	-	2	3	
MBA476	Customer Relationship Management	2	-	2	3	
MBA477	Industrial Marketing	2	-	2	3	
MBA478	International Marketing	2	-	2	3	
MBA479	Marketing of Services	2	-	2	3	
<b>OPERATIONS MANAGEMENT</b>						
MBA480	Service Operations Management	2	-	2	3	
MBA481	Operations Strategy	2	-	2	3	
MBA482	Lean Six Sigma	2	-	2	3	
MBA483	Facility Planning & Total Productive Maintenance	2	-	2	3	
MBA484	Process Analysis & Theory of Constraints	2	-	2	3	
<b>RETAIL MANAGEMENT</b>						

MBA485	Mall Dynamics & Real Estate Management	2	-	2	3	
MBA486	Visual Merchandising & Space Planning	2	-	2	3	
MBA487	Retail Sales & Category Management	2	-	2	3	
MBA488	Retail Branding & CRM	2	-	2	3	
MBA489	E-Retailing	2	-	2	3	
	<b>TOTAL</b>				<b>35</b>	

**Notes:**

1. For non-credit courses, evaluation will be done but no credit units will be assigned. They will be reflected in the grade sheet with result as "satisfactory" or "Unsatisfactory".
2. In semester III & IV, a student can opt for one course of BSI/ EMC<sup>2</sup> either as an alternative to one of the elective courses or as an additional course. In case these are taken as an alternative to an elective course, each of these courses will have 4 credit units and if taken as an additional course, then each will be treated as non-credit course.

# Curriculum & Scheme of Examination

## MANAGEMENT PROCESS AND ORGANIZATION BEHAVIOUR

Course Code: MBA 101  
04

Credit Units:

### Course Objective:

To help the students gain understanding of the functions and responsibilities of the manager and to provide the student understand Human Behaviour in organizations so as to improve his managerial effectiveness.

### Course Contents:

#### Module I: Management vs. Manager

Evolution of management thought, **Functions of management**, Roles and Skills of a manager, Emerging challenges of management.

#### Module II: Organization

**Nature and structure of organization**, Types of organizations, Line and staff relationships, Formal and informal organizations.

#### Module III: Introduction to Organization

**Overview of organization behaviour and its importance**, Organization models.

#### Module IV: Individual Behaviour

Individual behaviour, **Perception and learning, Personality, Values & attitudes**, Motivation: Concept theory and application

#### Module V: Group Behaviour

**Group dynamics, Communication, Leadership**, Power and politics, Conflicts and negotiation.

#### Module VI: Organizational Culture and Change Management

Organisational culture, Organisational change and development, **Work stress and its management.**

### Examination Scheme:

Component s	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

### Text &References:

- Luthans, F. (2005), Organizational Behaviour, McGraw – Hill International Edition.
- Robbins, S.P. (2005), Organizational Behaviour, Eleventh Edition, Prentice Hall of India.
- Greenberg, J. & Baron, R.A. (2005), Behaviour in Organizations, Pearson Education.
- Newstrom John W. and Davis Keith, (1993), Organizational Behaviour: Human Behaviour at Work, Tata McGraw Hill, New Delhi

- P. Subba Rao (2010), Management and Organisation and Behaviour, Himalaya Publishing House, New Delhi
- Pierce Gardner with Dunham (2011) Managing Organizational Behaviour. Cengage Learning India.

## ACCOUNTING FOR MANAGEMENT

Course Code: MBA 102

Credit Units: 04

### Course Objective:

Participants in this course will develop the essential ability of all managers, to use complex accounting information as a platform for decision-making. As the course unfolds, participants will build an increasingly sophisticated level of understanding of the language of accounting and its key concepts. In addition the course develops skills in interpreting earnings statements, balance sheets, and cash flow reports. This ability to analyze financial statements will enable participants to deal more effectively with strategic options for their businesses or business units.

### Course Contents:

#### Module I: Accounting Basics

Introduction, Foundations, Accounting policies, Accounting and management control, Branches of accounting, Recording of transactions and classification, Trial Balance & Errors, Cash book

#### Module II: Final Accounts

Preparation, Adjustments, Analysis, Depreciation Accounting, Reserves & Provisions. Form and contents of financial statements with reference to Indian Companies Act.

#### Module III: Financial Statement Analysis

Relation and Comparison of Accounting data and using financial statement information, Ratio Analysis, Cash flow analysis. Determination of Existing and future capital requirement.

#### Module IV: Cost Accounting

Elements of cost, Cost Classification and Allocation, Cost Sheet

#### Module V: Management Accounting

Emergence of Management Accounting, Marginal Costing and Cost Volume Profit Analysis, Budgeting & Variance Analysis.

### Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

### Text & References:

- Bhattacharya, S.K. and Dearden, J ( 2006), Accounting for Management, Vikas Publishing House



- **Narayanaswamy R (2005), Financial Accounting – A Managerial Perspective, Prentice Hall of India.**
- **Maheshwari S N and S K Maheshwari (2006), Accounting for Management, Vikas Pub. House.**
- **Tulsian, P.C (2006), Financial Accounting, Tata McGraw Hill.**
- **Banerjee, A (2005), Financial Accounting, Excel Books.**
- **Ghosh, T.P (2005), Fundamentals of Management Accounting, Excel Books**

# ECONOMIC ANALYSIS

Course Code: MBA 103

Credit Units: 04

## Course Objective:

To familiarize the students with theoretical concepts of modern Economic Analysis so that they can use these as inputs in managerial decision making process. Emphasis would be laid on the understanding of key economic variables both at micro and macro level which influence the business operations and strategies of the firm and the business environment under which they operate.

## Course Contents:

### Module I: Theory of Demand and Supply

**Nature and scope of economic analysis: its relevance for managerial decision making,** Demand analysis: nature of demand for a product- individual demand and market demand, demand by market segmentation. Demand function and determinants of demand. **Supply function: determinants of supply of a product,** law of supply. Elasticity of supply. **Concept of elasticity of demand- income, cross, price and advertizing elasticity.** Theorems on the price elasticity of demand. Applications of the concept of price elasticity of demand in business decisions. Demand forecasting-need for forecasting and techniques of forecasting. **Cost concepts: costs relevant for management decision making.** Economies of scale: internal and external. Cost function: cost and output relationship.

### Module II: Theory of Production and Cost

Production analysis: Production function-neo-classical, **Cobb- Douglas, Leontief.** Least cost combination of inputs for a firm. **Concept of an isoquant-smooth curvature and right angle.** Returns to scale and returns to a factor. **Expansion path of a firm.** Cost Analysis: Cost relevant for management decision making. Economies of scale: Cost Function: Cost and output relationship. An Analysis of the Objectives of a Business Firm: Profit Maximization Model, Baumoul's Sales Maximization Model, Marris's Model of 'Managerial Enterprise' Williamson's Model Of 'Managerial Discretion.

### Module III: Market Structure: Price and Output Decisions

Pricing and Output decisions – Perfectly Competitive and Monopoly Market Pricing and Output Decisions- Under Monopolistically Competitive Market- Product Differentiation; **Price Discriminating Monopolist; Models of Oligopolistic Market:** Price Rigidity – The Kinky Demand Curve Model Interdependence - The Cournot Model, Price Leadership Models, Cartels and Collusion.

### Module IV: Macro Economics Analysis

**Economic Policy and Analysis: Macro Economic Variables and Functional Relationships.** Business Environment: Factors Influencing the Business Environment. National Income Analysis. Models of Circular Flow of Money-Incorporating Savings Investment, Foreign Trade and Government Sector. Consumption Function, Saving Function and investment Function. Concepts of Investment Multiplier. **Factors Influencing Consumption Function.** **Demand and Supply of Money:** Transaction, Precautionary and Speculative Demand for Money; Liquidity preference function; Components of Money Supply. Business Cycles: An Analysis of Fluctuation in the level of Economic Activity. Phases of Business Cycles.

Inflation and Deflation: Demand – Pull and Cost – Push Inflation. Impact of Inflation . **Analysis of Policies to control inflation.** Deflation. Monetary Policy: Objectives of Monetary Policy. Function of Central Bank. **Credit Policy and its implications on the Corporate Sector.** Fiscal Policy: meaning, objectives and impact on economy. Money Market, Capital Market and Foreign Exchange Market.

## Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

### Text & References:

- Gupta, G.S. (2006), Managerial Economics, Tata McGraw Hill
- Peterson, H.C and Lewis, W.C. (2005), Managerial Economics, Prentice Hall of India
- R Ferguson, R., Ferguson, G.J and Rothschild, R. (1993) Business Economics, Macmillan India.
- Chandra, P.(2006), Project: Preparation, Appraisal, Implementation and Review, Tata McGraw Hill.

## MARKETING MANAGEMENT

Course Code: MBA 104

Credit Units: 03

### Course Objective:

The objective of this course is to provide the students exposure to modern marketing concepts, tools, and techniques, and help them develop abilities and skills required for the performance of marketing functions.

### Course Contents:

#### Module I: Understanding Marketing in New Perspective

**Fundamentals of Marketing, Customer Value and Satisfaction, Customer Delight, Conceptualizing Tasks and Philosophies of Marketing Management, Value Chain, Scanning the Marketing Environment, Marketing Mix Elements, Difference between marketing and Selling, Relationship marketing, Social marketing, Strategic Planning in marketing, formulating the marketing plan.**

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#### Module II: Analyzing Consumers & Selecting Markets

**The factors influencing consumer behavior.** The stages in the buying process, the buying decision making process, factors effecting the buying decision., **Market Segmentations, Levels of Market Segmentations, Patterns, Procedures, Requirement for Effective Segmentation, Evaluating the Market Segments, Selecting the Market Segments, Tool for Competitive Differentiation, Developing a Positioning Strategy.**

#### Module III: Managing Product & Pricing Strategies

**Classification of products, New Product development, stages of product development, Adoption process, Product mix decisions and line management, Length, width and depth of a line, line analysis, and brand management, product life cycle, stages in lifecycle and factors affecting each stage, Managing product life cycles. Setting the price, adapting the price, initiating and responding the price changes,**

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#### Module VI: Designing: Managing the Integrated Communication

- **Channel functions and flows. Channel design decisions. Channel management decisions. Channel dynamics; vertical horizontal and multi channel marketing systems.** Market Logistics decisions. Effective Communication, Integrated Marketing Communication, Marketing Communication Process, Promotion mix, Advertising, Personal Selling, Sales Promotion and Publicity and Public Relations, Direct Marketing,

## Module V: Emerging Trends in Marketing

An Introduction to Internet Marketing, Multi Level Marketing, E-Marketing, Green Marketing, Event Marketing, Types of Events, Sponsorship, Cause Related Marketing, Marketing for Non Profit Organizations Marketing Strategies for Leaders, Challenges, Followers and Nichers

### Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

### Text & References:

- Kotler, Keller, Koshy, Jha, (2008), Marketing Management– A South Asian Perspective, Pearson India Pvt.
- Kurtz, (2008) Principles of Marketing, Cengage Learning, India,
- S. Neelamegham, (2009), Marketing In India, Vikas publishing house,
- Biplo Bose, (2008), Marketing Management, Himalaya Publishing House.
- Paul Baines, Chris Fill, Kelly Page, (2009), Marketing, Oxford University Press
- Winner (2009), Marketing Management, Pearson India Pvt.
- William L. Pride and O.C. Ferrell, (1993) Marketing Concepts and Strategies, Boston, Houghton Mifflin.
- Czinkota and Kotabe, ( 2007) Marketing Management, Cengage Learning, India
- Evans, (2008), Marketing Management, Cengage Learning, India
- Rajan Saxena, (2010) , Marketing Management, Tata McGraw Hill

# INFORMATION TECHNOLOGY FOR MANAGERS

Course Code: MBA 105

Credit Units: 03

## Course Objective:

This course will expose students to developments in computer technology and understand the working of a computer system. It will introduce end-user computing and build skills in using IT and understanding various technologies like internet, telecom, DBMS concepts, e-commerce etc. The course will expose the students to the latest trends in computer.

## Course Contents:

### Module I: Modern Computer Systems

Evolution of Computer Systems, Input, output and storage technologies, Computer Assisted Control and Automation, (e.g. Delhi Metro , Digitally Controlled Car engines etc.), Computer Controlled Biometric/RFID based Access Control , Contemporary hardware and software platforms(Open Source, Web Software etc.), Storage of Data Resources

### Module II: Data Resource Management

Introduction to DBMS, Benefits of DBMS over traditional file system, Types of DBMS, Application of DBMS using MS-ACCESS / ORACLE as a tool for understanding of DBMS concepts. SQL Query handling, Forms, Concept of Data Warehouses and Data Marts, Introduction to Data Centers. Storage Technologies and Architecture (DAT, NAS, SAN etc. ). Live examples of storage strategies of companies like Google, Amazon Wal-Mart dealing with storage crisis

### Module III: Telecommunications and Computer Networks

Networked Enterprise :- Components, Types of networks, Advantages of Network Environment, Business Uses of Internet, Intranet and Extranet, Web 2.0/3.0, Distributed/Cloud/Grid Computing, GSM & CDMA, GPRS ,3G & 4G technologies, VOIP and IPTV.

### Module IV: Electronic Commerce Systems

Introduction to e-Commerce and M-Commerce, Advantages and Disadvantages of each. Concept of B2B, B2C, C2C , with examples. Concept of Internet Banking and Online Shopping, Electronic Payment Systems. Project Discussion:- Development of e-commerce store (Web Site Development, Internet Publicity, Payment Gateway, Packaging & Delivery , After Sales Support) .

### Module V: e-governance

Concept of e-governance, World Perspective, Indian Perspective, Technologies for e-governance, e-governance as an effective tool to manage the country's citizens and resources, Advantages and Disadvantage of E-governance, E-governance perspective in India. Discussion on MCA21 Project, Bhoomi etc. .

### Module VI: Security Management

The Information Security, System Vulnerability and Abuse, Security Threats (Malicious Software, Hacking etc.) and counter measure. Definition of Cyber Crime and Types. Antivirus, Firewalls, Anti-Spyware, Security Audit, Discussion on Overview of IT-ACT 2000.

## Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

## Text & References:

- Norton P (2010), Introduction to Computers, Tata McGraw-Hill
- Potter T (2010), Introduction to Computers, John Wiley & Sons (Asia) Pvt Ltd
- Morley D & Parker CS (2009), Understanding Computers – Today and Tomorrow, Thompson Press

- Jawadekar, WS (2009); Management Information System; Tata Mc Graw Hill
- Mclead R & Schell G (2009), Management Information Systems; Pearson Prentice Hall
- O'Brein, JA (2009); Introduction to Information Systems; Tata Mc Graw Hill

## QUANTITATIVE TECHNIQUES IN MANAGEMENT

**Course Code: MBA 106**  
**04**

**Credit Units:**

### Course Objective:

The aim of this course is to develop the understanding of various statistical tools used for decisions making and how each applies to and can be used in the business environment using contemporary software.

### Course Contents:

Module I: Introduction

Application of Statistics in Business; Classification of Data; Interpretation of computer output of diagrammatic and graphical presentation of data, measures of central tendency, measures of dispersion and skewness.

Module II: Probability and Probability Distributions

Concepts of Probability, Probability Rules, Probability of an event under condition of Statistical Independence and Statistical dependence, Baye's Theorem; Probability Distributions: Mean or Expected value of random variable, Variance and Standard Deviation of random variables; Binomial Probability Distribution, Poisson Probability Distribution and Normal Probability Distribution.

Module III: Sampling and Sampling Distribution

Sampling: Basic Concept, Types of Sampling Errors and Precautions, Parameter and Statistic, Sampling Distribution of the mean, Sampling distribution of proportion, Estimation – point estimation, Interval Estimation of the mean -  $\sigma$  known &  $\sigma$  unknown cases, interval estimation of the proportion, determining of sample size for estimating population mean  $\mu$ , determination of sample size for estimating proportion p.

Module IV: Tests of Hypothesis

Null and Alternative hypothesis, One-Tailed and Two-Tailed tests of hypothesis, Type I and Type II error, population mean :  $\sigma$  known, population mean :  $\sigma$  unknown, population proportion, rejection rule using p – Value approach, rejection rule using critical value approach. Hypothesis Testing to compare two populations: Test for two population means (Independent Samples), Tests for two population means (Dependent Samples), Tests for two population proportions (Independent Samples), Tests for two population variances (Dependent Samples), F-test, Interpretation of computer output of ANOVA, Chi – Square Test

Module V: Forecasting Techniques

Correlation - Karl Person, Spearman's Rank methods, Regression Analysis – Estimated regression equation, least squares method, coefficient of determination, interpretation of computer output for Regression, Time Series Analysis- Variation in Time Series, Numerical application of trend analysis.

### Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

### Text & References:

- Anderson D.R; Sweeny D.J, Williams T.A (2002), **Statistics for Business and Economics**, Cengage learning.
- Kazinier L.J., & Pohl N.F. (2004), **Basic Statistics for Business and Economics**, New York: McGraw Hill.
- Levin Richard I. & Rubin David S.(1998), **Statistics for Management**, Pearson Education India
- Stephen .K.C. (2002), **Applied Business Statistics: Text, Problems and Cases**. New York: Harper and Row.
- Sharma, J.K. (2007), **Business Statistics**, Pearson Education India.

## **LEGAL ASPECTS OF BUSINESS**

**Course Code:** MBA 107 **Credit**  
**Units:** 03

### **Course Objective:**

To give insight to various Legal Aspects of Business so that the students are able to interpret the provisions of some of the important laws and apply the same in commercial and industrial enterprises.

### **Course Contents:**

#### **Module I: Indian Contract Act, 1872**

Nature and kinds of Contracts, Concepts related to offer, Acceptance and Consideration, Principles Governing Capacity of Parties and Free Consent, Legality of Objects, Performance and Discharge of Contract, Breach of Contract and its Remedies, Special contracts of Bailment and Pledge, Indemnity and Guaratnee, Contract of Agency.

#### **Module II: Sale of Goods Act, 1930**

Sale and Agreement to Sell, Hire Purchase – Pledge – Mortgage – Hypothecation Lease. Goods – Different types of Goods, Passing of Property in Goods, Conditions and Warranties, Doctrine of Caveat emptor, Rights of an unpaid Seller.

#### **Module III: Negotiable Instruments Act, 1881**

Meaning of Negotiability and Negotiable Instruments – Cheques Bill of Exchange and Promissory Note – Crossing of Cheques – Endorsement – Dishonour of Cheques.

#### **Module VI: Company Law**

Companies Act, 1956-Meaning and types of companies, Formation of a company, Memorandum and Articles of Association, Share Capital and Shareholders, Prospectus and Issue of Shares, Buy Back of Shares, Debentures, Company Meetings and Proceedings, Powers, Duties, Liabilities of Directors and Winding up of Company.

#### **Module V: Indian Partnership Act, 1932**

Meaning and definitions, Registration of partnerships, Types of partners, Dissolution, Limited Liability Partnership Act, 1932 – Meaning & definitions, Meaning of designated partner, Registration of LLP, Types of partners, Dissolution

#### **Module VI: Intellectual Property Laws (IPR)**

Overview of Law & Procedure relating to Patents, Trade marks & Copyrights, Infringement

### **Examination Scheme:**

<b>Components</b>	<b>CPA</b>	<b>TP</b>	<b>Q/S</b>	<b>A</b>	<b>ME</b>	<b>EE</b>
<b>Weightage (%)</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>10</b>	<b>70</b>

### Text & References:

- Gulshan SS (2003), Elements of Mercantile Law, Excel Books, N. Delhi.
- Kuchhal MS (2010), Business Law, Vikas Publication
- Tulsian PC, (2002), Relevance of Business Law, Tata McGraw Hills.
- Singh Avtar, (2006), Elements of Mercantile Law, S.Chand & Sons.

**Course Title: BC I - Business Communication for Managers  
CD-01'**

**Annexure'**

**Credit Units: 1**  
**Course Code: 142**  
**Course Objective:**

L	T	P/ S	SW/F W	TOTAL CREDIT UNITS
1	0	0	0	1

This course is designed to hone the communication skills of the budding managers and enable them to be an integral part of the corporate communication network.

**Prerequisites: NIL**

### Course Contents / Syllabus:

<b>1</b>	<b>Module I The Nature and Process of Communication</b>	<b>40% Weightage</b>
	<ul style="list-style-type: none"> <li>• <b>Defining Communication</b> <ul style="list-style-type: none"> <li>○ <b>Classification of Communication</b></li> <li>○ <b>Creation of Relevant Content and Context in Communication</b></li> </ul> </li> <li>• <b>The Purpose of Communication</b> <ul style="list-style-type: none"> <li>○ <b>Communication to Inform</b></li> <li>○ <b>Communication to Persuade</b></li> </ul> </li> <li>• <b>The Process of Communication</b> <ul style="list-style-type: none"> <li>○ <b>The Linear Concept of communication</b></li> <li>○ <b>Aristotle's Model</b></li> <li>○ <b>The Shannon-Weaver Model</b></li> </ul> </li> <li>• <b>Principles of Communication</b> <ul style="list-style-type: none"> <li>○ <b>7 C's of Communication</b></li> </ul> </li> </ul>	
<b>2</b>	<b>Module II Communication Networks in the Organization</b>	<b>30% Weightage</b>
	<ul style="list-style-type: none"> <li>• <b>Types of Communication</b> <ul style="list-style-type: none"> <li>○ <b>Formal Communication</b></li> </ul> </li> </ul>	



	<ul style="list-style-type: none"> <li>○ Informal Communication</li> <li>● Barriers to Communication <ul style="list-style-type: none"> <li>○ Linguistic Barrier</li> <li>○ Cultural Barrier</li> <li>○ Socio-Psychological Barrier</li> <li>○ Physiological Barrier</li> <li>○ Incorrect Assumptions</li> <li>○ Information Overload</li> <li>○ Semantic Barriers</li> </ul> </li> </ul>																												
<b>3</b>	<b>Module III Cross- Functional Communication</b>	<b>30% Weightage</b>																											
	<b>Organizational Communication</b> <ul style="list-style-type: none"> <li>● The Importance of Communication in Management</li> <li>● Important Functions of Management</li> <li>● How Communication is Used by Managers</li> </ul>																												
<b>4</b>	<b>Student Learning Outcomes:</b> <ul style="list-style-type: none"> <li>● Students will understand the process and nature of communication.</li> <li>● They will understand the barriers to effective communication and learn to remove them.</li> <li>● Students will become masters of Formal and Informal Communication</li> </ul>																												
<b>5</b>	<b>Pedagogy for Course Delivery</b> <ul style="list-style-type: none"> <li>● Workshop</li> <li>● Presentation</li> <li>● Group Discussion</li> <li>● Lectures</li> </ul>																												
<b>6</b>	<b>Assessment/ Examination Scheme:</b> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <th style="width: 25%;">Theory L/T (%)</th> <th style="width: 25%;">Lab/Practical/Studio (%)</th> <th colspan="2" style="width: 50%;">End Term Examination</th> </tr> <tr> <td style="text-align: center;">100%</td> <td style="text-align: center;">NA</td> <td style="text-align: center;">60%</td> <td style="text-align: center;">Total 100%</td> </tr> </table> <b>Theory Assessment (L&amp;T):</b> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <th colspan="5" style="text-align: center;">Continuous Assessment/Internal Assessment</th> <th colspan="2" rowspan="2" style="text-align: center;">End Term Examination</th> </tr> <tr> <th style="width: 15%;">Components (Drop down)</th> <th style="width: 10%;">CT</th> <th style="width: 10%;">GD</th> <th style="width: 10%;">GP</th> <th style="width: 15%;">Attendance</th> </tr> <tr> <td style="text-align: center;">Weightage (%)</td> <td style="text-align: center;">10%</td> <td style="text-align: center;">10%</td> <td style="text-align: center;">15%</td> <td style="text-align: center;">5%</td> <td style="text-align: center;">60%</td> <td style="text-align: center;">Total 100%</td> </tr> </table>	Theory L/T (%)	Lab/Practical/Studio (%)	End Term Examination		100%	NA	60%	Total 100%	Continuous Assessment/Internal Assessment					End Term Examination		Components (Drop down)	CT	GD	GP	Attendance	Weightage (%)	10%	10%	15%	5%	60%	Total 100%	
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**Text:** A. Ashley, *The Oxford Handbook of Commercial Correspondence*, Oxford, 2003.

Guffey, Ellen Mary, *Business Communication*, Thomson (South Western)  
Meenakshi Raman &Prakash Singh, *Business Communication*, Oxford, 2006.

**Reference:** M. John Penrose, *Business Communication for Managers: An Advanced Approach*, Thomson, 2003

Ronald B. R. Adler, *Understanding Human Communication*, Oxford, 2005.

**Additional Reading:** Newspapers and Journals

# SELF-DEVELOPMENT AND INTERPERSONAL SKILLS

Course Code: MBA 143

Credit Units: 01

## Course Objective:

This course aims at imparting an understanding of:

- Self and the process of self exploration
- Learning strategies for development of a healthy self esteem
- Importance of attitudes and their effect on work behavior
- Effective management of emotions and building interpersonal competence.

Course Contents:

### Module I: Understanding Self

(2 Hours)

- Formation of self concept
- Dimension of Self
- Components of self
- Self Competency

### Module II: Self-Esteem: Sense of Worth

(2 Hours)

- Meaning and Nature of Self Esteem
- Characteristics of High and Low Self Esteem
- Importance & need of Self Esteem
- Self Esteem at work
- Steps to enhance Self Esteem

### Module III: Emotional Intelligence: Brain Power

(2 Hours)

- Introduction to EI
- Difference between IQ, EQ and SQ
- Relevance of EI at workplace
- Self assessment, analysis and action plan

### Module IV: Managing Emotions and Building Interpersonal Competence

(2 Hours)

- Need and importance of Emotions
- Healthy and Unhealthy expression of emotions
- Anger: Conceptualization and Cycle
- Developing emotional and interpersonal competence
- Self assessment, analysis and action plan

### Module V: Leading Through Positive Attitude

(2 Hours)

- Understanding Attitudes
- Formation of Attitudes
- Types of Attitudes
- Effects of Attitude on
  - Behavior
  - Perception
  - Motivation
  - Stress
  - Adjustment
  - Time Management
  - Effective Performance
  - Building Positive Attitude

## Examination Scheme:

Components	SAP	A	Mid Term Test (CT)	VIVA	Journal for Success (JOS)
Weightage (%)	20	05	20	30	25

## **Text & References:**

- **Towers, Marc: Self Esteem, 1<sup>st</sup> Edition 1997, American Media**
- **Pedler Mike, Burgoyne John, Boydell Tom, A Manager's Guide to Self-Development: Second edition, McGraw-Hill Book company.**
- **Covey, R. Stephen: Seven habits of Highly Effective People, 1992 Edition, Simon & Schuster Ltd.,**
  
- **Khera Shiv: You Can Win, 1<sup>st</sup> Edition, 1999, Macmillan**
- **Gegax Tom, Winning in the Game of Life: 1<sup>st</sup> Edition, Harmony Books**
- **Chatterjee Debashish, Leading Consciously: 1998 1<sup>st</sup> Edition, Viva Books Pvt.Ltd.,**
- **Dr. Dinkmeyer Don, Dr. Losoncy Lewis, The Skills of Encouragement: St. Lucie Press.**
- **Singh, Dalip, 2002, Emotional Intelligence at work; First Edition, Sage Publications.**
- **Goleman, Daniel: Emotional Intelligence, 1995 Edition, Bantam Books**
- **Goleman, Daniel: Working with E.I., 1998 Edition, Bantam Books.**

# FRENCH - I

Course Code:  
Units: 02

MBA 144

Credit

## Course Objective:

To familiarize the students with the French language

- with the phonetic system
- with the accents
- with the manners
- with the cultural aspects

To enable the students

- to establish first contacts
- to identify things and talk about things

## Course Contents:

Unité 1, 2: pp. 01 to 37

Contenu lexical: Unité 1: Premiers contacts

1. Nommer des objets, s'adresser poliment à quelqu'un
2. se présenter, présenter quelqu'un
3. entrer en contact : dire tu ou vous, épeler
4. dire où on travaille, ce qu'on fait
5. communiquer ses coordonnées

Unité 2: Objets

1. identifier des objets, expliquer leur usage
2. Dire ce qu'on possède, faire un achat, discuter le prix.
3. Monter et situer des objets
4. Décrire des objets
5. comparer des objets, expliquer ses préférences

Contenu grammatical: 1. articles indéfinis, masculin et féminin des noms, pluriel des noms

masculin et

2. Je, il, elle sujets, verbes parler, habiter, s'appeler, être, avoir, féminin des adjectifs de nationalité

ce ? qu'est-

3. tu, vous sujets, verbes parler, aller, être, c'est moi/c'est toi
4. verbes faire, connaître, vendre, c'est/il est + profession, qui est-  
ce que ... ?
5. article défini, complément du nom avec de, quel interrogatif
6. adjectifs possessifs (1), pour + infinitif
7. verbe avoir, ne...pas/pas de, question avec est-ce que ?,

question négative,

réponse Si

8. Prépositions de lieu, il y a/qu'est-ce qu'il y a
9. accord et place des adjectifs qualificatifs, il manque...
10. comparatifs et superlatifs, pronoms toniques, pronom on

## Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

C – Project + Presentation

I – Interaction/Conversation Practice

## Text & References:

- le livre à suivre : Français.Com (Débutant)

# GERMAN - I

Course Code:  
Units: 02

MBA 145

Credit

## Course Objective:

To enable the students to converse, read and write in the language with the help of the basic rules of grammar, which will later help them to strengthen their language.

To give the students an insight into the culture, geography, political situation and economic opportunities available in Germany

## Course Contents:

### Module I: Introduction

**Self introduction: heissen, kommen, wohnen, lernen, arbeiten, trinken, etc.**

All personal pronouns in relation to the verbs taught so far.

Greetings: Guten Morgen!, Guten Tag!, Guten Abend!, Gute Nacht!, Danke sehr!, Danke!, Vielen Dank!, (es tut mir Leid!),

Hallo, wie geht's?: Danke gut!, sehr gut!, prima!, ausgezeichnet!,  
Es geht!, nicht so gut!, so la la!, miserabel!

### Module II: Interviewspiel

To assimilate the vocabulary learnt so far and to apply the words and phrases in short dialogues in an interview – game for self introduction.

### Module III: Phonetics

**Sound system of the language with special stress on Diphthongs**

### Module IV: Countries, nationalities and their languages

To make the students acquainted with the most widely used country names, their nationalities and the language spoken in that country.

### Module V: Articles

The definite and indefinite articles in masculine, feminine and neuter gender. All Vegetables, Fruits, Animals, Furniture, Eatables, modes of Transport

### Module VI: Professions

To acquaint the students with professions in both the genders with the help of the verb "sein".

### Module VII: Pronouns

Simple possessive pronouns, the use of my, your, etc.

The family members, family Tree with the help of the verb "to have"

### Module VIII: Colours

All the color and color related vocabulary – colored, colorful, colorless, pale, light, dark, etc.

### Module IX: Numbers and calculations – verb "kosten"

The counting, plural structures and simple calculation like addition, subtraction, multiplication and division to test the knowledge of numbers.

"Wie viel kostet das?"

### Module X: Revision list of Question pronouns

W – Questions like who, what, where, when, which, how, how many, how much, etc.

## Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

C – Project + Presentation

I – Interaction/Conversation Practice

## Text & References:

- Wolfgang Hieber, Lernziel Deutsch
- Hans-Heinrich Wängler, Sprachkurs Deutsch
- Schulz Griesbach, Deutsche Sprachlehre für Ausländer
- P.L Aneja, Deutsch Interessant - 1, 2 & 3
- Rosa-Maria Dallapiazza et al, Tangram Aktuell A1/1,2

- **Braun, Nieder, Schmöe, Deutsch als Fremdsprache 1A, Grundkurs**

# SPANISH – I

Course Code:  
Units: 02

MBA 146

Credit

## Course Objective:

To enable students acquire the relevance of the Spanish language in today's global context, how to greet each other. How to present / introduce each other using basic verbs and vocabulary.

## Course Contents:

### Module I

A brief history of Spain, Latin America, the language, the culture...and the relevance of Spanish language in today's global context.  
Introduction to alphabets.

### Module II

Introduction to 'Saludos' (How to greet each other. How to present/ introduce each other).  
Goodbyes (despedidas)  
The verb *llamarse* and practice of it.

### Module III

Concept of Gender and Number

Months of the years, days of the week, seasons. Introduction to numbers 1-100, Colors, Revision of numbers and introduction to ordinal numbers.

### Module IV

Introduction to *SER* and *ESTAR* (both of which mean To Be). Revision of 'Saludos' and 'Llamarse'. Some adjectives, nationalities, professions, physical/geographical location, the fact that spanish adjectives have to agree with gender and number of their nouns. Exercises highlighting usage of *Ser* and *Estar*.

### Module V

Time, demonstrative pronoun (Este/esta, Aquel/aquella etc)

### Module VI

Introduction to some key AR /ER/IR ending regular verbs.

## Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

C – Project + Presentation

I – Interaction/Conversation Practice

## Text & References:

- Español, En Directo I A
- Español Sin Fronteras

# JAPANESE - I

**Course Code:**  
**Units: 02**

**MBA 147**

**Credit**

## Course Objective:

To enable the students to learn the basic rules of grammar and Japanese language to be used in daily life that will later help them to strengthen their language.

## Course Contents:

### Module I: Salutations

**Self introduction**, Asking and answering to small general questions

### Module II: Cardinal Numbers

Numerals, **Expression of time and period**, Days, months

### Module III: Tenses

**Present Tense**, **Future tense**

### Module IV: Prepositions

Particles, **possession**, Forming questions

### Module V: Demonstratives

**Interrogatives**, pronoun and adjectives

### Module VI: Description

Common phrases, **Adjectives to describe a person**

### Module VII: Schedule

**Time Table**, **everyday routine etc.**

### Module VIII: Outings

Going to see a movie, **party**, **friend's house etc.**

## Learning Outcome

➤ **Students can speak the basic language describing above mentioned topics**

## Methods of Private study /Self help

➤ **Handouts, audio-aids, and self-do assignments and role-plays will support classroom teaching**

## Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

**C – Project + Presentation**

**I – Interaction/Conversation Practice**

## Text & References:

### Text:

- Teach yourself Japanese

### References:

- Shin Nihongo no kiso 1



# CHINESE – I

Course Code:  
Units: 02

MBA 148

Credit

## Course Objective:

There are many dialects spoken in China, but the language which will help you through wherever you go is Mandarin, or Putonghua, as it is called in Chinese. The most widely spoken forms of Chinese are Mandarin, Cantonese, Gan, Hakka, Min, Wu and Xiang. The course aims at familiarizing the student with the basic aspects of speaking ability of Mandarin, the language of Mainland China. The course aims at training students in practical skills and nurturing them to interact with a Chinese person.

## Course Contents:

### Module I

Show pictures, dialogue and retell.

Getting to know each other.

Practicing chart with Initials and Finals. (CHART – The Chinese Phonetic Alphabet Called “Hanyu Pinyin” in Mandarin Chinese.)

Practicing of Tones as it is a tonal language.

Changes in 3<sup>rd</sup> tone and Neutral Tone.

### Module II

Greetings

Let me Introduce

The modal particle “ne”.

Use of Please ‘qing’ – sit, have tea ..... etc.

A brief self introduction – Ni hao ma? Zaijian!

Use of “bu” negative.

### Module III

Attributives showing possession

How is your Health? Thank you

Where are you from?

A few Professions like – Engineer, Businessman, Doctor, Teacher, Worker.

Are you busy with your work?

May I know your name?

### Module IV

Use of “How many” – People in your family?

Use of “zhe” and “na”.

Use of interrogative particle “shenme”, “shui”, “ma” and “na”.

How to make interrogative sentences ending with “ma”.

Structural particle “de”.

Use of “Nin” when and where to use and with whom. Use of guixing.

Use of verb “zuo” and how to make sentences with it.

### Module V

Family structure and Relations.

Use of “you” – “mei you”.

Measure words

Days and Weekdays.

Numbers.

Maps, different languages and Countries.

## Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

C – Project + Presentation

I – Interaction/Conversation Practice

## Text & References:

- “Elementary Chinese Reader Part I” Lesson 1-10

## HUMAN RESOURCE MANAGEMENT

**Course Code:** MBA 201  
04

**Credit Units:**

### Course Objective:

The objective of this course is to help the students develop an understanding of the dimensions of the management of human resources, with particular reference to HRM policies and practices in India.

### Course Contents:

#### Module I: Human Resource Management in Perspective

**Nature and scope of HRM, HRM functions, HRM models,** understanding concepts of Personnel Management, Human Resource Development and Strategic Human Resource Management, HR Environment, Changing Role of HR.

#### Module II: Meeting Human Resource Requirements

**Job Analysis, Job Description, Strategic Human Resource Planning, Recruitment, Selection Process, Methods – Interview, Tests, Placement and Induction**

#### Module III: Training & Developing of Employees

**Training and Development, Understanding of Performance Management Systems, Competency Mapping, Potential Appraisal, Career Development**

#### Module IV: Managing Compensation

**Job evaluation, Methods of Job Evaluation, Strategic Compensation,** Equity Theory, Components of Pay Structure, Designing and Administration of Wage and Salary Structure, Wage Regulations in India

#### Module V: Employee Relations

**Overview of Industrial Relations, Industrial disputes,** Collective Bargaining, Workers Participation and Management, Grievance handling

#### Module VI: Emerging Trends in HRM

**Overview of Human Resource Information System (HRIS), Introduction to HR Audit, IHRM Practices, Cross-Cultural and Diversity Management, Work-life integration, Human Resource Outsourcing**

### Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

### Text & References:

- Aswathappa. K, (2011), Human Resource Management - Text & Cases, (6<sup>th</sup> Edn.), McGraw Hill, New Delhi
- Dessler G (2005). Human Resource Management, Pearson Education, India
- Mathis R L and Jackson J H (2006). Human Resource Management, (10<sup>th</sup> Edn.) Cengage Learning, Indian Print.
- Snell S and Bohlander G (2007). Human Resource Management, Cengage Learning (Thomson Learning), Indian Edition

# FINANCIAL MANAGEMENT

Course Code: MBA 202  
04

Credit Units:

## Course Objective:

The objective of this course is to develop an understanding of short-term and long-term financial decisions of a firm and various financial tools used in taking these decisions. It is also aimed to develop the understanding of the financial environment in which a company operates and how it copes with it.

## Course Contents:

### Module I: Introduction

A Framework for Financial Decision-Making- Financial Environment, Changing Role of Finance Managers, Objectives of the firm.

### Module II: Valuation Concepts

Time Value of Money, Risk and Return, Financial and Operating Leverage.

### Module III: Financing Decisions

Sources of Finance: Short term, Long term, Capital Structure and Cost of Capital, Marginal Cost of Capital.

### Module IV: Capital Budgeting

Estimation of Cash Flows, Criteria for Capital Budgeting Decisions, Issues Involved in Capital Budgeting, Risk analysis in Capital Budgeting – An Introduction.

### Module V: Working Capital Management

Factors Influencing Working Capital Policy, Operating Cycle Analysis, Management of Inventory, Management of Receivables, Management of Cash and Marketable Securities, Financing of Working Capital.

### Module VI: Dividend Policy Decisions

An introduction: Different Schools of Thought on Dividend Policy.

## Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

## Text & References:

- Chandra, P. (2006), Financial Management: Theory and Practice, Tata McGraw Hill.
- Damodaran, A.(2004), Corporate Finance: Theory and Practice, Wiley & Sons.
- Van Horne, J.C. (2006), Financial Management and Policy, Prentice Hall of India.
- Brearly, R. A. and Myers, S. C. (2006), Principles of Corporate Finance, Tata McGraw Hill
- Pike, R and Neale, B. (1998), Corporate Finance and Investment: Decisions and Strategies, Prentice Hall of India
- Rustagi, R.P. (1999), Financial Management: Theory, Concepts and Problems, Galgotia Publishing Company.

- Pandey, I.M. (1999), Financial Management, Vikas Publishing House

# INTERNATIONAL BUSINESS AND PRACTICES

Course Code: MBA 203

Credit Units: 03

## Course Objective:

This course provides a comprehensive overview of the role that international business plays in the global economy. This knowledge shall help to understand the complexities, risks and opportunities of international business and provide a global perspective on international trade, including foreign investments, impact of financial markets, international marketing, and the operation of MNC's. Learn business practices organizations adopt to tap global opportunities. Create awareness on career opportunities that exist in international business.

## Course Contents:

### Module I: Globalisation & Multinational Corporations

**Globalisation - Meaning and implications** ; Globalisation of markets and production ; Drivers of Globalisation ;  
Modes of entry into international business; **The globalisation debate - arguments for and against** ; **Differences between domestic and international business** ; Multinational Corporations- Definition, Types, Organisation, Design & Structures, Head quarters and Subsidiary relations.

### Module II: Introduction to International Trade

Theories- Theory of Mercantilism, Absolute advantage, Comparative advantage, Heckscher-Ohlin theory, The new product life cycle theory, The new trade theory, Porter's diamond model ; Instruments of International trade policy – tariffs, subsidies, local content requirements, administrative policies, anti dumping policies, political and economic arguments for intervention ; GATT, WTO, IPR, TRIPS, TRIMS, GATS, Ministerial Conferences, Uruguay round of negotiations; Introduction to International Supply chain management & Logistics; Introduction to current EXIM policy.

### Module III: International Business Environment

Implication of environment differences: a) Economic factors – the determinants of economic development ; b) Political and Legal factors c) Cultural factors -Culture, Values, Norms, Social, Religious, Ethical, Language, Education; **Regional Integrations, Trading Blocks** - European Union, ASEAN, APEC, NAFTA, SAARC, ANDEAN PACT and MERCOSUR ; Global sourcing and its impact on Indian Industry - India's competitive advantage & potential threats in industries like IT, Textiles, Gems & Jewellery, Engineering etc.

### Module IV: Introduction to International Financial Systems

International Financial Markets – Equity, Debt, **Foreign Exchange & Commodities**; Role & funding facilities of World Bank & International Monetary System; **International Financial Risks of Trade Payments, FDI's, FII's, Expatriation, Repatriation, Currency fluctuations etc.**; Introduction to Foreign Exchange Market – functions, nature, trading, rate determination, currency convertibility; Introduction to Export and Import Finance – Methods of payment in International Trade.

### Module V: Introduction to International Business Practices

*Country Risk Analysis - How to assess Political, Social & Economic risks; International Marketing - Potential, Barriers, Entry strategies, Market selection, localization, organizational structures in order to compete effectively globally; Decision-making and controlling practices; Developing individual/team/organizational skills, knowledge & capabilities in intercultural communication, international marketing, cross-cultural operations, international negotiations & settlement of international business disputes; Indian companies becoming Multinationals - **Potential, Need and Problems**; **International Regulatory** & Dispute Settlement Mechanisms; Practices in Social Responsibility and Ethics in International operations .*

## Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

## Text & References:

- Daniels, J.D., Radebaugh L.H., Sullivan D.P. & Prashant Salwan (2011), International Business: Environments and Operations, Pearson Hall, Delhi
- Sundaram and Black, (2009), International Business Environment, Prentice-Hall of India Pvt. Ltd.
- Bhalla and Raju, (2010), International Business Environment, Sage Publication
- Apte, P. G. (1998), International Financial Management, Tata McGraw Hill
- Francis Cherulinam, (2008), International Business, Himalaya Publishing House
- Charles Hill, (2007), International Business, McGraw Hill

## BUSINESS RESEARCH METHODS

Course Code:

MBA 204

Credit

Units: 04

### Course Objective:

The course aims to provide a thorough understanding of the essential characteristics and the basic tenets of research methodology and report preparation. The course will focus on quantitative and descriptive research methods and techniques that are essential for the validity and reliability of the research process. The course will identify and review the components essential for preparation of research proposals, research reports, business proposals and feasibility studies in order to develop report writing and formal presentation skills of the research projects undertaken.

### Learning Outcomes:

On completion of this module students will have:

- Considered the nature of research methods and research methodologies
- Evaluated and justified the research methodologies to be employed
- Identified the components and problems/constraints underlying a research project and report proposal
- Developed the ability to analyze, interpret and conclude research findings and provide relevant recommendations
- Carried out a formal presentation on how to write a project report.

### Course Contents:

#### Module I: Research Methodology and Research Methods

Objective, significance and types of research, Research Methods vis-à-vis Methodology, Research Process and criterion for good research, Ethics in Business Research

#### Module II: Research Problem and Research Design

Identifying and Defining the Research Problem, Developing the Hypotheses, Meaning of Research Design, Steps to Design the Research

#### Module III: Sampling Design and Scaling Techniques

Census and sample survey, Criteria for selecting a sampling procedure, Criteria for selecting a sampling procedure, Measurement and Scaling techniques, Classification and importance of scaling techniques

#### Module IV: Data Collection and Field Force

Field work procedure. Common sources of Error in the Field Work. Minimizing Fieldwork Errors, Tabulation of the Collected Data.

**Module V: Statistical Inference- Test of Significance**

**Procedure for Testing a Hypothesis, Parametric Test: Z-test, F-test, T-test, Non-Parametric: Chi-Square Test**

**Module VI: Design and Analysis of Experiments**

**Basic Principles of ANOVA, ANOVA Technique, Interpreting ANOVA (One Way and Two**

**Way ANOVA) and its application in various fields of management, Completely**

**Randomized Design, Randomised Block Design.**

**Multivariate Techniques-Factor Analysis, Conjoint Analysis, Cluster Analysis. Discriminal Analysis, Multidimensional Scaling.**

**Module VII: Report Writing**

**Pre-Writing Considerations, Format of the Marketing Research Report, Common Problems Encountered when Preparing the Marketing Research Report. Presenting the Research Report.**

**Learning Methods:**

**Occasional, non-graded homework sets will be handed out in class.** It is also expected that students will work the problems as the part of assignments.

The class will be doing **Cases** throughout the semester. Students will prepare three written cases in small groups of 4-6 students. There will be presentations also in which the student have to collect, collate and analyze the data.

**Examination Scheme:**

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

**Text & References :****Text:**

- Cooper, Donald R and Schindler, Ramela (2000) **Business Research Methods**, Tata Mc Graw Hill

**References:**

- Kothari C R, (1990) **Research Methodology: Methods & Techniques**, Vikas Publishing House Pvt.Ltd., 1978.
- Levin & Rubin (2004), **Statistics for Management**, 8<sup>th</sup> Ed, Prentice Hall of India
- Srivastava, Shenoy and Sharma (2002)., **Quantitative Techniques for Business Decisions**, 4<sup>th</sup> Ed , Allied Publishers
- Dr .S. Shajahan ( 2004 ) , **Research Methods for Management** 2<sup>nd</sup> Edition, Jaico Publishers
- Ranjit Kumar, (2005), **Research Methodology**, Pearson Education



# OPERATIONS MANAGEMENT

**Course Code:**  
**Units: 04**

**MBA 205**

**Credit**

## Course Objective:

The aim of this course is to develop understanding of the strategic and functional issues in the operational environment of any organization, of the various decisions involving the operational activities, and of the methods which enable taking the best possible alternative decision.

## Course Contents:

### Module I: Introduction

Introduction of Operations Function and Operations Management; Input/output transformation; Operations as Competitive Advantage

### Module II: Strategic Decisions

Planning and Designing the Products/Services; Process Design and Planning; Designing the Facility Location and Layout; Selection and Management of Product Technology; Long-term and Short-term Capacity Planning, Project Management (PERT/CPM)-Critical Path, Activity time estimation, Crashing of project duration

### Module III: Operating Decisions

Operations Scheduling and Sequencing, Aggregate Planning and Master Production Scheduling, Probabilistic Inventory Control Models, Materials Requirement Planning.

### Module IV: Controlling and Improvement Decision

Productivity, Efficiency and Effectiveness; Measuring and Improving the Operations Processes; Green operations management

## Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

## Text & References:

- Chase, Jacob, Aquilano, Agarwal (2008), Operations Management for Competitive Advantage, Tata McGraw-Hill
- Evans & Collier (2007), Operations Management: An Integrated Goods and Service Approach, Cengage
- Heizer, Render, Jagadeesh (2009), Operations Management, Pearson Education, India
- Klassen & Manor (2007), Cases in Operations Management, Sage Publishers
- Krajewski, Ritzman, Malhotra (2007), Operations Management: Processes and Value Chains, Prentice-Hall
- Mahadevan (2007), Operations Management: Theory and Practice, Pearson Education, India
- Russell and Taylor (2009), Operations Management along the Supply Chain, Wiley
- Shroeder (2009), Operations Management: Contemporary Concepts and Cases, Tata McGraw-Hill

# MANAGEMENT SCIENCE

**Course Code: MBA 206  
03**

**Credit Units:**

## Course Objective:

The course is designed to introduce the fundamental tools of management science and their application to real life business problems.

## Course Contents:

### Module I: Linear Programming

Management Science – Basic concepts and its role in managerial decision making, Linear Programming Problems – Modeling and Solution Methods, Duality and its Managerial Interpretation; Transportation and Assignment Models including Travelling Salesman Problem.

### Module II: Sensitivity Analysis of LP Model

Introduction, Change in Objective Function Coefficients, Change in Right Hand Side Values, Change in Availability of resources and Addition of a new variable.

### Module III: Game Theory and Decision Theory

Two-Person Zero Sum Games, Pure Strategies: Games with Saddle Point, Mixed Strategies: Games without Saddle Point, Principle of Dominance, Solution Methods for Games without saddle point – Algebraic Method, Arithmetic Method, Graphical Method. Decision Making under Uncertainty and risk, EMV, EOL, EVPI, Decision Tree Analysis

### Module IV: Queuing Theory

The structure of queuing system, performance measures of a queuing system, classification of queuing models,  $\{(M/M/1): (\infty/FCFS)\}$ ,  $\{(M/M/1): (N/FCFS)\}$ , numerical applications of queuing models.

### Module V: Markov Chains

Characteristics of a Markov Chain, State and transition probabilities, Steady state (equilibrium conditions), absorbing states and other applications of Markov Analysis.

## Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

## Text & References:

- Anderson David R, Sweeny Dennis J, Williams Thomas A (2007), An Introduction to Management Science Quantitative Approaches to Decision Making, Cengage Learning.
- Render Berry, Stair Ralph M., Hanna Michel E.(2008),Quantitative Analysis for Management, Pearson Education
- Sharma J.K. (2010), Operations Research: Theory & Application, Mac Millan India Ltd.
- Taha H.A (1998), Operations Research: An Introduction, Prentice Hall of India.
- Vohra N.D.(1998), Quantitative Techniques in Management, Tata McGraw Hill



# KNOWLEDGE MANAGEMENT

Course Code:

MBA 207

Credit

Units: 03

## Course Objective:

Information Systems (IS) enables new approaches to improve efficiency and efficacy of business models. This course will equip the students with understanding of role, advantages and components of an Information System. The objective of the course is to help students integrate their learning from functional areas, decision making process in an organization and role of Information Systems to have a vintage point in this competitive world.

## Course Contents:

### Module I: Information Systems in Business and Decision Support Process in Business

Business Process, and role of Information Systems in Business Processes, Types of Management Support Systems, (Transaction Processing System, Management Information System, Decision Support Systems, Executive Support Systems and Strategic Information Systems, Components of Information Systems, Centralized and Decentralized Information Systems

Role of Information in Decision Making Process, Steps in Decision Making, Levels of Decision Making, Types of Decision (Structured, Semi structured & Non Structured Decisions).

### Module II: Knowledge Management Concepts

Introduction to life in organizations, Concept and Characteristics of Knowledge Based Organizations. Managing Knowledge for organizational effectiveness- Process and Methods; Concept of Intellectual Capital and Learning Orientation in the Organizations; Knowledge and Role related issues

### Module III: Knowledge Management and Expert Systems

Introduction to KM, Technology behind KM, Implementation of KM in an organizations, Various parameters of implementation, Expert Systems, DVS, OLAP – Online Analytical Processing, Data Mining and warehousing .

### Module IV: Functional Business Systems

Information and Communication Technology in Knowledge Based Organizations: HRIS – Human Resource Information Systems for a Knowledge Based Organizations/ Interactive and Targeted Marketing, Sales Force Automation/ Computer Integrated Manufacturing /Online Accounting Systems, Financial Management Systems

### Module V: Cases in Knowledge Based Organizations

Comprehensive Case Study in a Knowledge Based Organizations-Collection and Compilation of the material by the participants under the guidance of the Resource Person.

## Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

## Text & References:

- Jawadekar, WS (2009); Management Information System; Tata Mc Graw Hill Publication
- Mclead R & Schell G (2009), Management Information Systems; Pearson Prentice Hall
- O'Brein, JA (2009); Introduction to Information Systems; Tata Mc Graw Hill Publication
- Laudon KC & Laudon JP (2010), Management Information Systems – Managing the Digital Firm, Pearson Prentice Hall
- Oz E (2009), Management Information Systems, Cengage Learning
- Turban E, EAronson J et al. (2006), Decision Support and Business Intelligence Systems, Prentice Hall of India

- Fernandz IB & Sabherwal R (2010); Knowledge Management – systems and Processes; PHI Learning.

## **MANAGERIAL COMPETENCY AND CAREER DEVELOPMENT**

**Course Code:           MBA 208**

**Non Credit Course**

### **Course Objective:**

In this course, students will actively learn and practice job-related skills vital to becoming a successful manager in contemporary organizations. Class sessions will consist of diverse exercises, self-assessments, role plays, etc., which help students' evaluate and develop their skills. It will help the students to perform well at an acceptable entry level in each skill area; and better interact with other students, faculty, alumni and industry professionals.

### **Course Contents:**

#### **Module I: Introduction to Managerial Competencies**

**Business Service Performance Management and Future Managers,** managerial Competencies. Values for managerial effectiveness and competencies in career development. Individual career goals and action plan.

#### **Module II: Identification of Career Opportunities in Various Industries**

Industry scenario and identifying career opportunities. **Key position competencies at entry level in different industries and growth prospects.** Career Recruitment / selection processes in various industries and companies.

#### **Module III: Career Development Process**

Diagnostic instruments. **Steps in career Development,** Career Counseling. Seeking, giving and receiving face-to-face feedback. Strategies for improving managerial competencies. **Opportunities and tactics for developing managerial competencies.**

#### **Module IV: Developing Skills for Career Prospects**

**How to succeed in interviews, Mock interviews and GDs.** Special focus areas. Career Clusters, Role of Mentor in career development. Importance of Entrepreneurial and leadership skills in career development.

#### **Module V: Enhancing Learning Through Experience Sharing**

**Experience sharing of successful industry professionals,** entrepreneurs, alumni and career specialists.

### **Examination Scheme:**

1. Individual Growth and Team Performance	15 Marks
2. Individual Diagnostic File (Pre & Post Semester) Marks	25
3. Group Discussion	30 Marks
4. Personal Interview Skills Marks	30

### **Text & References:**

- Kolb, Osland, & Rubin,(1995), Organizational Behavior, Prentice Hall

- **Harnold R.Wallace,(2004) ,Personal development for life and work, Thompson Learning**
- **Greenhaus ,(2004), Career Management , Thompson Learning**

Course Title: BC II- Business Correspondence

L	T	P/ S	SW/F W	TOTAL CREDIT UNITS
1	0	0	0	1

Credit Units: 1

Course Code: 242

Course Objective: To develop the writing skills of the students so that they are capable of communicating efficiently.

Prerequisites:

NIL

Course Contents / Syllabus:					
1	<b>Module I Inter and Intra office Communication</b>				50% Weightage
	<ul style="list-style-type: none"> <li>• Business Letters</li> <li>• Memo</li> <li>• Agenda</li> <li>• Minutes</li> </ul>				
2	<b>Module II Report Writing</b>				20% Weightage
	<ul style="list-style-type: none"> <li>• Purpose and Objectives</li> <li>• Types and Functions</li> <li>• Layout &amp; Structure</li> </ul>				
3	<b>Module III Job Related Communication</b>				30% Weightage
	<ul style="list-style-type: none"> <li>• Covering Letters</li> <li>• Resume writing</li> <li>• Profile Writing</li> </ul>				
4	<b>Student Learning Outcomes:</b> Students would be equipped with powerful resume and will be able to write effective business report and business letters.				
5	<b>Pedagogy for Course Delivery:</b> <ul style="list-style-type: none"> <li>• Workshop</li> <li>• Presentation</li> <li>• Group Discussion</li> <li>• Lectures</li> </ul>				
6	<b>Assessment/ Examination Scheme:</b>				
	<b>Theory L/T (%)</b>	<b>Lab/Practical/Studio (%)</b>			<b>End Term Examination</b>
	100%	NA			60%
	<b>Theory Assessment (L&amp;T):</b>				
	<b>Continuous Assessment/Internal Assessment</b>				<b>End Term Examination</b>
<b>Components (Drop down)</b>	<b>CT</b>	<b>GD</b>	<b>GP</b>	<b>Attendance</b>	
<b>Weightage (%)</b>	10%	10%	15%	5%	60%

Text:

*A. Ashley, The Oxford Handbook of Commercial Correspondence, Oxford, 2003.*

**Jules Harcourt, *Business Communication*, Thomson, 1990.**  
**Meenakshi Raman & Prakash Singh, *Business Communication*, Oxford, 2006.**

**Reference:**

**Guffey, Ellen Mary, *Business Communication*, Thomson (South Western)**

**Krizan, Merrier, and Logan, *Business Communication*, Thomson (India Edition)**

**Additional Reading:**

**Newspapers and Journals**



# CONFLICT RESOLUTION & MANAGEMENT

Course Code: MBA 243

Credit Units: 01

## Course Objective:

This course aims at imparting an understanding of:

- To develop an understanding the concept of stress its causes, symptoms and consequences.
- To develop an understanding the consequences of the stress on one's wellness, health, and work performance.
- Enhancing personal effectiveness and performance through effective interpersonal communication
- Enhancing their conflict management and negotiation skills

Course Contents:

### Module I: Conflict Management

- Meaning and nature of conflicts
- Types of Conflict
- Styles and Techniques of conflict management
- Conflict management and interpersonal communication

### Module II: Behavioural & Interpersonal Communication

- Importance of Interpersonal Communication
- Rapport Building – NLP, Communication mode
- Steps to improve interpersonal communication
- Meaning and Nature of Behavioural Communication
- Relevance of Behavioural Communication

### Module III: Relationship Management for Personal and professional Development

- Importance of relationships
  - Maintaining healthy relationships
  - Communication Styles
  - Types of Interpersonal Relationships
- Module IV: Stress Management

- Understanding of Stress & GAS Model
- Symptoms of Stress
- Individual and Organizational consequences with special focus on health
- Healthy and Unhealthy strategies for stress management
- Social support for stress management and well being
- Stress free, Successful and Happy Life

### Module V: Conflict Resolution & Management

- Conflict Resolution Strategies
- Ways of Managing Conflict (Healthy & Unhealthy)
- Impact of Conflict Resolution & Management

### Module VI: End-of-Semester Appraisal

- Viva - Voce based on personal journal
- Assessment of Behavioral change as a result of training
- Exit Level Rating by Self and Observer

### Examination Scheme:

Components	SAP	A	Mid Term Test (CT)	VIVA	Journal for Success (JOS)
Weightage (%)	20	05	20	30	25



## **Suggested Readings:**

- **Vangelist L. Anita, Mark N. Knapp, Inter Personal Communication and Human Relationships: Third Edition, Allyn and Bacon**
- **Julia T. Wood. Interpersonal Communication everyday encounter**
- **Simons, Christine, Naylor, Belinda: Effective Communication for Managers, 1997 1<sup>st</sup> Edition Cassel**
- **Goddard, Ken: Informative Writing, 1995 1<sup>st</sup> Edition, Cassell**
- **Harvard Business School, Effective Communication: United States of America**
- **Foster John, Effective Writing Skills: Volume-7, First Edition 2000, Institute of Public Relations (IPR)**
- **Beebe, Beebe and Redmond; Interpersonal Communication, 1996; Allyn and Bacon Publishers**

# FRENCH - II

Course Code:  
Units: 02

MBA 244

Credit

## Course Objective:

To enable the student

- to talk about his time schedule
- to talk about travel

## Course Contents:

Unité 3, 4: pp. 42 to 72:

Contenu lexical: Unité 3: Emploi du temps

1. demander et donner l'heure, des horaires
2. raconter sa journée
3. parler de ses habitudes au travail, de ses loisirs
4. dire la date, parler du temps qu'il fait
5. fixer rendez-vous (au téléphone par e-mail), réserver une table au restaurant

Unité 4: Voyage

1. réserver une chambre d'hôtel, demander la note
2. expliquer un itinéraire
3. parler de ses déplacements, situer sur une carte
4. exprimer un conseil, une interdiction, une obligation
5. acheter un billet de train, consulter un tableau d'horaires

Contenu grammatical:

1. question avec à quelle heure ? adjectifs démonstratifs
2. verbes pronominaux au présent, les prépositions à et de : aller à venir de
3. adverbess de fréquence, pourquoi... ? Parce que ... ?
4. expression indiquant la date, verbes impersonnels
5. verbe pouvoir + infinitif, le lundi, lundi prochain
6. adjectifs possessifs (2), adjectif tout
7. impératif présent (1), nombres ordinaux
8. questions avec est-ce que ? à et en + moyen de transport, en/au+pays
9. verbes devoir+infinitif, il faut+ infinitif, il est interdit de
10. verbes: aller, venir, partir, questions avec d'où, où, par où, à quel, de quel

## Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

C – Project + Presentation

I – Interaction/Conversation Practice

## Text & References:

- le livre à suivre : Français.Com (Débutant)

# GERMAN – II

Course Code:  
Units: 02

MBA 245

Credit

## Course Objective:

To enable the students to converse, read and write in the language with the help of the basic rules of grammar, which will later help them to strengthen their language.

To give the students an insight into the culture, geography, political situation and economic opportunities available in Germany

Introduction to Grammar to consolidate the language base learnt in Semester - I

## Course Contents:

### Module I: Everything about Time and Time periods

Time and times of the day.

Weekdays, months, seasons.

Adverbs of time and time related prepositions

### Module II: Irregular verbs

Introduction to irregular verbs like to be, and others, to learn the conjugations of the same, (fahren, essen, lessen, schlafen, sprechen und ähnliche).

### Module III: Separable verbs

To comprehend the change in meaning that the verbs undergo when used as such

Treatment of such verbs with separable prefixes

### Module IV: Reading and comprehension

Reading and deciphering railway schedules/school time table

Usage of separable verbs in the above context

### Module V: Accusative case

Accusative case with the relevant articles

Introduction to 2 different kinds of sentences – Nominative and Accusative

### Module VI: Accusative personal pronouns

Nominative and accusative in comparison

Emphasizing on the universal applicability of the pronouns to both persons and objects

### Module VII: Accusative prepositions

Accusative propositions with their use

Both theoretical and figurative use

### Module VIII: Dialogues

Dialogue reading: 'In the market place'

'At the Hotel'

## Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

C – Project + Presentation

I – Interaction/Conversation Practice

## Text & References:

- Wolfgang Hieber, Lernziel Deutsch
- Hans-Heinrich Wangler, Sprachkurs Deutsch
- Schulz Griesbach, Deutsche Sprachlehre für Ausländer
- P.L Aneja, Deutsch Interessant- 1, 2 & 3
- Rosa-Maria Dallapiazza et al, Tangram Aktuell A1/1,2
- Braun, Nieder, Schmöe, Deutsch als Fremdsprache 1A, Grundkurs

# SPANISH – II

Course Code:  
Units: 02

MBA 246

Credit

## Course Objective:

To enable students acquire more vocabulary, grammar, Verbal Phrases to understand simple texts and start describing any person or object in Simple Present Tense.

## Course Contents:

### Module I

Revision of earlier modules.

### Module II

Some more AR/ER/IR verbs. Introduction to root changing and irregular AR/ER/IR ending verbs

### Module III

More verbal phrases (eg, Dios Mio, Que lastima etc), adverbs (*bueno/malo, muy, mucho, bastante, poco*).

Simple texts based on grammar and vocabulary done in earlier modules.

### Module IV

Possessive pronouns

### Module V

Writing/speaking essays like my friend, my house, my school/institution, myself....descriptions of people, objects etc, computer/internet related vocabulary

## Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

C – Project + Presentation

I – Interaction/Conversation Practice

## Text & References:

- Español, En Directo I A
- Español Sin Fronteras

# JAPANESE - II

**Course Code:**  
**Units: 02**

**MBA 247**

**Credit**

## Course Objective:

To enable the students to converse in the language with the help of basic particles and be able to define the situations and people using different adjectives.

## Course Contents:

### Module I: Verbs

Transitive verbs, intransitive verbs

### Module II: More prepositions

More particles, articles and likes and dislikes.

### Module III: Terms used for instructions

No parking, no smoking etc.

### Module IV: Adverbs

Different adverbial expression.

### Module V: Invitations and celebrations

#### Giving and receiving presents

Inviting somebody for lunch, dinner, movie and how to accept and refuse in different ways

### Module VI: Comprehension's

Short essay on Family, Friend etc.

### Module VII: Conversations

Situational conversations like asking the way, At a post office, family

### Module VIII: Illness

Going to the doctor, hospital etc.

## Learning Outcome

- Students can speak the language describing above-mentioned topics.

## Methods of Private study/ Self help

- Handouts, audio-aids, and self-do assignments.
- Use of library, visiting and watching movies in Japan and culture center every Friday at 6pm.

## Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

**C – Project + Presentation**

**I – Interaction/Conversation Practice**

## Text & References:

### Text:

- Teach yourself Japanese

### References:

- Shin Nihongo no kiso 1

# CHINESE – II

Course Code:  
Units: 02

MBA 248

Credit

## Course Objective:

Chinese is a tonal language where each syllable in isolation has its definite tone (flat, falling, rising and rising/falling), and same syllables with different tones mean different things. When you say, “ma” with a third tone, it mean horse and “ma” with the first tone is Mother. The course aims at familiarizing the student with the basic aspects of speaking ability of Mandarin, the language of Mainland China. The course aims at training students in practical skills and nurturing them to interact with a Chinese person.

## Course Contents:

### Module I

#### Drills

Practice reading aloud

Observe Picture and answer the question.

Tone practice.

Practice using the language both by speaking and by taking notes.

Introduction of basic sentence patterns.

Measure words.

Glad to meet you.

### Module II

Where do you live?

Learning different colors.

Tones of “bu”

Buying things and how muchit costs?

Dialogue on change of Money.

More sentence patterns on Days and Weekdays.

How to tell time. Saying the units of time in Chinese. Learning to say useful phrases like – 8:00, 11:25, 10:30 P.M. everyday, afternoon, evening, night, morning 3:58, one hour, to begin, to end ..... etc.

Morning, Afternoon, Evening, Night.

### Module III

Use of words of location like-li, wais hang, xia

Furniture – table, chair, bed, bookshelf,.. etc.

Description of room, house or hostel room.. eg what is placed where and how many things are there in it?

Review Lessons – Preview Lessons.

Expression ‘yao’, “xiang” and “yaoshi” (if).

Days of week, months in a year etc.

I am learning Chinese. Is Chinese difficult?

### Module IV

Counting from 1-1000

Use of “chang-chang”.

Making an Inquiry – What time is it now? Where is the Post Office?

Days of the week. Months in a year.

Use of Preposition – “zai”, “gen”.

Use of interrogative pronoun – “duoshao” and “ji”.

“Whose”??? Sweater etc is it?

Different Games and going out for exercise in the morning.

### Module V

The verb “qu”

Going to the library issuing a book from the library

Going to the cinema hall, buying tickets

Going to the post office, buying stamps

Going to the market to buy things.. etc

Going to the buy clothes .... Etc.

Hobby. I also like swimming.



**Comprehension and answer questions based on it.**

**Examination Scheme:**

<b>Components</b>	<b>CT1</b>	<b>CT2</b>	<b>C</b>	<b>I</b>	<b>V</b>	<b>A</b>
<b>Weightage (%)</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>15</b>	<b>5</b>

**C – Project + Presentation**

**I – Interaction/Conversation Practice**

**Text & References:**

- “Elementary Chinese Reader Part I” Lesson 11-20

# STRATEGIC MANAGEMENT

Course Code:  
Units: 03

MBA 301

Credit

## Course Objective:

The course is designed to help students to understand the concept of strategy and strategic management process. Acquaint students with basic concepts and principles of strategic management, develop and prepare organizational strategies that will be effective for the current dynamic environment and likewise to impart the strategic management conceptual framework which will increase students' skills and knowledge in identifying and describing organizations' strategic posture and direction.

## Course Contents:

### Module I: Introduction and Purpose of Strategy Formulation

Evolution and Introduction of strategic management. Concept and Classification of Corporate and Business Strategy with Hierarchy definition; **Purpose of Strategy Formulation: Concept of Vision, Mission and Business Definition.** Importance of Stakeholders in Business.

### Module II: Strategic Analysis

**PESTLE Analysis, Environmental Threat and Opportunity Profile (ETOP), Strategic Advantage Profile (SAP), Porter's Value Chain Analysis, Resource Based View of the Firm-VRIO Framework;** Market Analysis-David Aaker Model, Competitor Analysis, Industry Analysis using Porter's five forces Model; Scenario analysis and **SWOT Analysis.** Strategic implications of company decisions and Strategic response to changes in business environment.

### Module III: Strategic Choice – Traditional Approach

Portfolio Analysis using BCG, **GE Nine Cell Matrix, Hofer's Model, Making Strategic Choices using Strickland's Grand Strategy Selection Matrix;** Ansoff's Product Market Grid; Choosing Generic Strategies using Porter's Model of competitive advantage.

### Module IV: Industry Structures and Competitive Strategies

Industry Structures and Lifecycle stages, **Marketing Warfare and Dominance Strategies:** Advantages and Disadvantages of Defensive and Offensive strategies; Innovation as Blue Ocean Strategy.

### Module V: Strategy Implementation and Evaluation

Issues in implementation: **Resource Allocation, Organization Structure, Social responsibilities – Ethics. Measuring performance and establishing strategic controls.**

## Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

## Text & References:

- Wheelen and Hunger,(2008), Essentials of Strategic Management, Prentice Hall India.
- Ramaswamy and Namakumari,(1999), Strategic Planning: Formulation of Corporate Strategy Text and Cases, Macmillan India Ltd.,
- Jausch & Glueck,(1988), Business Policy and Strategic Management, (5<sup>th</sup> Ed.), McGraw Hill.
- Thomson & Strickland,(2008), Business Policy and Strategic Management, (12<sup>th</sup> Ed.), McGraw Hill.
- Pearce John 'A & Robinson R.B,(1997), Strategic Management: Strategy Formulation and Implementation, (3<sup>rd</sup> Ed.), Al.T.B.S. Publishers & Distributors
- Regular reading of all latest Business journals: HBR, Business World, Business India, Business Today



# MANAGING EXCELLENCE

**Course Code:**  
**Credit Course**

**MBA 302**

**Non**

## Course Objective:

To help the students of Business Management believe in excellence and create an environment that cultivates the same. It aims at focusing on the basics and establishes a flexible strategic direction with a team-based organizational concept as they work to advance their team and their department.

This course is designed to provide hands on experience for professional success. This common sense approach combining self-examination surveys, class exercises, practical exposure and team work is applicable. The main area to provide the practical exposure include small activities to a mega event such as guest lectures, industry visits, placements, seminars, conferences, management competitions, corporate meet, alumni meet, publications etc. The course will be delivered as under:

Class room	20%
Practical	80%

## Course Contents:

### Module I: Introduction to Excellence

Self-evaluation, **Definition of Excellence**, Cultivating the Attitude & Developing the Habit for achieving excellence

### Module II: Excellence for Everyone & Excellence for Everything

**Recognizing the Qualities**, Excellence for Everything: External vs. Internal, Obstacles to Excellence, **Excellence Ethics, Professional Characteristics**

### Module III: Achieving Excellence

Instilling Excellence, Managing Excellence, **Rewarding Excellence**

### Module IV: Excellence Indicators

Types of Indicators, **Building Models**, Distinguishing Characteristics

### Module V: Applying Excellence

Application of Excellence, Practical Steps, **Self-evaluation of achievements**

## Examination Scheme:

1. Individual Diagnostic File (carry forward of MCCD)	15 Marks
2. Presentations Marks	25
3. Group Discussion	30 Marks
4. Personal Interview Skills	30 Marks

## Text & References:

- English ,Gary, (2005) 'Phoenix without the ashes: achieving organization .Excellence through common sense Management', CRC Press

**Course Title: BC III- Business Communication for Managerial Competence**

**Credit Units: 1**

**Course Code: 342**

**Course Objectives:**

To enhance the communicative competence of the learners equipping them with efficient interpersonal communication and leadership abilities.

**Prerequisites:**

NIL

L	T	P/S	SW/F W	TOTAL CREDIT UNITS
1	0	0	0	1

Course Contents / Syllabus:		
<b>1</b>	<b>Module I Public Speaking</b>	<b>40% Weightage</b>
	<ul style="list-style-type: none"> <li>• <b>PUBLIC SPEAKING:</b> <ul style="list-style-type: none"> <li>○ Introduction to Public Speaking</li> <li>○ Types of Public Speaking</li> <li>○ Verbal components in Public speaking: Content, Tone, Expressions, Vocabulary, Smile, Pitch and modulation</li> <li>○ Non verbal components: Body language( Effective Eye gestures, Arm gestures, Use of Lecture/Podium)</li> <li>○ Audience Analysis</li> </ul> </li> <li>• <b>PRESENTATIONS:</b> <ul style="list-style-type: none"> <li>○ Planning Preparation Practice Performance</li> <li>○ Effective Use of Audio-Visual Aid</li> <li>○ Effective Content- Information Packaging</li> <li>○ Question and Answer Sessions- How to Respond to Difficult Questions, Critical Analysis</li> </ul> </li> </ul>	
<b>2</b>	<b>Module II Group Discussion and Interviews</b>	<b>40% Weightage</b>
	<ul style="list-style-type: none"> <li>• <b>GROUP DISCUSSION:</b> <ul style="list-style-type: none"> <li>○ Meaning of a Group Discussion</li> <li>○ Dynamics of GD</li> <li>○ Types of Group Discussion: Topic Based and Case Based</li> <li>○ Mock GD Sessions</li> </ul> </li> <li>• <b>INTERVIEWS:</b> <ul style="list-style-type: none"> <li>○ Types of Interviews</li> <li>○ Styles of Interviews</li> <li>○ Interview Questions: HR and Technical/ Tackling Difficult Answers/Poise</li> <li>○ Conducting a Mock Interview: Entering Behaviour, Smile and Cordiality of Speech</li> </ul> </li> </ul>	
<b>3</b>	<b>Module III Meetings</b>	<b>20% Weightage</b>
	<ul style="list-style-type: none"> <li>• Planning and Organizing a Meeting</li> <li>• Agenda for the Meeting</li> <li>• Minutes of the Meetings</li> </ul>	
<b>4</b>	<b>Student Learning Outcomes:</b>	
	<ul style="list-style-type: none"> <li>• The students will learn to give effective presentations and gain confidence in facing job interviews.</li> <li>• Public speaking will be done with ease.</li> </ul>	
<b>5</b>	<b>Pedagogy for Course Delivery</b>	
	<ul style="list-style-type: none"> <li>• Workshop</li> <li>• Presentation</li> <li>• Group Discussion</li> <li>• Lectures</li> </ul>	
	<b>Assessment/ Examination Scheme:</b>	

<b>Theory L/T (%)</b>	<b>Lab/Practical/Studio (%)</b>			<b>End Term Examination</b>
<b>100%</b>	<b>NA</b>			<b>60%</b>
<b>Theory Assessment (L&amp;T):</b>				
<b>Continuous Assessment/Internal Assessment</b>				<b>End Term Examination</b>
<b>Components (Drop down)</b>	<b>CT</b>	<b>GD</b>	<b>GP</b>	<b>Attendance</b>
<b>Weightage (%)</b>	<b>10%</b>	<b>10%</b>	<b>15%</b>	<b>5%</b>
				<b>60%</b>

**Text: Guffey, Ellen Mary, *Business Communication*, Thomson (South Western) Jules Harcourt, *Business Communication*, Thomson, 1990.**

**Meenakshi Raman & Prakash Singh, *Business Communication*, Oxford 2006.**

**References: M. John Penrose, *Business Communication for Managers: An Advanced Approach*, Thomson, 2003.**

**Additional Reading: Newspapers and Journals**

# PROFESSIONAL COMPETENCIES & CAREER DEVELOPMENT

Course Code: MBA 343

Credit Units: 01

## Course Objective:

This course will help the students to:

- Importance of Personal and Professional excellence
- Inculcating the components of excellence
- Explore interest, attitude and Explore career opportunities
- Set career goals

## Course Contents:

### Module I: Professional Competence

(2 Hours)

- **Understanding Professional Competence**
- Component of Competence:
  - Knowledge
  - Skills
  - Attitude
  - Self awareness
  - Self Promotion & Presentation,
  - Self confidence
  - Skills
  - Performance
- **Political awareness, Coping with uncertainty**
- **Developing positive attributes at work place (personal and professional)**
- Time management
- Handling criticism and interruptions
- Managing difficult people

### Module II: Managing Personal Effectiveness

(2 Hours)

- **Dimensions of personal effectiveness (self disclosure, openness to feedback and perceptiveness)**
- **Integration of personal and organizational vision for effectiveness**
- A healthy balance of work and play

### Module III: Components of Excellence

(2 Hours)

- Positive Imagination & Focused
- SMART Goal
- **Controlling Distraction**
- **Commitment**
- Constructive Evaluation
- Creativity & Success

### Module IV: Career Development

(2 Hours)

- **Understanding Development Process**
- **Knowing and assessing one's Interest**
- Knowing and assessing one's Aptitude
- Selecting from available resources
- Career planning and development

### Module V: Personal & Professional Success

(2 Hours)

- **Career Selection & Motivation**
- **Action planning, Networking, Negotiation**
- **Accept Change & Challenge for Successful Career**

## Examination Scheme:

Components	SAP	A	Mid Term Test (CT)	VIVA	Journal for Success (JOS)
Weightage (%)	20	05	20	30	25

## **Suggested Readings:**

- **J William Pfeiffer (ed.) Theories and Models in Applied Behavioural Science, Vol 2, Group (1996); Pfeiffer & Company**
- **Smither Robert D.; The Psychology of Work and Human Performance, 1994, Harper Collins College Publishers**
- Raman, A.T. (2003) Knowledge Management: A Resource Book. Excel Books, Delhi.
- Kamalavijayan, D. (2005). Information and Knowledge Management, Macmillan India Ltd. Delhi



# FRENCH - III

Course Code:  
Units: 02

MBA 344

Credit

## Course Objective:

To furnish linguistic tools

- to talk about work and problems related to work
- to perform simple communicative tasks (explaining a set back, asking for a postponement of appointment, give instructions, place orders, reserve)
- to master the current social communication skills
- oral (dialogue, telephone conversation)
- Written (e-mails, reply to messages)

## Course Contents:

Unité 5, 6: pp. 74 to 104

Contenu lexical: Unité 5: Travail

1. manger au restaurant, comprendre un menu, commander
2. engager une conversation téléphonique
3. parler de sa formation, de son expérience, de ses compétences
4. Raconter des événements passés
5. consulter sa boîte e-mails, répondre aux messages

Unité 6: Problèmes

1. identifier un problème, demander des précisions
2. expliquer un contretemps, déplacer un rendez-vous
3. demander de l'aide (par téléphone, par e-mail)
4. donner des instructions
5. expliquer un problème, suggérer une solution

Contenu grammatical:

1. futur proche, articles partitifs, un peu de, beaucoup de, une bouteille de, un morceau de...
2. pronoms COD, venir de + infinitif, verbes appeler (au présent)
3. passé composé avec avoir, affirmatif et interrogatif, savoir et connaître
4. passé composé avec être, accord du participe passé, négation
5. pronoms COI, être en train de
6. ne...rien, ne...personne, ne...plus, ne...pas encore, qu'est-ce que/ qu'est-ce qui/qui est-ce que/qui est-ce qui
7. passé composé des verbes pronominaux
8. si/quand+présent, ne...plus, ne ...pas encore
9. impératif présent (2) place du pronom et verbes pronominaux
10. trop/pas assez, verbe devoir au conditionnel présent

## Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

C – Project + Presentation

I – Interaction/Conversation Practice

## Text & References:

- le livre à suivre: Français.Com (Débutant)

# GERMAN - III

Course Code:  
Units: 02

MBA 345

Credit

## Course Objective:

To enable the students to converse, read and write in the language with the help of the basic rules of grammar, which will later help them to strengthen their language.

To give the students an insight into the culture, geography, political situation and economic opportunities available in Germany

## Course Contents:

### Module I: Modal verbs

Modal verbs with conjugations and usage

Imparting the finer nuances of the language

### Module II: Information about Germany (ongoing)

Information about Germany in the form of presentations or "Referat"– neighbors, states and capitals, important cities and towns and characteristic features of the same, and also a few other topics related to Germany.

### Module III: Dative case

Dative case, comparison with accusative case

Dative case with the relevant articles

Introduction to 3 different kinds of sentences – nominative, accusative and dative

### Module IV: Dative personal pronouns

Nominative, accusative and dative pronouns in comparison

### Module V: Dative prepositions

Dative preposition with their usage both theoretical and figurative use

### Module VI: Dialogues

In the Restaurant,

At the Tourist Information Office,

A telephone conversation

### Module VII: Directions

Names of the directions

Asking and telling the directions with the help of a roadmap

### Module VIII: Conjunctions

To assimilate the knowledge of the conjunctions learnt indirectly so far

## Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

C – Project + Presentation

I – Interaction/Conversation Practice

## **Text & References:**

- **Wolfgang Hieber, Lernziel Deutsch**
- **Hans-Heinrich Wangler, Sprachkurs Deutsch**
- **Schulz Griesbach, Deutsche Sprachlehre für Ausländer**
- **P.L Aneja, Deutsch Interessant- 1, 2 & 3**
- **Rosa-Maria Dallapiazza et al, Tangram Aktuell A1/1,2**
- **Braun, Nieder, Schmoe, Deutsch als Fremdsprache 1A, Grundkurs**

# SPANISH – III

Course Code:  
Units: 02

MBA 346

Credit

## Course Objective:

To enable students acquire knowledge of the Set/definite expressions (idiomatic expressions) in Spanish language and to handle some Spanish situations with ease.

## Course Contents:

### Module I

Revision of earlier semester modules

Set expressions (idiomatic expressions) with the verb *Tener, Poner, Ir...*

Weather

### Module II

Introduction to *Gustar...* and all its forms. Revision of *Gustar* and usage of it

### Module III

Translation of Spanish-English; English-Spanish. Practice sentences.

How to ask for directions (using *estar*)

Introduction to IR + A + INFINITIVE FORM OF A VERB

### Module IV

Simple conversation with help of texts and vocabulary

En el restaurante

En el instituto

En el aeropuerto

### Module V

Reflexives

## Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

C – Project + Presentation

I – Interaction/Conversation Practice

## Text & References:

- Español, En Directo I A
- Español Sin Fronteras -Nivel Elemental

# JAPANESE - III

**Course Code:**  
**Units: 02**

**MBA 347**

**Credit**

## Course Objective:

To enable the students to converse in the language with the help of basic verbs and to express themselves effectively and narrate their everyday short encounters. Students are also given projects on Japan and Japanese culture to widen their horizon further.

**Note: The Japanese script is introduced in this semester.**

## Course Contents:

### Module I: Verbs

Different forms of verbs: present continuous verbs etc

### Module II

More Adverbs and adverbial expressions

### Module III: Counters

Learning to count different shaped objects,

### Module IV: Tenses

Past tense, Past continuous tense.

### Module V: Comparison

Comparative and Superlative degree

### Module VI: Wishes and desires

Expressing desire to buy, hold, possess. Usage in negative sentences as well.

Comparative degree, Superlative degree.

### Module VII: Appointment

Over phone, formal and informal etc.

## Learning Outcome

- Students can speak the language and can describe themselves and situations effectively
- They also gain great knowledge in terms of Japanese lifestyle and culture, which help them at the time of placements.

## Methods of Private study /Self help

- Handouts, audio-aids, and self-do assignments.
- Use of library, visiting and watching movies in Japan and culture center every Friday at 6pm.

## Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

**C – Project + Presentation**

**I – Interaction/Conversation Practice**

## Text & References:

*Text:*

- Teach yourself Japanese

*References:*

- Shin Nihongo no kiso 1

# CHINESE – III

Course Code:  
Units: 02

MBA 348

Credit

## Course Objective:

Foreign words are usually imported by translating the concept into Chinese, the emphasis is on the meaning rather than the sound. But the system runs into a problem because the underlying name of personal name is often obscure so they are almost always transcribed according to their pronunciation alone. The course aims at familiarizing the student with the basic aspects of speaking ability of Mandarin, the language of Mainland China. The course aims at training students in practical skills and nurturing them to interact with a Chinese person.

## Course Contents:

### Module I

Drills

Dialogue practice

Observe picture and answer the question.

Introduction of written characters.

Practice reading aloud

Practice using the language both by speaking and by taking notes.

Character writing and stroke order

### Module II

Measure words

Position words e.g. inside, outside, middle, in front, behind, top, bottom, side, left, right, straight.

Directional words – beibian, xibian, nanbian, dongbian, zhongjian.

Our school and its different building locations.

What game do you like?

Difference between “hii” and “neng”, “keyi”.

### Module III

Changing affirmative sentences to negative ones and vice versa

Human body parts.

Not feeling well words e.g. ; fever, cold, stomach ache, head ache.

Use of the modal particle “le”

Making a telephone call

Use of “jiu” and “cai” (Grammar portion)

Automobiles e.g. Bus, train, boat, car, bike etc.

Traveling, by train, by airplane, by bus, on the bike, by boat.. etc.

### Module IV

The ordinal number “di”

“Mei” the demonstrative pronoun e.g. mei tian, mei nian etc.

use of to enter to exit

Structural particle “de” (Compliment of degree).

Going to the Park.

Description about class schedule during a week in school.

Grammar use of “li” and “cong”.

Comprehension reading followed by questions.

### Module V

Persuasion-Please don't smoke.

Please speak slowly

Praise – This pictorial is very beautiful

Opposites e.g. Clean-Dirty, Little-More, Old-New, Young-Old, Easy-Difficult, Boy-Girl, Black-White, Big-Small, Slow-Fast ... etc.

Talking about studies and classmates

Use of “it doesn't matter”

Enquiring about a student, description about study method.

Grammar: Negation of a sentence with a verbal predicate.

### Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

C – Project + Presentation

I – Interaction/Conversation Practice

### Text & References:

- “Elementary Chinese Reader Part I, Part-2” Lesson 21-30

# SUMMER INTERNSHIP

**Course Code:**

**MBA 350**

**Credit**

**Units: 09**

There are certain phases of every Intern's professional development that cannot be effectively taught in the academic environment. These facets can only be learned through direct, on-the-job experience working with successful professionals and experts in the field. The internship programme can best be described as an attempt to institutionalize efforts to bridge the gap between the professional world and the academic institutions. Entire effort in internship is in terms of extending the program of education and evaluation beyond the classroom of a university or institution. The educational process in the internship course seeks out and focuses attention on many latent attributes, which do not surface in the normal class room situations. These attributes are intellectual ability, professional judgment and decision making ability, inter-disciplinary approach, skills for data handling, ability in written and oral presentation, sense of responsibility etc.

In order to achieve these objectives, each student will maintain and submit a file (Internship File) and a report (Internship Report)

## INTERNSHIP FILE

The Internship File aims to encourage students to keep a personal record of their learning and achievements throughout the Programme. It can be used as the basis for lifelong learning and for job applications. Items can be drawn from activities completed in the course modules and from the workplace to demonstrate learning and personal development.

The File will assess the student's analytical skills and ability to present supportive evidence, whilst demonstrating understanding of their organization, its needs and his/her own personal contribution to the organization.

The File is essentially a comprehensive documentation of how one proceeds while working on the assignment and should be regularly checked by the faculty guide/ supervisor, issues discussed with the students, doubts if any clarified and signed as having done so. This will form the basis of continuous evaluation of the project.

The File will include five sections in the order described below.

1. The Title Page – An Internship Experience Report For (Your Name), name of internship organization, name of the Supervisor/Guide and his/her designation, date started and completed, and number of credits for which the report is submitted.
2. Table of Content – An outline of the contents of the file by topics and subtopics with the page number and location of each section.
3. Introduction – Short, but should include how and why you obtained the internship experience position and the relationship it has to your academic/professional and career goals.
4. Main Body – Should include a brief summary/ executive summary of the Internship Project Report that the student has worked on, an analysis of the company/organization in which the student is working, a personal review of the student's management skills and how they have been developed through the programme, the daily tasks performed, major projects contributed to, dates and hours spent on a task, observations and feelings, meetings attended and their purposes, listing of tools and materials and their suppliers, and photographs if possible of projects, buildings and co-workers.
5. Appendices – Include pamphlets, forms, charts, brochures, technical and descriptive literature, graphs and other information related to your Internship experience.

## INTERNSHIP REPORT

The Internship Report is the research report that the student has to prepare on the project assigned by the organization. (Incase a student is not assigned a specific research project in the organization, he has to select any one aspect of the organization and prepare a research report on it). The lay out of the report should be as per the standard layout prescribed by the organization wherein the student undertakes the Internship. In case, there is no layout prescribed by the organization the following components should be included in the report:

- Title or Cover Page



**The title page should contain Project Title; Student's Name; Programme; Year and Semester and Name of the Faculty Guide.**

➤ **Acknowledgements**

Acknowledgment to any advisory or financial assistance received in the course of work may be given. It is incomplete without student's signature.

➤ **Abstract**

A good "Abstract" should be straight to the point; not too descriptive but fully informative. First paragraph should state what was accomplished with regard to the objectives. The abstract does not have to be an entire summary of the project, but rather a concise summary of the scope and results of the project. It should not exceed more than 1000 words.

➤ **Table of Contents**

Titles and subtitles are to correspond exactly with those in the text.

➤ **Introduction**

Here a brief introduction to the problem that is central to the project and an outline of the structure of the rest of the report should be provided. The introduction should aim to catch the imagination of the reader, so excessive details should be avoided.

➤ **Materials and Methods**

**This section should aim at experimental designs, materials used (wherever applicable). Methodology should be mentioned in details including modifications undertaken, if any. It includes organization site(s), sample, instruments used with its validation, procedures followed and precautions.**

➤ **Results and Discussion**

Present results, discuss and compare these with those from other workers, etc. In writing this section, emphasis should be laid on what has been performed and achieved in the course of the work, rather than discuss in detail what is readily available in text books. Avoid abrupt changes in contents from section to section and maintain a lucid flow throughout the thesis. An opening and closing paragraph in every chapter could be included to aid in smooth flow.

Note that in writing the various sections, all figures and tables should as far as possible be next to the associated text, in the same orientation as the main text, numbered, and given appropriate titles or captions. All major equations should also be numbered and unless it is really necessary, do not write in "point" form.

While presenting the results, write at length about the the various statistical tools used in the data interpretation. The result interpretation should be simple but full of data and statistical analysis. This data interpretation should be in congruence with the written objectives and the inferences should be drawn on data and not on impression. Avoid writing straight forward conclusion rather, it should lead to generalization of data on the chosen sample.

Results and its discussion should be supporting/contradicting with the previous research work in the given area. Usually one should not use more than two researches in either case of supporting or contradicting the present case of research.

➤ **Conclusion(s) & Recommendations**

A conclusion should be the final section in which the outcome of the work is mentioned briefly.

Check that your work answers the following questions:

- Did the research project meet its aims (check back to introduction for stated aims)?
- What are the main findings of the research?
- Are there any recommendations?
- Do you have any conclusion on the research process itself?

➤ **Implications for Future Research**

**This should bring out further prospects for the study either thrown open by the present work or with the purpose of making it more comprehensive.**

➤ **Appendices**

The Appendices contain material which is of interest to the reader but not an integral part of the thesis and any problem that have arisen that may be useful to document for future reference.

➤ **References**

References should include papers, books etc. referred to in the body of the report. **These should be written in the alphabetical order of the author's surname.** The titles of journals preferably should not be abbreviated; if they are, abbreviations must comply with an internationally recognised system.

**Examples**

**For research article**

Voravuthikunchai SP, Lortheeranuwat A, Ninrprom T, Popaya W, Pongpaichit S, Supawita T. (2002) Antibacterial activity of Thai medicinal plants against enterohaemorrhagic Escherichia coli O157: H7. Clin Microbiol Infect, 8 (suppl 1): 116–117.

**For book**

Kowalski,M.(1976) Transduction of effectiveness in Rhizobium meliloti. SYMBIOTIC NITROGEN FIXATION PLANTS (editor P.S. Nutman IBP), 7: 63-67

**The Layout Guidelines for the Internship File & Internship Report**

- **A4 size Paper**
- **Font: Arial (10 points) or Times New Roman (12 points)**
- **Line spacing: 1.5**
- **Top and bottom margins: 1 inch/ 2.5 cm; left and right margins: 1.25 inches/ 3 cm**

**Examination Scheme:**

<b>Continuous Evaluation by faculty guide</b>	<b>15%</b>
<b>Continuous evaluation by CRC</b>	<b>15%</b>
<b>Feedback from industry guide</b>	<b>35%</b>
<b>Report, Presentation &amp; Viva Voce</b>	<b>35%</b>
<b>TOTAL</b>	<b>100%</b>



# ENTREPRENEURSHIP PROCESS AND BEHAVIOUR

Course Code: MBA 303

Credit Units: 03

## Course Objective:

The course is designed to understand Organizational and Entrepreneurial behaviour - how it differs from that of professional management, organizational and Entrepreneurial processes - the activities involved in taking ideas to the commercial realization, group project to develop an appreciation for the special challenges in entrepreneurial companies that are important for today's innovative climate.

## Course Contents:

### Module I: Entrepreneurial Psyche

Psychology of Enterprise, The entrepreneurial urge, Concept of Entrepreneurship, Entrepreneur as an Individual, **Motivation, Attitudes, Attributes, Skillsets, Competencies, Types of Entrepreneurs**, Entrepreneurship models

### Module II: Entrepreneurship Development

Understanding the Entrepreneurial Perspective in Individuals, Developing Creativity and Understanding Innovation, **Ethical and Social Responsibility, Challenges for Entrepreneurs**; Developing Entrepreneurship in the Corporation; Assessment and Examination of Entrepreneurial Opportunities, **Structuring the New Business Venture**,

### Module III: Growth and Development of Entrepreneurial Ventures

**Strategic Planning for Emerging Ventures**, Managing Entrepreneurial Growth, Global Opportunities for Entrepreneurs. **Contemporary Challenges in Entrepreneurship and Continuous Challenges for Entrepreneurs**,

### Module IV: The Entrepreneur as Individual

Learning, Perception, Personality, Conflict Management, **Motivation and Job Performance**, Group

Processes, Introduction to team, **Leadership, Power and Politics**. Organizational Structure,

Organizational Design & Organizational Culture.

### Module V: Analysis of Entrepreneur and Entrepreneur Behaviour

**Profiling the Entrepreneur/Entrepreneur - Traits, Skills and Activities Analysis**; Innovation and the Entrepreneur/ Intrapreneur. **Risk and Rewards to the Entrepreneur**; Entrepreneurial Stress and Coping Mechanisms, Entrepreneurship Models - Aspiring Entrepreneurs, Opportunistic Entrepreneurs, Collaborative Affiliation, Venture Incubator.

## Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

## Text & References:

- Histrich D. Robert and Peters P. Michal Shepherd A Dean (2007); Entrepreneurship, McGraw Hill
- Timmons A. Jethrfy and Jr. Stephen Spinell (2009), New Ventures Creation; Entrepreneurship for the 21<sup>st</sup> Century, McGraw Hill.
- Amabile, T. (1988), Model of Creativity and Innovation in Organizations, in Staw, B & Cummings L., Research in Organizational Behaviour, Vol.10, Jai Preee, Greenwich.
- Luthans, F. (1998), Organizational Behaviour, McGraw Hill

- **Gnyawali D & Fogel D, (1984),Environments for Entrepreneurship Development: Key Dimensions and Research Implications, Entrepreneurship theory and Practice, Spring**

# INNOVATION IN BUSINESS AND ENTERPRISE

Course Code:

MBA 304

Credit

Units: 03

## Course Objective:

The objective is to introduce, to the students, an important new expression of Innovation and to familiarize its usefulness in management. To make them familiar with several proven principles, and processes. The aim is also to make them familiar with Innovation management system's suitability for generating superior degrees of short and long term profitability, employment stability and stakeholder loyalty through innovation.

## Course Contents:

### Module I: Introduction

Introduction to Innovation, Importance of Innovation, types of Innovation, various lateral & horizontal technique of innovation.

### Module II: Idea Generations

Creativity & Innovation, Generation of ideas, Environment to create & capture sparks, pressing business needs. Business drivers, Capturing & Processing of thoughts.

### Module III: Idea Conversion

Conversion of ideas, Business Dimension of Innovation, Lasting & Differentiating Leadership, Motivation & Success of Morale.

### Module IV: Models of Innovation

Static and dynamic models of Innovation, Incremental versus Radical innovation, Abernatty-Clark Model, Henderson Clark Model, Disruptive Technological Changes .

## Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

## Text & References:

- Frederick Betz (2004), Managing Technological Innovation, Competitive Advantage from Change.
- Afuah Allan (2009), Innovation Management, Oxford University Press.
- Foster R. (1999), Innovation, The Attackers Advantages New York Submit Books.
- Damanpour, F (2000), Organizational Innovation Academy of Management Journal.

## EVALUATING BUSINESS OPPORTUNITIES

Course Code:  
Units: 03

MBA 305

Credit

### Course Objective:

The Course is designed to understand the principles behind new venture planning how to evaluate the various opportunities for business. The skills required to develop a credible business plan. Business planning theory to real life situations. To develop a business plan for the identified opportunity. How to present their business plan to venture capitalist FI's/Bank Evaluation for Examination

### Course Contents:

#### Module I: Initiating Entrepreneurial Ventures

**Identifying the Business opportunities, Assessment and Examination of Entrepreneurial Opportunities Structuring the New Business Venture Legal Issues Related to Emerging Ventures.**

#### Module II: Developing the Entrepreneurial Plan

**Environmental Assessment: Preparations for a New Venture Marketing Research for New Ventures Financial Preparation for Entrepreneurial Ventures Developing an Effective Business Plan.**

#### Module III: Evaluation of Business Plan

**Sources of Capital Formation for Entrepreneurs Presenting the Business plan to Venture Capitalist, Financial Institutions/ Banks, Assessment of Business plan by Venture capitalist and other funding agencies.**

### Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

### Text & References:

- Timmons, J. (1999), *New Venture Creation* (edn.), McGraw-Hill
- Blackwell, E. (1998), *How to Prepare a Business Plan*, Kogan Page
- Stutely, R. (2002), *The Definitive Business Plan*, FT Prentice Hall
- West, A (1998), *A Business Plan*, Financial Times Management *Practical guides to new venture planning*
- Kuratko F. Donald and Hornsby S. Jeffery (2009), *New Ventures Management, The Enterprenurs is Road Map*, Pearson Education.





# EMERGING BUSINESS SECTORS AND NEW TECHNOLOGIES

Course Code:

MBA 306

Credit

Units: 03

## Course Objective:

This course provides a strategy framework for managing new, entrepreneurial high-technology or emerging sector businesses. The emphasis throughout is on the development and application of conceptual models, which clarify the interactions between competition, patterns of technological and market change, and the structure and development of internal firm capabilities as well as new business sectors emerges. The emphasis is on new enterprises in new industries.

This is not a course in how to manage product or process development. The main focus is on critical analysis the of a business strategy. The course should be of particular interest to those interested in creating and managing a new enterprise with significant technical content, and to those interested in venture capital, incubation and industry analysis in new sectors.

## Course Contents:

### Module I: Introduction

Emerging technologies & opportunities, Industry life cycles.

### Module II: Creative Value through Emerging Technology

Emerging technologies and markets, Technology dynamics, and their assessment, markets and organizational needs.

### Module III: Emerging Business Sectors

Overview of emerging business sectors, challenges and opportunities in each sector. Impact of industry on other sector.

### Module IV: Delivering Value

Organsitional competencies, universities and commercialization, incumbents and universities, incubents and venturing.

Module V: A detailed master case to be developed on an emerging business sector and technologies, covering following

Overview of industry sector, SWOT analysis of industry sector, Major players in the Industry sector, SME's in the industry sector, employment opportunities & key persons in major organization, emerging technologies in the sector & their viability/feasibility analysis, companies adopting new & emerging technologies, challenges faced for implementing new technologies, acceptance of new technology by venture capitalists/financial institutions

Once the master case is developed, specific functional cases will be developed as per the need

## Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

## Text & References:

- No Text & Reference being prescribed. Entirely left on the discretion of Faculty.

# COST AND MANAGEMENT ACCOUNTING

Course Code:

MBA 307

Credit

Units: 03

## Course Objective:

To develop an understanding of basic elements of cost and its classification, allocation and how the costing techniques are useful in the process of managerial decision-making. To expose the students to the latest techniques to facilitate the process of decision making in today's dynamic business world.

## Course Contents:

### Module I: Cost Accounting – Introduction & Elements

Cost concepts and cost object, cost classification, cost organization and its relationship with other departments. Elements of cost and cost determination: Cost accounting records — cost ledgers, reconciliation of cost and financial accounts.

### Module II: Process Costing

Process costing — treatment of normal and abnormal losses and gains, valuation of work-in-progress using first-in – first-out and average methods (equivalent production), inter-process transfer and pricing, concepts and accounting for joint products, by-products, waste, scrap, spoilage and defectives, research and development expenses.

### Module III: Cost Analysis for Planning, Control & Decision making

Cost-Volume-Profit Analysis, Using CVP analysis for decision making ( Short run and Long Run), CVP analysis in Service and Non-Profit Organizations. Pricing decisions and Cost Management.

### Module IV: Specialized Costing

Service or operating costing — unit costing and multiple costing, application, identification of cost unit and cost determination and control;

Uniform costing, Interfirm comparison, cost reduction, value analysis/engineering including value management

### Module V: Costing Methods and Accounting Systems

Costing and accounting systems - activity based costing, customer profitability analysis; direct product profitability; just-in-time and back flush accounting; Target costing; life cycle costing, parametric cost control.

## Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

## Text & References:

- Horgren, Datar, Foster, Rajan, Ittner, Cost Accounting- A Managerial Emphasis, Prentice Hall
- Jain, S.P. & Narang, K.L., Cost Accounting- Principles and Practice, Kalyani Publishers
- Lal, Jewarh (2011), Cost Accounting, Tata McGraw Hill
- Khan, M.Y. & Jain P.K. (2010), Cost Accounting, Tata McGraw Hill

## PROJECT PLANNING, APPRAISAL AND CONTROL

**Course Code:**

**MBA 308**

**Credit**

**Units: 03**

### Course Objective:

The objective of the course is to make the students familiar with the planning, analysis, selection, implementation and review the capital expenditure investments. The aim is to acquaint the student with the application of mathematical and statistical tools for analyzing managerial problems in order to arrive at a decision w.r.t. the capital expenditures.

### Course Contents:

#### Module I: Planning of Projects

Capital Expenditures, Phases of Capital Budgeting, **Levels of Decision Making**, Facets of Project Analysis, **Portfolio Planning Tools**, Strategic Position and Action Evaluation (SPACE), **Generation of Ideas**, Monitoring the Environment, Corporate Appraisal, **Project Rating Index**, Demand Forecasting, Market Planning

#### Module II: Technical Analysis

Material Inputs and Utilities, Manufacturing Process, Product Mix, Plant Capacity, **Location and Site, Machineries and Equipments, Structures and Civil Work**, Project Charts and Layouts, Work Schedule

#### Module III: Financial Analysis

Cost of Project, Means of Finance, Estimates of Sales and Production, Cost of Production, Working Capital Requirements and its Financing, **Profitability Projections, Break Even Point, Projected Balance Sheets, Muti Year Projections, Basic Principles for Measuring Project Cash Flows**, Components of the Cash Flow Stream, Biases in Cash Flow Estimation

#### Module IV: Project Risk

**Types and Measures of Project Risk, Sensitivity Analysis, Scenario Analysis**, Optimal Timing, Social Cost Benefit Analysis, Net Benefit in terms of Economic Prices, **Measurement of the Impact on Distribution**, Savings Impact and its value, Income Distribution Impact, Little-Mirrlees Approach, Shadow Prices

#### Module V: Project Management and Review

**Forms of Project Organization, Project Planning, Project Control, Human Aspects of Project Management**, Pre-requisites for Successful Project Implementation, Performance Evaluation, Abandonment Analysis, Administrative Aspects of Capital Budgeting

### Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

### Text & References:

- Chandra P.(2002), Projects: Planning, Analysis, Financing, Implementation & Review, Tata McGraw-Hill Publishing.

- Meredith J.R. & Mantel S.J., Jr.( 2000), Project Management: A Managerial Approach, Ed. John Wiley & Sons.
- Machiraju H.R.(2001), Introduction to Project Finance: An Analytical Perspective, Vikas Publishing House Pvt. Ltd.
- Patel B.M.(2000),Project Management: Strategic Financial Planning Examination & Control, Vikas Publishing House Pvt. Ltd.
- Finnerty J. D.(1996), Project Financing: Asset-Based Financial Engineering, Wiley
- Newbold C.R.,(1998), Project Management in the Fast Lane: Applying Theory & Constraints, St. Lucie Press
- Anthony R.N. & Govindrajan V.(1998), Management Control Systems, Tata McGraw-Hill
- Desai V.(1997), Project Management, Himalaya Publishing House

# INTERNATIONAL FINANCIAL MANAGEMENT

**Course Code:**  
**Units: 03**

**MBA 309**

**Credit**

## Course Objective:

The possibility for companies to look beyond domestic markets while making the financial decisions has given new dimensions to the way these decisions are taken. This has essentially led to changes in financial environment by linking domestic markets to global markets causing unprecedented increase in opportunities as well as risks. Management in such environment requires understanding of innovative conceptual and physical tools for better financial decision-making. The course on International Finance aims at equipping the financial manager with concepts, tools that enable financial decisions making in a global market and help better achieve the objectives of the firm.

## Course Contents:

Module I: International Financial Environment

Finance function in global business scenario, International Monetary System, **International Financial Markets and Instruments**, Balance of Payments, **Recent Developments**.

Module II: Foreign Exchange Markets

**Spot and Forward Foreign Exchange Markets**, Speculation and Arbitrage in Foreign Exchange Markets and **Implications of Market Efficiency**, Currency Swaps, **Currency Futures and Options**.

Module III: Foreign Exchange Rate Determination

**Theories of Exchange Rate Determination**, Fundamental International Parity Conditions – Purchasing Power and Interest Rate Parity, **Forecasting Exchange Rates** - Technical Forecasting, **Time Series Modelling**, Fundamental Forecasting.

Module IV: Foreign Exchange Rate Exposure and Risk Management

**Transaction, Translation and Operating Exposure**, Exposure from Equity and Borrowing in International Financial Markets, **Hedging tools for Management of Transaction Exposure and Interest Rate Exposure**, Degree of Hedge.

Module V: Issues in Foreign Investments Analysis

**Examination of International Investment Proposals**, Discounted Cash Flow Analysis, **Tax Adjusted Present Value Approach**, **Political Risk Analysis**, External Investment Decision – Measuring Total Returns on Foreign Investments, Optimal International Asset Allocation.

Module VI: Finance of Foreign Trade

**Income terms, foreign letters of credit, export & import finance, rules governing letters of credit, export import policy (Case Studies)**

## Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

## Text & References:

- Levi, M. D. (1996), International Finance, McGraw Hill International.
- Apte, P. G. (1995), International Financial Management, Tata McGraw Hill
- Errunza, V.R., Singh, D. and Srinivasan, T.S. (1994), International Business Finance, Global Business Press.
- Seth, A.K. (2000), International Financial Management, Galgotia Publishing Company.
- Hull, J. C. (1999), Introduction to Futures and Options Markets, Prentice Hall of India.



Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

### Text & References:

- Khan M Y, (1999), Indian Financial System, Tata McGraw Hill
- Chandra, P.(1999), Financial Management: Theory and Practice, Tata McGraw Hill.
- Dietrich J Kimball,(1996), Financial Services & Financial Institutions, Value Creation in theory and Practice, Prentice Hall
- Pandey, I.M. (1999), Financial Management, Vikas Publishing House
- Sriram, K. (1996), Handbook of Leasing, Hire Purchase and Factoring, ICFAI.
- Bhole L M, (2000), Financial Institutions and Markets: Structure, Growth & Innovations, Tata McGraw Hill
- Regular reading of the Financial & Business Journals, Analyst, Economist is essential.

## SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

**Course Code:**

**MBA 311**

**Credit**

**Units: 03**

### Course Objective:

This course aims at providing a clear understanding of the changing domestic and global investment scenario in general and Indian capital market in particular with reference to availability of various financial products and operations of stock exchanges. Important theories, techniques, regulations and certain advancements in theory of investment will be covered with an aim of helping the participants make sound investment decisions both in the context of individual security and portfolio investment.

### Course Contents:

Module I: Background of Capital market/Corporate Governance and Methods of Fund Raising  
**Importance of Strong Capital market in Economy**, Investment opportunities available to Investors, relation of demographic characteristics with investment pattern of individuals, **Process of investment in Financial assets**, intermediaries and Role of SEBI/TCEI//ROC/Stock exchanges-Listing agreement, clause 49, Importance of Corporate Governance and changes taking place/required in the law.Salient features and operation of stock exchanges,**Trading arrangements**, **Changing scenario of Indian stock market**.**Relationship of Primary market with Secondary market**, raising of Funds by IPO/FPO/Right issue and intermediaries involved. Merchant banking and its functions, contemporary issue in Capital market.

Module II: Debt

**Malkiel's Law**, **Interrelationship of Bond Market and Stock market**, International events and its impact on security market Risk and return in the context of Portfolio, , **Common stock valuation models**, Term structure of Interest Rates,Role of FII'S, DII/MF /QIB in Capital market.Participatory notes and its Impact, index formation..

Module III

Fundamental analysis-Economic &industry analysis, concept of Business Cycles, Indicators of economic prosperity, **Industry analysis**, **Company analysis**, **Company valuation**.DOW's Theory, Various Technical analysis tools like Moving averages, Volume Analysis, Indicators, **RSI**, **Patten analysis**,**Candle sticks**,**Market breadth analysis**, **Trend analysis**,Elliot wave Rules Fibonacci numbers, ROC/RSI, CAPM and Fama and French challenge, lagging indicators and leading indicators analysis, **reading and interpretations of technical patterns and charts**,Other tools to Forecast the market and take Entry and exit decisions.

Module VI

Arbitrage pricing theory, **Generating the efficient frontier**,**Efficient market theory**, Valuation by PE ratio /Book value to price value analysis,Motivation for partitioning of risk, **Markowitz Risk -return optimisation**,

## Module V

Types of Mutual Funds--SIP/ELSS, Tax Implications. , Investment Banking, Role of Fund Manager, Portfolio management services, Churning and revision of Portfolio, Portfolio re balancing and up gradation, Sharpe"performance Index, Trennor"performance Index, Jensen's performance Index.

### Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

### Text & References:

- Chandra, P.(2002), Investment Analysis, Tata McGraw Hill
- Fischer, D.E. and Jordan, R.J. (1995), Security Analysis & Portfolio Management, Prentice Hall of India
- Bhat, Sudhindra;(2009); Security Analysis & Portfolio Management; Excel Books
- Dash, A.P.:(2009); Security Analysis & Portfolio Management; I.K. International
- Bhatt, S.N.:(2011); Security Analysis & Portfolio Management; Biztantra
- Rangnatham M., Madhumalathi, R.,(2006); Security Analysis & Portfolio Management; Pearson Education
- Khatri, Dhanesh; (2010); Security Analysis & Portfolio Management; MacMillan India Ltd.



# INDUSTRIAL RELATIONS AND LABOUR LAWS

**Course Code:**  
**Units: 03**

**MBA 312**

**redit**

## **Course Objective:**

The objective of the course is to acquaint students with the main provisions of labour standards, concepts, institutions and approaches to industrial relations and collective bargaining. The course will develop skills of dealing with unions, negotiating collective agreements and to identify approaches to promotion of sound labour management relations.

## **Course Contents:**

### **Module I: Industrial Relations and Collective Bargaining**

Industrial Relations-conceptual and legal framework, Collective Bargaining-an overview, Bargaining and Negotiating skills, **Workers Participation in Management**, ILO conventions, Sound Labour Management Relations, Grievance Redressal Machinery, **Industrial Relations after globalization**

### **Module II: Introduction to Labour Laws**

Labour Law Origin - Purpose - Role of the State - **Constitutional Provisions – Fundamental Rights and Directive Principles of State Policy**

### **Module III: Health and Safety, Conditions of Employment**

**Factories Act, 1948**, Industrial Employment (Standing Orders) Act, 1946. **Discipline and Disciplinary Procedure**

### **Module IV: Laws for handling Industrial Disputes and Contract Labour**

Industrial Disputes Act 1947, **Contract Labour (Regulation & Abolition) Act, 1970**

### **Module V: Trade Unions**

Trade Unions: Meaning, Functions, **Problems**, Trade Unions Act, 1926

### **Module VI: Wage Related Laws**

**Minimum Wages Act, 1948**, **Payment of Wages Act 1936**, Equal Remuneration Act 1976, **Payment of Bonus Act 1965**

### **Module VII: Employee Benefits and Social Security related laws**

Payment of Gratuity Act, 1972: Provident Fund Act 1952, **Workmen's Compensation Act 1923**, E.S.I.C. Act, 1948, Maternity Benefit Act 1961, **The Apprentices Act 1961.**

## **Examination Scheme:**

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

## **Text & References:**

- Bagri, P.R. (2006), Law of Industrial Disputes, Kamal Law House.
- C.S. Venkata Ratnam (2006), Industrial Relations, Oxford Higher Education
- Kumar H.L. (2010) Labour Laws - Everybody Should Know, Universal Law Publishing Company
- Malhotra, O.P (1985), Law of Industrial Disputes, N.M. Tripathi Pvt. Ltd.
- Malik, P.L (2008), Industrial Law-Eastern Book company.
- Mamoria CB (1998), Dynamics of Industrial Relations, Himalaya Publishing House.

# ORGANIZATIONAL CHANGE AND DEVELOPMENT

Course Code:

MBA 313

Credit

Units: 03

## Course Objective:

The aim of this course is to familiarize students with the rapidly growing scope of OD and the approaches which are becoming more and more diversified. A wide range of interventions are discussed as there is a critical need for them in organizations facing volatile and competitive global environment.

## Course Contents:

### Module I: Organizational Development: An Introduction

Nature, Assumptions, Characteristics & techniques. Historical framework of Organizational Development. The Lab training stem, The survey research and feedback stem, The Action Research stem, Steps involved in Organizational Development, Role of Managers, Factors affecting Organizational Development.

### Module II: Typology of Organizational Development Interventions

Interventions designed at Individuals, Dyads/Triads, Team and Groups, Inter-group Relations, Total organization, Weisboard Model.

### Module III: Action Research & Organizational Design

Introduction to Action Research, Action Research as a Process and as an Approach, Determinants of Organizational Design, Components of Organization Design, Organization - The Environment Interface, Organizational Decision Making

### Module IV: Organizational Development Interventions

Team Interventions, Inter-group Interventions, Comprehensive Interventions, Structural Interventions, Issues in Consultant - Client Relationship; Power, Politics and Organizational Development

### Module V: Change Management

Why Organization Change, Need for change, Factors causing change- Environmental, Technological, Legal, Political, Social, &, Cultural factors of change, Models & techniques involved in change management, Total Quality Management, Business Process Reengineering, Guidelines for Facilitating change.

### Module VI: Future of Organizational Development

Changing values, Cultural Models & theories of planed change, organizing for the Future, Organizations as learning systems, and Implications for future managers

## Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

## Text & References:

- Palmer I, Dunford R, Akin G, (2010), 'Managing Organizational Change a multiple perspectives approach, Tata McGraw Hill Publication, New Delhi.
- Thomas G. Cummings and Christopher G. Worley (2002). Organizational Development and Change, Thompson learning- India, New Delhi.
- Wendell L. French and Cecil N. Bell Jr., (2008), "Organization Development and Transformation" New Delhi, Prentice Hall.

## PERFORMANCE AND COMPETENCY MANAGEMENT

Course Code:  
Units: 03

MBA 314

Credit

### Course Objective:

This course will help students to understand the significance of appraisal for an Organization and Individual. It will develop an understanding of various appraisal methods and measurements to manage the performances of employees. It would also provide an insight into the fundamentals of competency management.

### Course Contents:

#### Module I: Introduction to Performance Management

Conceptual Approach to Performance Management, Determinants of Job Performance: Person and System Factor, Components of Effective Performance Management, Performance Management Cycle

#### Module II: Process of Performance Appraisal

Need And Methods for Performance Appraisal, RSDQ Model, Performance Review - Reengineering Performance Appraisal System, Performance Analysis, Performance Review Discussion, Performance Monitoring and Feedback.

#### Module III: Competency Mapping

Concept and Definition of Role and Competency, Characteristics of Competency, Competency Versus Competence, Performance Versus Competency, Types of Competencies, Context and Relevance of Competencies in Modern Organizations.

#### Module IV: Competency Management Framework

Macro View of Competency Management Framework, Strategic Framework, Lancaster Model of Managerial Competence, Competency Modeling Framework

#### Module V: Competency mapping as a performance management tool

Building Competency Models, The McBer Generic Managerial Competency Model, Competency Causal Flow Model, Factors Affecting The Human Performance System, Profiling Competency Framework for a Particular Role, Competency Gap

### Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

### Text & References:

- Armstrong, Michael and Berron, Angela (2008), Performance Management and Development, Jaico Publications
- Cardy Robert L. (2008), Performance Management Concepts, Skills and Exercises, Prentice Hall India

- **Rao T V (2008), Performance Management and Appraisal Systems-HR Tools for Global Competitiveness, Response Books**
- **Sahu R K (2007) Performance Management System, Excel Books**

# TRAINING & DEVELOPMENT

Course Code: MBA 315

Credit Units: 03

## Course Objective:

*This course is designed to provide in depth understanding and enable the students to manage training processes and system for developing human resource of the organization.*

## Course Contents:

### Module I: Introduction to Training and Development

*Training - concept, and rationale; training process: role of stakeholders in training programme; Organization and Management of training function; Training needs assessment - organizational analysis, operational analysis, person analysis; competency mapping; Learning theories, learning process.*

### Module II: Training Design

*Designing the training programme: process of learning in training programme - attributes and factors influencing; learning process; learning styles; training climate and pedagogy; developing training modules; Training aids*

### Module III: Training Methods and Techniques

*Training methods and techniques - role playing, business games, in basket exercises, laboratory training; incidents and cases; seminars, syndicates and group discussion; lecture, programmed instructions; inspirational techniques - brainstorming, mind mapping, creative problem solving; Management Development*

### Module IV: Evaluation of training

*Evaluation of training - need for evaluation, principles of evaluation, criteria and approaches; return on investment in training; process of calculating ROI in training;*

### Module V: Emerging Trends in Training and Development

*Emerging trends in training and development; new perspectives on training - cross cultural training, e-learning, knowledge management*

## Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

## Text & References:

### Text:

- Noe, Raymond A, "Employee Training and Development" Tata McGraw Hill Education; 6<sup>th</sup> edition 2013

### References:

- Agochia, Devendra, Every Trainer's Handbook, New Delhi; Sage Publications
- De Simone, R.L. and Harris, D.M., Human Resource Development, Thomson Learning
- Sahu, R.K., Training for Development , Excel Books, New Delhi
- Blanchard, P Nick, and James W. Thacker, Effective Training – Systems, Strategies, and Practices, Pearson Education, New Delhi
- Goldstein, Training in Organization , Thomson Learning, Bombay
- McGrath, Training for Life and Leadership in Industry, Prentice Hall of India, New Delhi

# STRATEGIC HUMAN RESOURCE MANAGEMENT

**Course Code:**  
**Units: 03**

**MBA 316**

**Credit**

## **Course Objective:**

This subject provides an understanding of the strategic contribution of the Human Resource Management (HRM) function. This course will place previous studies of human resource management within a strategic dimension so as to illustrate the concept of competitive advantage applied to human resources.

## **Course Contents:**

### **Module I: The Concept of Strategy**

Strategy Defined, Key Concepts of Strategy, Formulations of Strategy, Strategic Management, The Process Of Strategic Management

### **Module II: The Concept of Strategic HRM**

An Investment Perspective of HRM, Strategic HRM, Aims of SHRM, Strategic HR Vs Traditional HR, Challenges in SHRM, Approaches and Models to SHRM and the Evolving Strategic Role of HR, Barriers to Strategic HR.

### **Module III: Strategic HRM in Action**

HR Strategy defined, Purpose, Types of HR Strategies, Content of HR Strategies, Formulating HR Strategy, Criteria for an Effective HR Strategy, Integrating the Business and HR Strategies.

### **Module IV: Impact of HRM on Business Performance**

Human Resource Evaluation- Definition and Overview, Rationale for HR Evaluation, Measures of HRM Performance, Approaches to HR Evaluations

### **Module V: Future trends in Strategic HRM Approaches**

Career Management, Mentoring Relationship, Work-life Integration

## **Examination Scheme:**

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

## **Text & References:**

- Agarawala Tanuja (2007) Strategic Human Resource Management Oxford University Press.
- Armstrong Michael (2007), Strategic Human Resource Management: Strategy and Action, Kogan Page
- Mahey C and Salman G., (1996), Strategic Human Resource Management, Oxford Blackwell.
- Mello Jeffrey A., (2008), Strategic Human Resource Management, Thompson Press Publishing.
- Srinivas R. Kandula, (2002), Strategic Human Resource Development, Prentice Hall of India.

## **INTERNATIONAL TRADE FINANCE**

**Course Code:**  
**Units: 03**

**MBA 317**

**Credit**

### **Course Objective:**

Understand ways in which International Trade is undertaken, settled and financed; Appreciate the need and role of various entities engaged in International Trade and Finance; Recognise the terminology used in International Trade, Finance and commercial contracts; Know how to avail finance from International Financial Markets & Institutions for trade and global business; Understand international payment systems & Regulatory compliances; Study Global Mergers & Acquisition trends.

### **Course Contents:**

Module I: Globalization, Trade & Finance

**Complexities of international trade, Meaning of Int'l Trade Finance, need of various entities like exporters, importers, merchants, traders, overseas representatives, banks, borrowers, lenders, Logistics, Forwarders etc. International Commercial Terms (INCOTERMS), Protection against credit, political, economic and transit risks.**

Module II: Global Financial Ecosystem

**World's major Financial Markets for Equity, Debt, Foreign Exchange & Commodities. International lending institutions World Bank, IMF, ADB, EBRD, Export-Import Banks, foreign Governments & agencies. Financing global trade, Buyers credit, Supplier credit, Role of credit-rating agencies, ECGC & EXIM Banks.**

Module III: International Trade Finance & Payment Systems

**Modes of Payments in Trade, obtaining payments through Documents against Payment, Documents against Acceptance, Bills of Exchange, Letters of Credit & Stand-by Letters of Credit. Bill discounting with Banks, Factoring & Forfeiting agencies. Foreign currency cheques, drafts, telegraphic transfers (TT's) & SWIFT. Regulations to prevent fraud and money laundering. Remittances permitted by RBI for individuals & corporates.**

Module IV: International Banking

**Role of International Banks, Correspondent Banking, Nostro/Vostro Accounts. Bid/Ask rate determination for Bills, TT's, Traveler's Cheques. Risks of OTC products & ISDA regulations. Availing pre-shipment & post-shipment finance, Fixed vs. Floating rate borrowing & External Commercial Borrowing (ECB's). Payment, settlement and clearing systems in foreign currency including SWIFT, CHIPS, CHAPS & Electronic banking. RBI Regulatory compliances, late payments & bad debts.**

Module V: Global Mergers & Acquisition & (M&A)

**FDI & FII statistics, FDI & reverse FDI within & outside India. Examination of international investment proposals. Case studies on corporate India's acquisitions & mergers abroad. Role of International Banks, Investment Banks, Hedge Funds, Private Equity, Pension Funds etc. ECB's, ADR's GDR's, Bonds in global A&M's.**

**Examination Scheme:**

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

**Text & References:**

- Paul Cowdell and Derek Hyde (Feb 2003) International Trade Finance, Institute of Financial Services
- Apte, P. G. (1998), International Financial Management, Tata McGraw Hill
- Levi, M. D. (1996), International Finance, McGraw Hill International.
- UCPDC-600, International Chamber of Commerce, Paris



# INTERNATIONAL COMMODITY MANAGEMENT

**Course Code:**

**MBA 318**

**Credit**

**Units: 03**

## **Course Objective:**

Knowing which countries dominate world trade in commodities; Familiarization with international commodity markets; Functions and mechanism of Indian and International Commodity Exchanges; Learning to identify commodity risks and formulating suitable strategies to minimize it.

## **Course Contents:**

Module I: International Commodity Trading

Changing Int'l Trade scenario & in 21<sup>st</sup> Century; Commodities – Definition, Features, History, Participants, Structure; systems of commodity, Top Exporter & Importer countries of World's most traded commodities, India's place in World Markets.

Module II: World's Commodity Exchanges

Major Commodity Exchanges in World - USA, Canada, Latin America, Europe, China, Asia, Africa & Oceanic: History, Shareholding, Products & contract specifications.

Module III: Indian Commodity Exchanges

Turnover, Evolution, Forward Market Commission, Contracts Act: Regional & National Commodity Exchanges, Structure, Shareholding, Turnover, Products Traded on National Exchanges MCX, NCDEX, NMCE, ICEX.

Module IV: Commodity Derivatives

Derivatives - Definition, Types, OTC vs Exchange Traded, Participants, Evolution, Economic Functions & benefits, Risks. Commodity Futures & Options - Characteristics, Terminologies, Margins, Physical Delivery, Assignment, Warehousing, Quality specifications, Membership, Charges; Trading, Clearing & Settlement; Strategies for Hedging, Speculation & Arbitrage. Types of Orders, Difference between & Options & Futures, Right/Obligation of Buyer/Seller, Call/Put Options.

Module V: World's Most Traded Commodities

Presentations on Cotton, Edible oils (Rapeseed, Soy, Palm Oil), Tea, Coffee, Sugar, Wheat, Crude Oil, Steel, Rice, Pulses, Rubber, Gold, Silver, Copper etc - World Trade, India's share, Production, Global demand & supply, Consumption & price patterns, Quality, Trading, Contract specifications, substitutes etc.

## **Examination Scheme:**

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

## **Text & References:**

- Niti Nandini Chatnani, Commodity Markets - Operations, Instruments and Application, Tata McGraw Hill Education Private Limited, New Delhi
- NCDEX Institute of Commodity Markets & Research (NICR), Study Manual for Commodity Trading

# INTERNATIONAL ECONOMICS AND POLICY

**Course Code:**

**MBA 319**

**Credit**

**Units: 03**

## Course Objective:

Learn the significance of International Trade & Globalization; Introduction to International Economic Indicators & Terminologies; Exposure to World Economies, Transformations & Emerging markets; Visualize & cope with Global Changes in Business scenario; Understanding the role of Govt., International Institutions & Trade Policies

## Course Contents:

Module I: Globalization & Emerging Trends

Theory of Comparative Advantage, Product Cycle Theory, New Trade Theory, **Competitive Advantage of Nations, International Investment**, FDI, FII, Major developments in World economy

Emerging Markets - China, Africa, Asia, East Europe, Latin American & Russia.

Module II: International Economic Indicators

**Free Trade, BOP, GNP, GDP, Per-Capita Income**, Purchasing Power, Economic/Political/Legal Systems, **Debt Problem, Macro Economic Issues**. Barriers–Tariff & Non Tariff, Dumping, Antidumping, Appeal and Appellate procedures, Role of State.

## Module III: Global Trade & Policy

**Economic, Commercial, Political, Financial, Marketing, Cultural, Legal & Policy issues & their management,**

**Global Trade of major economies- U.S., EU, China, Japan, India, Latin America, Russia. Conflict between Industrialized & Developing Countries, Export-Import Restrictions and Promotion, Investment Policies, Relevance to India's Economy.**

Module IV: WTO & Global F. I's

**Evolution of GATT and WTO**, Tariff Conversions, MFN, Membership, Structure, Uruguay & other Rounds, Agreement on a) Agriculture b) Trade-in-Services c) TRIMS d) Intellectual Property Rights; Dispute Settlement Mechanism Problems. **Bretton Woods, World Bank, IBRD, IDA, IFC, MIGA, ICSID, IMF, ADB, EXIM Bank, Forfeiting & Project Exports**

Module V: Regional Economic Integration & Economic Transformation

**Levels of Economic Integration & Trade Blocks-** EU, EFTA, NAFTA, CARICOM, ACM, ECSCA, ASEAN, SAARC, SAPTA, Cartels, OPEC. Transformation of Europe, Russia, East Europe, China, Africa

## Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

## Text & References:

- **Schmitloft, Sweet & Maxwell (2000), Export Trade**
- Rao, M.B., and Manjula Guru, WTO and International Trade, Vikas Publishing House Pvt. Ltd.
- Charles W.H. Hall, International Business, Competing in the Global Market Place, Tata McGraw Hill
- UCPDC-600, International Chamber of Commerce, Paris

- Cateora & Hess, International Marketing, Richard D Irwin Inc.
- Eitleman & Stonehill, Multinational Business Finance, Wesley Pub. Co.
- IMF References, The World Economic Outlook

# INTERNATIONAL TRADE PROCEDURES AND DOCUMENTATION

**Course Code:**  
**Units: 03**

**MBA 365**

**Credit**

## Course Objective:

Learning the importance and procedural & documentation aspects of export-import of goods and services ; impart knowledge of governments, departments, international institutions involved ; teach an Export Manager to develop a systematic methodology to handle exports ; understand the relevance and importance of various government policy measures for export as well as import.

## Course Contents:

### Module I: Introduction

Export documentation Framework – the need, entities & documents as per requirement of (a) the contract (b) Govt. of India (c) Importing country d) for claiming export assistance.

### Module II: Documents for processing export order and legal implications

Processing of Product enquiry/quotation, Purchase/Export Order, Letter of intent, Payment Terms, International Transport Modes, INCOTERMS, advising & scrutiny of a Letter of Credit (L/C), seeking L/C amendments, International Chamber of Commerce's UCPDC articles.

### Module III: Export/Import Documents

How to make Commercial, Financial, Transport, Title, Official, Insurance, Export assistance Documents & Certificates for Exports. Ensuring error-free export documentation as per L/C. How to open L/C, apply for license and make Customs/ Sales Tax documents for imports.

### Module IV: Central Excise, Sales Tax & Customs Clearances

Clearance of Export & Import Cargo, Role of Clearing and Forwarding Agents, Shipment of Export Cargo, Excise, Sales Tax & Customs Department regulation compliance.

### Module V: EXIM Policy Framework

EPCG Scheme, Duty Exemption Pass Book Scheme, Export Oriented Units, Export houses, Trading houses, Export Processing Zones, Special Economic Zone, Negotiation of Export Bills, Bank realization, late payment follow-up. Bank, RBI, DGFT, Customs & FEMA regulatory compliances.

## Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

## Text & References:

- Nabhi (2011-12)1999, How to Export, Nabhi Publications
- RBI Mumbai, Export Procedures and Documentation
- Handbook of Exim Procedures and Documentation – Govt. of India Publication Division
- Handbook of DGFT Publications – Ministry of Commerce, Govt. of India.

# FOREIGN EXCHANGE (FX) MANAGEMENT

Course Code:

MBA 366

Credit

Units: 03

## Course Objective:

Understand the basics & trading mechanics of Indian & International FX Markets ; Read, understand, convert, calculate rates and negotiate FX rates ; Understand linkages of money markets, interest rates, economic & world events to FX rates ; Understand FX Hedging, Speculation & Arbitrage trading strategies ; Use FX Derivatives (Forwards/Futures/Options/Swaps) to hedge FX risk ; Know Regulatory compliances

## Course Contents:

Module I: Foreign Exchange in Global Business

Importance of FX in International Business & Financial Markets ; Volume, Participants, Risk from Currency Volatility and experiences of MNC's in cross border transactions.

Module II: Foreign Exchange Markets & Regulatory Compliances

Spot and Forward Markets, Trading Terminologies & Mechanism, Currency Convertibility, Major/Minor currencies. ISO Currency codes, linkages to other Global Markets & Events, Using benchmark rates LIBOR/MIBOR. Reserve Bank of India's remittance guidelines for individuals & Corporates.

Module III: Foreign Exchange Rate Determination

Exchange Rate Determination, Cross-currency calculations, Interest Rate & Purchasing Power Parity, Negotiating FX rates for inflow/outflow for different international transactions, Exchange Arithmetic.

Module IV: Foreign Exchange Rate Exposure & Trading Strategies

Transaction, Translation and Operating Exposure. FX Trading Strategies for Hedging, Speculation & Arbitrage.

Module V: Foreign Exchange Risk Management using Derivatives

Concept of Hedging, Hedging strategies of Corporates, FX Risk Management using Currency Derivatives like Forwards, Futures, Options & Swaps.

## Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

## Text & References:

- Apte P.G. (1998), International Financial Management, Tata McGraw-Hill Publication
- Thummuluri Siddaiah (2010), International Financial Management, Pearson Education
- Levi, M.D. (1996), International Finance, McGraw Hill International
- Errunza, V.R., Singh, D. and Srinivasan, T.S. (1994), International Business Finance, Global Business Press
- Hull, J.C. (1999), Introduction to Futures and Options Markets, Prentice Hall of India
- Edwards, F.R and Ma C.W. (1992), Futures and Options, McGraw-Hill International.
- Kolb, R.W. (1997), Understanding Futures Markets, Prentice Hall of India
- Rebonato, R. (1996), Interest Rate Option Models: Understanding, Analysing and Using Models for Exotic Interest Rate Options, John Wiley and Sons
- Kohn, M (1998) Financial Institutions and Markets, Tata McGraw Hill Publishing

## APPLICATION OF GENERAL INSURANCE

**Course Code:**  
**Units: 03**

**MBA 367**

**Credit**

### Course Objective:

The subject is designed by keeping in view about the requirement of knowledge of History of the Insurance in India, various aspects of the insurance, basic principles of Insurance along with their implementation in to operation with the help of legal and financial principals. Basic and mandatory activity of any Insurance Organization.

### Course Contents:

#### Module I

The Conceptual Framework, The Insurance Device, The Professional Approach, The Classification of Insurance Business, Financial Aspects of Insurance Business Other Special Need Plans Application and Acceptance Investment and Accounting

#### Module II

The Basic Principles - Utmost Good Faith, Insurable Interest, Indemnity, Corollaries of Indemnity, Proximate Cause. Legal Principles of the insurance – The Indian contract Act 1872, WC Act, Arbitration Act, Motor Vehicle Act. Assignment, Nomination, Loans, Surrenders, Foreclosure, M.W.P. Act. General Insurance (nationalization) Act 1972. IRDA Notification.

#### Module III

Policy Document-Need & Format, Insurance forms-proposals–cover note-policy-endorsement. Premium Payment, Lapse and Renewal. Miscellaneous documents. Rating-Premium

#### Module IV

Underwriting practice in India and other countries – Co-insurance and Re-insurance practice. Claim procedure – Surveyors regulation and requirements, Self survey and In-house survey. Survey protocol and MOU.

#### Module V

Introduction to Information Technology to Insurance industry, The Evolution of Computers, Computer Hardware – Software - Concepts. System Life cycle analysis and design. Functions of IT Personnel and IT Department. Brief on Insurance applications.

### Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

### Text & References:

- Dowd, Kevin, Beyond value at Risk, Wiley, John & Sons,
- Vaughan, Emmett J and Vaughan, Fundamentals of Risk and Insurance, Therese M. Wiley, John & Sons.
- Harvey W. Rubin ,Dictionary of Insurance Terms; Barron's Educational Series
- Vazir Ahmed Khan ,All About Insurance, The Insurance Times publication

# LIFE INSURANCE – UNDERWRITING AND CLAIMS

**Course Code:**

**MBA 368**

**Credit**

**Units: 03**

## **Course Objective:**

The course will provide an understanding of the basic concepts and principles of life insurance, its functions and benefits. Besides product pricing method, the broad features of individual and group products, social security schemes, reinsurance etc. will help students develop and understanding of different facets of life insurance. The course also provides understanding of policies of health, property and assets insurance.

## **Course Contents:**

Module I: Introduction

Basic concepts of life insurance, its functions and need and its role in the economy of the country, Principles of life Insurance, Pricing of life insurance products.

Module II: Individual Plans / Products

Salient features of plans of individual insurance – Term Assurance Plans, Whole Life Plans, Endowment Plans, Combination of Whole Life and Endowment Plans. Children's Plans, Annuity Plans etc.

Module III: Personal Insurance

Principle of Health Insurance. Health Insurance Products, Group Insurance Products Pension Policies, Personal Accident Policy, Motor Vehicle Policy.

Module IV: Social Security Schemes

Social Dimensions of insurance and the main features of Social Security Schemes launched by the Government.

Module V: Other Types of Insurance

Salary Saving Schemes Keyman Insurance Partnership Insurance. Overseas mediclaim insurance.

Module VI: Reinsurance

Module VII: Personal Insurance

Health Insurance Pension Group Insurance Products.

## **Examination Scheme:**

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

## **Text & References:**

- Life Insurance Underwriting, IC-22, Insurance Institute of India.
- Manual for Agents, Life Insurance Corporation of India.
- Gene Stone, Insurance Company Operations, (LOMA)
- Barbara Foxenberger & Jane Lightcap Brown, Life and Health Insurance Underwriting, LOMA

# REGULATORY FRAMEWORK OF INSURANCE

**Course Code:**

**MBA 369**

**Credit**

**Units: 03**

## **Course Objective:**

The course will provide an understanding of insurance regulations in pre and post nationalization period with latest updating. Details of various Acts, their implications and limitations will also be discussed with real life case.

## **Course Contents:**

Module I

Ingredients of a contract and legal aspects of insurance with special reference to insurable interest, contracts of indemnity, principle of utmost good faith indisputability of policies Proximate course etc...

Module II

Insurance Act 1938 (With Special Reference to Actuarial Valuation. Surplus Nomination, Assignment, Investment of Funds etc.) and LIC Act 1956 – Genesis Expectations and Objectives, Postal Life Insurance and Reinsurance.

Module III

General Insurance Business Nationalization Act 1972 and the Malhotra Committee Report 1994. Its Embarrassing Recommendations Tariff Advisors Committee.

Module IV

IRDA Act 1999 Its Provisions in full

Module V

Registration of Insurance Companies Regulations, Agency Regulations Accounting and Investment Regulations Rural Business Regulations Actuaries Regulations Code of Conduct for Advertisement Regulations Surveyors Brokers IPA Regulations etc.

Module VI

Consumer Protection Act ISO and OMBI DSM

## **Examination Scheme:**

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

## **Text & References:**

- Study Material on Relevant Acts and Commentaries given as handouts.



# RISK MANAGEMENT AND INSURANCE

**Course Code:**

**MBA 370**

**Credit**

**Units: 03**

## Course Objective:

This course Aim is to introduce student to the concept and application of systematic risk identification and measurement. Concept of Risk Control and Examination of various risk control option. Second part of the course is to introduce students to the principles and practice of insurance, including an examination of the main type of Insurance policies currently available to develop an understanding of the use of insurance as an effective risk management tool.

## Course Contents:

### Module I: Introduction

Risk and uncertainty, subjective attitudes to risk Acceptable risks versus unacceptable risk classification of risk. The cost of risks, Handling cost, Loss cost, Private and social Cost, Handling of risks. Avoidance, Risk Retention, Reduction and Transfer.

### Module II: Practice of Risk Management

Risk Management process and administration, Risk identification, Perception, Organization Chart, I/O analysis, operative causes. Risk reduction and control, Loss reduction Measure, Education and Training Contingency Planning. Risk avoidance. Statistical methods and probability concepts.

### Module III: Process and Technique

Risk Analysis: Nature of risk and human behaviour, fundamental statistical analysis. Risk retention and control- discuss hazards and risk, major area of control and measures. Risk Transfer, Corporate risk management – function, importance. Characteristics and developing tools. Influence factors.

### Module IV: Insurance Introduction

Concept of Insurance Classification of Insurance life and non life (General) basic principle of insurance- utmost good faith – insurable interest, material Facts, indemnity, proximate cause. Acceptance of Proposals, Physical and Moral Hazards.

### Module V: Economics of Insurance

Economic principal of Insurance, sharing, subrogation, contribution, co-insurance. Reinsurance concept and methods. Premium Rates calculations Bonus /malus in Premium investments, Funds management.

### Module VI: Documentation

Insurance forms - proposal form cover note certificate of insurance, policies, endorsement renewal receipts, Special class of Insurance Oil and Energy, Satellite insurance, Contingency policy, Industrial All Risk policy, Project insurance and Loss of Profit policy. Warranties – Conditions. Claim procedure and survey.

## Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

## Text & References:

- Peter L, Against the Gods, Wiley John & Sons, Inc.
- Dowd, Kevin, Beyond Value at Risk, Wiley John & Sons, Inc.

# BUSINESS PROCESS SYSTEM

Course Code:  
Units: 03

MBA 371

Credit

## Course Objective:

This course will expose the students to describe process development by making a distinction between the development processes, the management process and supporting process in line with evolving standards. It also introduces object-oriented approach to provide a better balance with conventionally structured systems approach. It then describes the use of models to precisely define systems, processes, data and their co-relation.

## Course Contents:

### Module I: Business Process Optimization

Understanding Business Process and e Process, Business Process Optimization, Business Modeling and Business Strategy for IT, Understanding Work Flow Automation and Value Chain.

### Module II: Implementation of Business Process Life Cycle

Various Parameters that effect business process and their significance

### Module III: Introduction to Data Modeling Techniques

Methodology, tools and techniques. Systems Modeling, Logical and Physical Models, Data Modeling, Entity relationship Diagram, Entity, Attributes, Domain, Key Relationships, Cardinality notations, Degree Generalization, Strategic Data Model, Data modeling during Systems Analysis.

### Module IV: Introduction to Modern Structured Analysis

Methodology, tools and techniques, process and concepts - Decomposition, Decomposition Diagram, Logical Process and conventions, Structured English, Decision Table, Event Decompositions Diagram, DFD, information engineering, Prototyping

### Module V: Introduction to Object Oriented Analysis & Modeling

Reading and interpreting an object model, describing object modeling in the context of systems analysis with the help of class diagram state diagram and event diagram.

## Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

## Text & References:

- Awad (2009), Systems Analysis & Design Methods, Galgotia Publications
- Hoffer (2009), Systems Analysis & Design Methods, Tata Mc Graw Hill
- Whitten JL (2009), Systems Analysis & Design Methods, Tata McGraw Hill

# MANAGEMENT OF SOFTWARE PROJECTS

**Course Code:**  
**Units: 03**

**MBA 372**

**Credit**

## **Course Objective:**

This course is to familiarizing students the concept of Software Project Management, which is an umbrella activity within software engineering.. It begins before any technical activity is initiated and continues throughout the definition, development and maintenance of computer software.

## **Course Contents:**

### **Module I: Software Project Management Concepts**

Management Spectrum, **People, product, process, project The W5HH Principle.**

### **Module II: Software Process and Project Metrics**

Measures, **Metrics and Indicators, Metrics in the process and project domain, software Development, Metrics for s/w quality, integrated Metrics within the s/w process, metrics for small organization, establishing a s/w metrics program**

### Module III: Software Project Planning

**Observation on estimating, s/w scope. Resources, s/w project estimation,** decomposition techniques, Empirical Estimation Models, Make/Bye Decision, Automated Estimation Tools.

### Module IV: Risk Strategic

Risks, Risk Identification, **Risk Projection, Risk Refinement, Risk Mitigation, Monitoring & Mgmt., Safety Risks and Hazards, RMMM Plan.**

### Module V: Project Scheduling and Tracking

Concepts of Lateness and basic principles Relationship between People and Effort, Defining a Task Set for s/w project, selecting s/w engg. **Tasks, Major Task, task n/w, Earned value analysis, error tracking, project plan.**

### Module VI: Software Configuration management

Baselines, SCM Process, **Identification of objects in s/w conf.,** version control, change control, configuration audit, status reporting. **hands-on on MS-Project.**

## **Examination Scheme:**

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

## **Text & References:**

- Hughes B & Cotterell M (2010), Software Project Management, Tata McGraw-Hill
- Leffingwell D (2009), Managing Software Requirements: A Unified Approach (The Addison-Wesley Object Technology Series)
- Henry J (2009), Software Project Management, Pearson Education

## DECISION SUPPORT AND BUSINESS INTELLIGENCE SYSTEMS

Course Code:

MBA 373

Credit

Units: 03

### Course Objective:

This course can help students to have a more comprehensive knowledge of the factors affecting the business. The Business Intelligence focuses on learning how analytics and technology can be used to enhance, decision-making, and performance. This course is designed to train students in skills, methodologies, and knowledge how to accomplish data management tasks with the applications of BI tools and techniques

### Course Contents:

#### Module I

Decision Support Systems and Business Intelligence, Computerized Decision making, Concepts and principles of data ware housing, ETL (extraction transformation and loading) Process, OLAP

#### Module II

Business Intelligence, Special Introductory Section: The Essentials of Business Intelligence, Business Analytics and Data Visualization, Data mining and techniques; Text, and Web Mining, Neural Networks for Data Mining

#### Module III

Business Performance Management, Collaborative Computing-Supported Technologies and Group Support Systems, Knowledge Management, Intelligent Systems- Artificial Intelligence and Expert Systems.

#### Module IV

Advanced Intelligent Systems, Intelligent Systems over the Internet, Implementing Decision Support Systems- Systems Development and Acquisition, Integration, Impacts, and the Future of Management Support Systems.

#### Module V

Data Mining and BI, Next generation BI, BI strategy, BI and Performance Management, Implementation of BI Project-Reason for the failure and Success of BI tools in industry with examples and case studies

### Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

### Text & References:

- Turban E, EAronson J et al. (2006), Decision Support and Business Intelligence Systems, Prentice Hall of India
- Dunham MH (2009), Data Mining – Introductory and Advanced Topics, Pearson Education
- Howson C (2010), Successful Business Intelligence: Secrets to Making BI a Killer App ;Tata Mac-Graw Hill

## SERVICE ORIENTED ARCHITECTURE AND IT SERVICE MANAGEMENT

Course Code: MBA 374 Credit  
Units: 03

### Course Objective:

SOA is a core part of the service-oriented computing platform that brings with it new concepts, technologies and challenges. First two modules of this paper will explore key parts of this platform to provide well rounded coverage of the multi-faceted world of building service-oriented automation solutions. Now days providers of IT services can no longer afford to focus on technology and their internal organization, they now have to consider the quality of the services they provide and focus on the relationship with customers, ITSM provides you with customer's perspective of IT's contribution to the business. ITSM stands in deliberate contrast to technology-centered approaches to IT management and business interaction, the third and fourth modules of this paper will talk about the ITSM as concept and ITIL for the implementation of the same.

### Course Contents:

#### Module I: SOA Concepts

**Common characteristics of contemporary SOA, Misperceptions about SOA, benefits of using SOA, From XML to Web services to SOA, SOA Standards and specifications, SOA architecture**

#### Module II: Advance SOA Concepts

**Web Services and Primitive SOA, Web Services and Contemporary SOA, SOA and Service Orientation, Service Layers**

#### Module III: IT Service Management

**Service Management as a Practice, The Service Lifecycle, ITSM Frameworks, ISO 20000, IT Governance concept and models.**

#### Module IV: ITIL Framework

**Introduction ITIL, Versions of ITIL, Comparison between different versions, Overview of ITIL V2 and ITIL V3, SERVICE SUPPORT- Configuration Management, Service Desk, Incident Management, Problem Management, Change Management, Release Management; SERVICE DELIVERY- Service Level Management, Capacity Management, IT Service Continuity Management, Financial Management for IT Services, Availability Management, Criticisms of ITIL**

#### Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

#### Text & References:

- Cerf V et al (2010) Service Oriented Architecture (SOA) Compass; Pearson Education
- SOA Concepts - Technology and Design, Pearson Education

# WEB-ENABLED BUSINESS PROCESSES

**Course Code:**

**MBA 375**

**Credit**

**Units: 03**

## Course Objective:

Students will be taught how to web-enable a real time business process. Students will learn how web-enabled business processes can increase profitability and performance and improve customer relationships. Business on the web provide enterprise-wide process integration as well as connect businesses with global business partners. These concepts will be put into practice through the industry specific project.

## Course Contents:

Module I: Introduction of Web Development

Web Server, Applications Server, Database Server, Static & Dynamic Web Sites, Server Site & Client Site Technology, Various Search Engine Optimization tools and techniques, Web Hosting and administration.

Module II: Building Dynamic web pages using Java Script & VB Script

Embedding JavaScript & VBScript in HTML, Operators & Expressions, Programming statements, Functions, Handling Events, Working with Objects, Creating Frames & Windows, and Processing Forms.

Module III: Database Connectivity using ASP

Web Development with Active Server Pages, Interaction with users, Building & Processing Web Forms, Using Scriptlets, Getting Information about HTTP Request with the Request Object, Processing Web Data with the Server, Session & Application Objects, Programming for database connectivity Retaining Information between sessions using Cookies, working of Application Server and Web Server.

Module IV: Introduction to E-Commerce

E-commerce and E-business, models of traditional & modern commerce, online vs traditional commerce, categories and models of E-commerce, M-commerce, Electronic commerce applications, barriers and threats to E-commerce, Future of E-commerce

Module V: E-Commerce Essentials

EDI, hardware, software, networks, web-servers types of EPS, EBPP, review of veri-sign and pay-pal

Module VI: E-Commerce Security

Online threats, measures to counter threats with techniques like encryption, digital signature, cryptography, water marks etc.

## Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

## Text & References:

- Ferris D and Whipple L (2001), Building an Intelligent e-Business, Prentice Hall

# CONSUMER BEHAVIOUR

**Course Code:**

**MBA 376**

**Credit**

**Units: 03**

## Course Objective:

The course aims to explore the core concepts and theories of shopper behavior at individual, group and organizational level so that students may use these as inputs in marketing decision making.

## Course Contents:

### Module I

Concept, Diversity of consumer behavior, Characteristics of Indian Consumers, Consumer demographics, consumer life styles. Retailing implications of consumer demographics and lifestyle. Environmental factors and individual factors affecting consumers.

### Module II

Consumer as an Individual, Motivation, Needs, Goals, Personality, Self and Self Images, Perception, Imagery, Learning, Cues, Response, Reinforcement, Behavioral Learning and Cognitive Learning Theory.

### Module III

Attitude, Attitude Formation and Change. Shopping attitudes and behavior, Consumer Buying Decision Process, Types of consumer decision making, Impulse purchases and customer loyalty, Cognitive dissonance, Consumer complaint behaviour

### Module IV

Group Dynamics and Reference Groups, Opinion leadership process, Diffusions of innovations, Adoption process, Family Decision Making, Social Class, Culture, Subculture

### Module V

Consumerism: Definition of consumerism, buyers & seller's rights, effects of consumerism

## Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

## Text & References:

- Assel Henry (2006), Consumer Behaviour and Marketing Action, Thompson Press
- Seth & Mittal (2003), Consumer Behaviour : A Managerial Perspective, Thompson Press
- Schiffman and Kanuk (2009), Consumer Behaviour, Prentice Hall of India



# DISTRIBUTION AND LOGISTICS MANAGEMENT

**Course Code:**

**MBA 377**

**Credit**

**Units: 03**

## Course Objective:

The course is meant for managers under formation. Rapid innovations in technology, especially in the field of distribution and logistics, have made corporate operations complex. Thus, this course develops the framework for channel creation and formation. It reflects the importance of channel management issues and helps the students in understanding the company's route to markets and the downstream part of value chain.

## Course Contents:

Module I

**Distribution System- Role, Scope, Functions & Structure, Types of channels, Levels of channels, Cost, Control and Customer service, Selection of Channels, partners, Motivation of channels, Factors affecting channel design. Channel Design and Implementation – segmenting, targeting, gap analysis, establishment of new channels or refining existing channels.**

Module II

**Channel Flows – definition and concepts, Relevance of channel structure on Membership Issues. Vertical Integration of Marketing Channels – costs, benefits, and need.**

Module III

**Retailing: Strategic Issues in Retailing. Merchandising Techniques: Franchising; nature and scope, Wholesaling, Assorting, Distribution of supplementary services, and Intermediaries for service delivery. New age technologies: SAP, ERP and Electronic channels.**

Module IV

**Channel Conflict – nature and degree, sources, consequences, conflict resolution strategies, Channel Performance: Monitoring & evaluation, identifying power sources, and channel coordination.**

Module V

**Logistics System – concept, objective and scope, the system elements, transportation, warehousing, inventory management, packing and unitization, communication and control, importance, Strategic Logistics Planning – logistics strategy, implementation and management.**

## Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

## Text & References:

- Bert Rosenbloom, (2008), Marketing Channels, South Western Cengage Learning
- DK Agrawal, (2008), Logistics and Supply Chain Management, Macmillan India
- Havaldar and Cavale, (2008), Sales and Distribution Management- Text and Cases. Tata McGraw Hill
- Stern & El-Ansary, (2009), Marketing Channels. Prentice Hall of India.
- V.V. Sople, (2010), Logistics Management. Pearson Publication.

# SALES MANAGEMENT

**Course Code:**  
**Units: 03**

**MBA 378**

**Credit**

## **Course Objective:**

This course has been designed to help students learn sales management concepts and how to apply them to solve business problems and to function as effective managers. It deals with all important back end management of sales and front end personal selling issues with a view to handle the situations professionally and improve the outcome with result orientation.

## **Course Contents:**

### **Module I**

Changing world of Sales Management and Professionalism in sales. Classification of Personal Selling approaches. Sales jobs, Qualification and skill required for success. Organizational buyer behavior and buying situations. Contrasting Transactional and Relationship Selling models, Sales Teams. Sales management Competencies for effective and outstanding results. Developing Sales Management Strategy / Objectives and Sales Force Roles.

### **Module II**

Recruitment planning process: Job analysis, description, qualifications, buyer's perspective and methods of locating prospective candidates. Selection: Application forms, Types of Interviews, Testing and Validating the hiring process.

Sales Training: Determining training needs, Training analysis, Methods of Evaluating sales Training and building a sales training program. Instructional methods used in training.

### **Module III**

Motivation and the reasons for motivating sales people. Maslow's Hierarchy of Needs related to the sales force motivators and company's actions to fill needs. Methods of giving status to sales people to motivate them.

Sales force compensation. Components of compensation and their purpose. Comparison of various compensation plans. Optimizing sales compensation: Customer – Product Matrix and relating it to the appropriate compensation plans.

### **Module IV**

Sales territory; Reasons for establishing or revising Sales Territories, Setting up and revising Sales Territories: Market build-up and Work load method; optimizing sales territory.

Sales quotas; Objectives in using Quotas, Types of Sales Quotas and Quota setting procedures. Reasons when not to use Quotas.

### **Module V**

Personal Selling process: Prospecting: Developing a prospect base, Strategic prospecting, Sources of prospects, common causes of customer attrition, Preparing a prospect list and

organizing information. Planning the initial sales call and approach: Pre call information on the Buyer and Organisation, Call Objectives, Planning the approach. Sales Presentation techniques: Types of presentation techniques, Presentation sequence, Adoptive Selling Model.

Demonstrations: Demonstration plans, actions, custom fitting demonstrations, use of sales tools.

Handling customer objections: types of objections, types of close, Trial Close. Closing the sales.

## **Examination Scheme:**

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

### Text & References:

- Still, Cundiff and Govoni. (2009), Sales Management, Decisions, Strategies and Cases, Prentice Hall of India Pvt. Ltd.
- Ingram, Laforge, Avila, Schwepker Jr., Williams.(2009), Analysis and Decision Making, Segment Books
- Douglas J. Dalrymple, Cron and Decarlo.(2003), Sales Management, John Wiley & Sons Inc.
- Charles M. Futrell (2010). Fundamentals of Selling. Tata McGraw Hill
- Gerald L Manning, Michael Ahearne and Barry L Reece (2011). Selling Today, Prentice Hall Pub.

## PRODUCT AND BRAND MANAGEMENT

**Course Code:**

**MBA 379**

**Credit**

**Units: 03**

### Course Objective:

In congruence with the aim of marketing to convert a commodity into an identifiable product and to a subsequent brand, the course involves the objective of imparting comprehensive understanding of the process of product strategy and the fundamentals of building, measuring, and managing a brand.

### Course Contents:

Module I: Product Strategy Development

Elements of Product Strategy, Product Mix and Line decisions. Positioning Strategy, Product Strategy over Life Cycle, New Product Development Process

Module II: Introduction to Brand Management

Concept of branding, the challenges faced by brand managers, the value of a brand to customers and the organization, Branding Challenges & Opportunities, Strategic Brand Management Process

Module III: Elements to build Effective Brands

Criteria to choose brand elements, Creation of brand personality, brand personality scale, brand image sources, Brand identity dimensions

Module IV: Brand Re-vitalization

Brand & Line Extensions, Marketing Mix for Brand Extensions, Co – Branding. Upward and Downward stretching of brands.

Module V: Managing the Brand Systems

The brand equity concept, Brand Equity Models – Customer Based Brand Equity, Aaker Model, Brand hierarchy Brand Awareness, Brand Loyalty, Brand Associations, Brand Recognition, Recall.

### Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

### Text & References:

- Keller K.L. (2008), Strategic Brand Management: Building, Measuring, and Managing Brand Equity, Prentice Hall.
- Sengupta S. (2010), Brand Positioning, Tata McGraw-Hill
- Kapferer J. L. (1994), Strategic Brand Management, Free Press

## RURAL MARKETING

**Course Code:**  
**Units: 03**

**MBA 380**

**Credit**

### Course Objective:

The objective of this course is to evolve students understand the growing significance of rural marketing. It highlights the emerging trends in rural marketing and points to a steep learning curve for companies eyeing rural markets in India. The peculiarities of the rural customers in India are to be studied and the students are prepared to face the future challenges of rural India.

### Course Contents:

#### Module I

Rural Marketing an Overview, Principles of Marketing as Relevant to Rural Marketing, Evolution of Rural Marketing, Rural Marketing Mix, Profiles of Urban & Rural customers and Differences in their Characteristics, Rural Consumer Behavior. Agricultural Marketing: Marketing of Agricultural Produce, Agricultural Inputs. Contract farming

#### Module II

Rural Environment, Rural Market Strategies with special reference to Segmentation, Targeting and Positioning, Innovation for Rural Market, Products and Services in the Rural Markets, Channels of Distribution and Trade Management, Rural Retailing.

#### Module III

Rural Communication: Advertising and Sales Promotion Strategies and New Product launch Techniques for Rural Markets. Pricing in Rural Markets.

#### Module IV

Rural Market Research and Market Information System, Marketing Strategies, Policy, Sales Management Practices, Training, Motivation .Sales Quota Strategies.

#### Module V

**Social Marketing: Corporate Social Responsibility in Rural Markets. The Future of Rural Marketing in India.** Role of Govt. In Rural & Agricultural Marketing. Case Studies: ITC eChaupal, HUL Project Shakti, Sagar, DCM Haryali

## Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

## Text & References:

- Kashyap Pradeep & Raut Siddhartha, (2009) The Rural Marketing Book, Biztantra.
- Dogra B. & Ghuman K. (2010), Rural Marketing Concepts and Practices, Tata McGraw-Hill Publication.
- Krishnamacharyulu C.S.G. & Ramakrishnan Lalitha (2011), Rural Marketing Text & Cases, Pearson Education
- Magazines- Business World, Business India
- The Rural Marketing Journal

## MANAGEMENT OF TECHNOLOGY AND INNOVATION

Course Code:

MBA 381

Credit

Units: 03

### Course Objective:

The objective of this course is to introduce the concepts and importance of technology management and innovation. The course seeks to emphasize further their strategic role and aspects of implementation in organisations.

### Course Contents:

#### Module I: Strategy and technology

Introduction; Overview of technology and innovation management; Business cycles and technology waves; Continuous and breakthrough technologies; **Technology as entrepreneurial advantage; Technology leadership and followership**; Strategic technology attitudes and processes; Value dynamics in technology and innovation

#### Module II: Technology forecasting, acquisition and absorption

Technology S-curves; **Forecasting market conditions; Rates and directions of technological change; Technological discontinuities**; Acquisition processes: technology sourcing and transfer, collaboration, alliance; Innovation management at organisation and nation level; Redesigning organisational structures and processes; Technology diffusion characteristics and overcoming barriers

#### Module III: Introduction to Innovation

**Creation & development of ideas; Environment to create & capture sparks – pressing business needs; Innovation at workplace** – business drivers; Five steps to ideation – capturing &

processing of thoughts; Conversion of ideas; Business dimensions of innovation: From business of innovation to innovation of business; Innovative organisation: Lasting & differentiating leadership, motivation & success morale

**Module IV: Total innovation management**

Business context of Innovation; Innovation Models: Innovation as a management process; Innovation quality improvement; Managing innovation momentum and speed; Strategic Innovation; Collaboration, Open innovation; Incremental and breakthrough innovation; Innovation project management

**Examination Scheme:**

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

**Text & References:**

- Afuah, (2008), Innovation Management, New Delhi: Oxford University Press
- Burgelman, Christensen, and Wheelwright, (2009), Strategic Management of Technology and Innovation, Tata McGraw-Hill
- Ettl, (2009), Managing Innovation: New Technology, New Products and New Services, Elsevier India,
- Maithal and Seshadri, (2007), Innovation Management, New Delhi: Response Books
- Narayanan, (2009), Managing Technology and Innovation for Competitive Advantage, Pearson Education
- Rastogi, (2009), Management of Technology and Innovation, New Delhi: Response Books
- Schilling, (2007), Strategic Management of Technological Innovation, New Delhi: Tata McGraw-Hill
- Tidd, Bessant, and Pavitt, (2006), Managing Innovation, New Delhi: Wiley India
- Trott, (2008), Innovation Management & New Product Development, New Delhi: Pearson Education
- White and Burton, (2007), Management of Technology and Innovation, The, Cengage Learning
- Cetindamar (2010), Technology Management, Palgrave Macmillan
- Khalil (2010), Management of Technology, Tata McGraw-Hill

## **SUPPLY CHAIN MANAGEMENT**

**Course Code:**

**MBA 382**

**Credit**

**Units: 03**

**Course Objective:**

The aim of this course is to develop the understanding of the various components of the integrated supply chain. The learning is focused on developing the supply chain to suit domestic as well as global markets.

## Course Contents:

### Module I: Introduction of Logistics and SCM

Evolution of Logistics and Importance of Supply Chain Management in the Overall Organization Functioning, Customer Focus in Supply Chain, **Developing Supply Chain as a Competitive Focus by Customer Satisfaction and Corporate Profitability**, Supply Chain Logistics Operations

### Module II: Strategic Issues in Supply Chain Management

Value chain and value delivery system, **Concept of multi-modal transportation and infrastructure needs**; Transportation Choices and Third Party Logistics, Fourth Party Logistics Distribution Channel Design, Strategic Alliances, **Communication Flow of Supply Chain, Documentation needs and liabilities; Inter-functional coordination**, Inter-corporate cooperation, Outsourcing in Supply Chain; Vendor Management & Development, Strategic Lead Time Management, Warehousing

### Module III: Managing the Supply Chain Performance

SCM and Information Technology, **IT Enabled Supply Chain Management, Inter-firm Integration: Implementation Issues, Application of ERP, JIT**, Optimization of Supply Chain, Retailing Management, Waste Elimination and Lean Thinking in Supply Chain; Supply chain performance measurement systems; Supply Chain Balanced Score Card.

### Module IV: SCM in Indian and Global Perspective

**Supply Chain Management in the Indian Environment**, Motives and Development of Global Markets, Supply Chain Reconsideration- to suit the Global Environment, **Risk Involved in International Markets**, Benchmarking Global Supply Chains.

## Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

## Text & References:

- Agarwal (2010), **Supply Chain Management**, Macmillan India
- Bowersox, Closs and Cooper (2008), **Supply Chain Logistics Management**, Tata McGraw-Hill
- Chopra, Meindl and Kalra (2008), **Supply Chain Management: Strategy, Planning, and Operation**, Pearson Education
- Rangaraj, et al (2009), **Supply Chain Management for Competitive Advantage**, Tata McGraw-Hill
- Ray (2010). **Supply Chain Management for Retail**, Tata McGraw-Hill
- Shah (2009), **Supply Chain Management: Text and Cases**, Pearson Education
- Sharma (2010), **Supply Chain Management**, Oxford University Press
- Simchi-Levi, et al (2008), **Designing and Managing the Supply Chain**, Tata McGraw-Hill
- Wisner, Leong and Tan (2005), **Principles of Supply Chain Management**, Cengage

## PROJECT MANAGEMENT

Course Code:  
Units: 03

MBA 383

Credit

### Course Objective:

Project Management is a broad multi-level activity. The objectives of this course are to provide a thorough understanding of its various essentials to the student. At the completion of the course, the student should be able to apply criteria of selection for identification of a project and carry out a rational appraisal. He should be able to do project planning and be familiar with project control systems.

### Course Contents:

#### Module I: Context of Project Management

**Concept of Projects, Project Management, importance;** Project Goals, Functions; Categories of Projects, Phases of Projects, 7S' of Projects; Life Cycles

#### Module II: Project Selection and Appraisal

Criteria for selection: Checklist Model, Scoring Model, Analytic Hierarchy Process, Profile Model; identification of the project; Request for Proposal; **Project appraisal: Technical, Commercial, Economic, Financial and Management appraisal; Feasibility Study: Payback Period, NPV, IRR, Options Model;** Detailed Project Report

#### Module III: Project Planning and Organization

**Project Planning: Planning steps, Master plan; Defining Project Scope, Developing Work Breakdown Structure, Project Activity,** Project Coordination, Scheduling Charts; Schedule, Gantt Charts, Project Team, Role of the leader; Project Organization: Pure, Matrix, Mixed; Project Portfolio Management

#### Module IV: Cost Estimation, Budgeting, Measurement of Risk

Cost Estimating Process, **Budgets and Estimates; Cost-Time Overrun; Risk analysis,** Project Management Information System

#### Module V: Project Review and Control

**Control Process, Cybernetic controls, Go-No-go Controls, Post controls;** Project Quality Control; Critical Chain Project Management; Project Closeout; Project Termination and Abandonment Analysis; Project Audit

### Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

### Text & References:

- Gray & Larson (2008), Project Management, Tata McGraw-Hill
- Harvard Business School Press (2007), The Essentials of Project Management (for HR Professionals)
- Kerzner (2008), Project Management, John Wiley
- Kloppenborg (2009), Contemporary Project Management, Cengage.
- Maylor (2008), Project Management, Pearson India
- Meredith, Mantel, (2008), Project Management, Wiley India
- Nagarajan (2008), Project Management, New Age Publishers
- Nicholas and Steyn (2008), Project Management for Business, Engineering, & Technology, Elsevier India
- Pinto (2009), Project Management: Achieving Competitive Advantage, Pearson India, Delhi



# MANUFACTURING COMPETITIVENESS

**Course Code:**  
**Units: 03**

**MBA 384**

**Credit**

## Course Objective:

The objective is to familiarize the students with manufacturing competitiveness, practices and importance to enhance it in international markets as well as the changes required in the operational technologies with rapidly changing environments. The aim is to develop understanding about the practical aspects of selection of process technology, management of technological resources.

## Course Contents:

### Module I: Introduction to WCM

**The evolution of WCM; First principles of WCM; Hall's framework of Value added Engineering; Schonbergers' framework of WCM; Gunn's model of WCM; Maskells' model of WCM, Information Management Tools: Kanban; Bar Code; Materials Processing Tools: Flexible Manufacturing Systems; Lean Production, Poka Yoke; Rapid Prototyping; Customer Interface; Supplier Interface; Quality in WCM – Deming's Approach; Shingo's Approach; Knowledge Management**

### Module II: Benchmarking Competitiveness

**Performance measurement framework for analyzing manufacturing effectiveness. Measurement tools and techniques. Cost accounting based measurement and non-financial performance. World class manufacturing and bench marking.**

### Module III: Attaining Competitiveness

**Manufacturing strategy in the global context. Global management paradigm and the extended enterprise. Internationalization strategies and core competence of co-operations. Alliance advantage and technology transfer.**

### Module IV: Emerging Trends & Challenges

*The emphasis on this module shall be to discuss cases from various aspects of manufacturing competitiveness. The aim is to make students familiarise with the practical and empirical aspects of manufacturing competitiveness.*

## Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

## Text & References:

- Brown, Steve, (1996), *Strategic Manufacturing for Competitive Advantage*, London: Prentice Hall.
- Carreira (2007), *Lean Manufacturing that Works*, Prentice-Hall of India
- Gopalakrishnan (2010), *Simplified Lean Manufacture*, Prentice-Hall of India
- Hill (2000), *Manufacturing Strategy: Text and Cases*, McGraw-Hill.
- Hill and Hill (2009), *Manufacturing Operations Strategy: Text and Cases*, Palgrave Macmillan.

- Hobbs (2004), *Lean Manufacturing Implementation*, Cengage Learning
- Keegan & O'Kelly (2008), *Applied Benchmarking for Competitiveness*, New Delhi: Jaico
- Mather (2001), *Competitive Manufacturing*, Butterworth-Heinemann.
- Mitenberg (2005), *Manufacturing Strategy: How to Formulate and Implement a Winning Plan*, Productivity Press.
- Nicholas (2007), *Competitive Manufacturing Management*, Tata McGraw-Hill

## TOTAL QUALITY AND COMPETITIVE ADVANTAGE

**Course Code:**

**MBA 385**

**Credit**

**Units: 03**

### **Course Objective:**

The course deals with the integrative role and philosophy of Total Quality, Business Policy and resulting Competitive advantage between all areas of management in business; the prescriptive and descriptive ideas and the principles of management and their relevance in business; the methods and techniques of strategic choice and strategic implementation in operational areas. It also underscores measurement of performance in various business and effect of strategies, and difference between traditional and contemporary business practices.

### **Course Contents:**

#### **Module I: Value Chain, Competitive Advantage and Total Quality Management**

Competitive scope and value chain, Basic concepts of TQM, History of Quality Revolution, Leadership policy, External leadership, Strategic Planning – Strategic development process, Company Strategy, Customer & market Integration, Customer Satisfaction Enhancement

#### **Module II: Strategic Process Management**

Management of product process, service process & support process, Supplier & partnering process, Managing Change, Human Resource Development & Management, Work Systems, Training, education & development, Employee well-being & satisfaction

#### **Module III: Measurement & Continuous Improvement**

Measurement of Quality, Performance Measures, Cost of Quality, Basic tools of continuous improvement,

Statistical application, Advanced improvement tools, House of Quality, Quality Function Deployment;

ISO 9000-2000, Malcolm Baldrige Examination, Quality Audit, Re-engineering, Benchmarks &

Landmarks, Best practices

#### **Module IV: Six-Sigma Methodology of Strategic Management**

Concept & understanding, Continuous improvement, Tools and techniques, problem resolution, Training, Deployment and management of Six-sigma Organization.

#### **Module V: Strategic Implementation with special reference to Balanced Scorecard**

Operationalizing Strategy, Institutionalizing Strategy, Strategic Control, Balanced Scorecard concepts and applications.

## Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

## Text & References:

- Bhote (2008), The Ultimate Six Sigma, Prentice-Hall of India
- Evans (2005), Introduction to Six Sigma & Process Improvement, An, Cengage Learning
- Evans and Lindsay (2008), Quality Control & Management, Cengage Learning
- Fryman (2002), Quality Management: A Process Improvement Approach, Cengage Learning
- Gryna, et al (2009), Juran's Quality Planning & Analysis for Enterprise Quality, Tata McGraw-Hill
- Ishikawa (1985). What is Total Quality Control? The Japanese Way, Prentice-Hall
- Oakland, J. S. (2006), TQM: Text with Cases, Elsevier India
- Omachonu & Ross (2008), Total Quality, CRC Press / Ane Books India
- Rao (1996), Total Quality Management, John Wiley
- Sharma (2009), Total Quality Management, Sultan Chand
- Stahl (2000), Total Quality Management, New Delhi: Infinity Books
- Summers (2009), Quality Management, Prentice-Hall of India

## FUNDAMENTALS OF RETAILING

Course Code:

MBA 386

Credit

Units: 03

### Course Objective:

The primary objective of the course is to have students develop marketing competencies in retailing and retail consulting. The course is designed to prepare students for positions in the retail sector or positions in the retail divisions of consulting companies.

### Course Contents:

#### Module I: Retailing

Concept, definition and functions. Evolution of retailing. Global retailing scenario, growth of retailing in India. Organized retailing in India: key drivers for growth and future prospects. Retail formats and their characteristics: Store formats-Supermarket, Department store, Hypermarket, The Mall, Discount store, Category Killers, Kiosks, Convenience store, Specialty store. Non-store formats- E-retailing, direct selling, Television Home shopping, Vending Machine retailing.

#### Module II: Store location planning

Levels of locations decisions, city selection, location options-High-street location, free standing location, Shopping center/mall location, site selection, factors affecting city, location and site location decisions. Store design and Layout: Exterior design components and their significance, Interior atmospherics, store layout and space planning, visual merchandising.

#### Module III: Merchandising Management

Deciding the merchandise mix-variety, assortment, branding, quality, price points, factors affecting merchandise mix-budget constraint, space limitation, product turnover rates, stock replenishment, economic order quantity, Vendor identification and selection criterion,

negotiating with vendors, category management and category captainship, international sourcing.

**Module IV: Retail pricing**

Factors affecting pricing, developing a retail price strategy- retail objectives, deciding a pricing policy, price adjustments. Retail communication: concept of retail image, classification of the elements of retail communication mix, retail advertising- types, media decisions, retail sales promotion tools, personal selling, publicity, word of mouth.

**Module V: Retail Information system**

Meaning, Data warehousing and mining, Electronic Data interchange (EDI), improved supply chain management, quick Response Delivery system, Universal Product Code (UPC), Point-of-sale Terminals, Radio Frequency Identification (RFID), Self check-out systems. Contemporary issues: FDI in retailing-pros and cons, Impact of organized retailing on small grocery stores.

**Examination Scheme:**

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

**Text & References:**

- Berman & Evans (2009), Retail Management: A strategic approach, Pearson Education
- Bajaj, Tuli & Srivastava (2010) , Retail Management, Oxford University Publications
- Gibson G Vedamani (2009), Retail Management: Functional principles & practices, Jaico Publishing House

# MERCHANDISING MANAGEMENT

Course Code:

MBA 387

Credit

Units: 03

## Course Objective:

The course highlights the finer details of the retail operation called merchandising. Apart from giving the theoretical overview of the concepts and important terms, procedures and practices, the contents emphasize the planning and control aspect along with the extended applications like retail branding decisions.

## Course Contents:

### Module I: Merchandise & merchandising

Concepts & philosophy, Components of merchandising Management, The Merchandising Management process, devising merchandising plans. Forecasts, innovativeness, assortment, brands, timing and allocation.

### Module II

Implementing Merchandise plans. Selecting and interacting with merchandising sources. Evaluating merchandise, negotiating the purchase. Concluding the purchases, receiving and stocking the merchandise. Recording the merchandise. Re-evaluating the on a regular basis.

### Module III

Logistics and order processing and fulfillment. Transportation and ware housing. Customer transaction and Customer service.

### Module IV

Inventory management. Retailer's tasks. Inventory levels. Merchandise security. Reverse logistics. Inventory Analysis. Inventory valuation- the cost method and the retail method.

### Module V

Merchandise forecast and budgeting, Designing control units, Sales forecasting, Inventory level planning. planning purchases, Planning profit margins. Unit control systems- physical inventory systems, perpetual inventory systems. Unit control systems in practice. Stock turnover and gross margin return on investment. When to reorder. How much to reorder.

### Module VI

Presenting the Product – Packaging, Space efficiency. Improved buying Performance – Effective Buyer, Managing Risk

## Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

## Text & References:

- Levy & Weitz, (2008) Retailing Management, Tata McGraw Hill, Sixth edition.
- Berman & Evans, (2009) Retail Management- A strategic Approach, Pearson Education
- Bajaj, Tuli & Srivastava , (2009) Retail Management, Oxford
- Magazine: Images Retail
- Magazine: Retail Biz

# RETAIL SUPPLY CHAIN AND LOGISTICS MANAGEMENT

Course Code:

MBA 388

Credit

Units: 03

## Course Objective:

The aim of this course is to develop the understanding of the various components of the integrated supply chain. The learning is focused on developing the supply chain to suit domestic as well as global markets.

## Course Contents:

### Module I

Marketing Channels – structure and functions

Channel Design and Implementation – segmenting, targeting, and establishment of new channels or refining existing channels, identifying power sources, and channel coordination.

Channel Flows – definition and concepts.

### Module II

Channel Power – nature, sources, balancing and exercising power, influence strategies.

Channel Conflict – nature and degree, sources, consequences, conflict resolution strategies.

Channel Performance and evaluation

### Module III

Logistics System – concept, objective and scope, the system elements, transportation, warehousing, inventory management, packing and unitization, containerization, communication and control, importance.

Strategic Logistics Planning – logistics strategy, implementation and management, assorted and space management, reverse logistics

Module IV: Supply Chain Management Process in Retail Business

Introduction to retail supply chain; Comparison with manufacturing supply chain; Supply Chain Issues of Various Retail Formats; Pricing Dynamics and Dynamic Pricing in Supply Chain; Supplier Relationship Management and Sourcing Decisions; Customer Relationship Management Process; Communication and Inter-Functional Coordination; Use of IT in Supply Chain; Bullwhip Effect in Supply Chain.

Module V: Supply Chain Performance Improvement

Waste Elimination and Lean Thinking in Supply Chains; Supply Chain Balanced Score Cards; Managing Supply Chain Risks; Supply Chain Operations Reference (SCOR) Model.

## Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

## Text & References:

- Bowersox, Closs and Cooper (2008), Supply Chain Logistics Management, Tata McGraw-Hill
- Chopra, Meindl and Kalra (2008), Supply Chain Management: Strategy, Planning, and Operation, Pearson Education

- Rangaraj, Raghuram and Srinivasan (2009), Supply Chain Management for Competitive Advantage: Concepts and Cases, Tata McGraw-Hill
- Ray (2010). Supply Chain Management for Retail, Tata McGraw-Hill
- Shah (2009), Supply Chain Management: Text and Cases, Pearson Education
- Simchi-Levi, et al (2008), Designing and Managing the Supply Chain: Concepts, Strategies and Case Studies, Tata McGraw-Hill
- Wisner, Leong and Tan (2005), Principles of Supply Chain Management, Cengage

## FRANCHISING IN RETAILING

**Course Code:**

**MBA 389**

**Credit**

**Units: 03**

### Course Objective:

The course aims at imparting the basic knowledge on the concept and applications of Franchising. The contents cover a diverge spectrum of fundamentals of Franchising, legal aspects like patenting and copyrights, documentation, taxation. The course aims to prepare the students for taking up job assignments with franchisors as well as franchisees. It also aims at developing the consulting and entrepreneurial skills among students.

### Course Contents:

#### Module I: Franchising as a concept

The present scenario, major franchisors. **Defining franchising, basic types of franchising. Modes of franchising. the structure of franchising arrangements, franchise contract, financial arrangements, taxation**

#### Module II

**What franchisors need to know? Franchising advantages, disadvantages.** Evaluating the business for franchising. Franchisor feasibility study. Marketing franchise. Ascertaining the demand for your product/ service

#### Module III

**Documentation for franchising. Requirements for setting up franchising in India.** Legal requirements in India.

#### Module IV

**What investors (franchisees) need to know? Factors for opting for franchise. franchise suitability. Franchise constraint. Cost of being a franchisee. The ideal location. Selecting a business entity. franchising a franchise.**

#### Module V

**Managing the franchise -the franchise business plan.**

### Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

### Text & References:

- Levy & Weitz, (2008) Retailing Management, Tata McGraw Hill , Sixth edition.
- Berman & Evans ,(2009) Retail Management- A strategic Approach, Pearson Education
- Sidhpuria Manish, (2009) Retail Franchising, Tata McGraw

## **RETAILING OF INSURANCE PRODUCTS AND FINANCIAL SERVICES**

**Course Code:**  
**Units: 03**

**MBA 390**

**Credit**

### **Course Objective:**

The course aims to help in understanding the concept and practices of insurance products and financial services in India. It will acclimatize students to the marketing environment in the financial sector. Financial services is a fast growing sector and thus, offers good career opportunities.

### **Course Contents:**

Module I: Introduction

**Meaning and management of risk. Introduction and scope of insurance products. Types of insurance products and services. The seven Ps of insurance. Role of IRDA.**

Module II: Life insurance

Salient features of plans of individual insurance – Term Assurance Plans. Whole Life Plans. Endowment Plans, Combination of Whole Life and Endowment Plans. **Children's Plans, Annuity Plans etc. Group life insurance schemes.** Channel sales in life insurance marketing: agency, DSA, FOS and bancassurance and their marketing strategies.

Module III: Non-Life Insurance

Types of products in general insurance. **Understanding retail GI products: motor, health, home, travel and fire insurance and their schemes.** Channel sales in general insurance marketing: agency, DSA, FOS and bancassurance and their marketing strategies.

Module IV: Mutual Funds and Stock Market

**Mutual Funds: meaning, history and advantages of investment. Current market scenario in India. Types of Mutual Funds: by nature, by investment objective and other schemes like Tax saving schemes, Index schemes and Sector specific schemes. Mutual Funds Vs. other investment options. Fund Structure. Marketing strategies in MF industry. Introduction to Stock Market & Commodity Market.** Concept of DMAT account. Introduction to portfolio management. Broking and other retail marketing channels.



Module V: Other financial products and services

**Introduction to Financial Institutions – Banks and N.B.F.Cs and their marketing practices.**

Overview of various asset and liability products offered by them. R.B.I. and its role. Plastic money, e-money and role of technology in financial services marketing. Strategic role of CRM in financial services.

**Examination Scheme:**

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

**Text & References:**

- Suresh P., Paul J (2010): Management of Banking and Financial Services. Second Edition. Pearson
- Khan MY (2010): Financial Services. Fifth Edition. Tata Mcgraw Hill.
- Avadhani V.A (2009): Marketing of financial services. Third Edition. Himalya.

**MANAGEMENT IN ACTION-SOCIAL, ECONOMIC AND ETHICAL ISSUES**

**Course Code: MBA 401**

**Credit**

**Units: 04**

**Course Objective:**

The course aims at bringing the students closer to reality by developing their understanding of the professional prerequisites to practice of management in terms of required skills and attitude to respond proactively to rapid discontinuous change in business environment. Integrative in approach, this course aims at developing not theoreticians but practitioners who are expected to sense the ongoing conflict between environmental change and internal desire of management for stability.

**Course Contents:**

Module I: Introduction

Modern Management Practices and Issues Involved, Outsourcing Management Services and Evolution of Management Consultancy, Skills-set required for Management Consultants. Consulting and performance counseling.

Module II: The Process of Management Consulting

Consulting Proposals. Identification and Definition of Problem, Fact-Finding Leading to Solution Development and Implementation, Developing Strategic and Tactical Plans and Subcontracting, Pricing of Consultancy, Acquiring and Developing Talents for Consulting.

Module III: In-house Management versus Management Outsourced

Why a Sense of Skepticism and Unease Towards Management Consultants. Cost versus Value of Advice, Separating Consulting Success from Consulting, Disaster. Some Revealing Situations.

Module IV: Cross Cultural Management Systems and Processes

Types of organizational culture, Strength of organizational culture, Function of organizational culture, Importance of culture to the organization, Cultural Models, Cross- Cultural Perspectives, Geert Hofstede and Cross- Cultural Issues

Module V: Economic and Social Issues in Management

Adaptation to Changing Environment in General and Economic Environment in Particular, Economic Growth and Change Areas, Emerging Opportunities in Various Sectors including Social Sector, Management Practice and Cultural Issues, The global Political Situation, The Global Competitive Environment and the internal scene in India, War Game.

Module VI: Ethical Issues in Management

Relationship among Various Stakeholders, Reasons for Conflict of Interests Among Stakeholders, Corporate Governance and Ethics. Why Unethical Decisions Leading to Conflicts are Taken, Power and Politics, Initiatives on Corporate Governance by the Governments.

### Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

### Text & References:

- Lt. Gen. Ahluwalia J.S., Editor,(1997), Total Quality Management, Tata McGraw Hill India.
- Bareus S.W. &Wilkinson J.W.,(1994), Management Consulting Services, McGraw Hill.
- Cadbury, Sir Adrian,(1987),Ethical Managers Make Their Own Rules,Harvard Business Review, 65, (1987).
- Cogner, Jay A, David Finegold and Edward E Lawler III, (1998), 'Appraising Boardroom Performance. Harvard Business Review.
- Drucker, Peter F. Dutton (1992), Managing the Future: The 1990s and Beyond.
- Kumar Mangalam Birla Committee Report on Corporate Governance – Legislation alone is not enough, Activating Adult Committees. Shareholder – Friendly Steps - The Hindu, (1999).
- Parekh, Deepak S, (1999), The Real Meaning of Corporate Governance. Indian Management.
- Paine, Lynn Sharp, (1994), Managing Organizational Integrity. Harvard Business Review.
- Salmon W.J. (1993), Crises Prevention's; How to Gear up Your Board. Harvard Business Review.
- Sodarn, Dr. Kailash, (1999), Transparency in Corporate Governance, Indian Management Vol. 38, No.10.
- Cadbury, Sir Adrian,(1990),The Company Chairman, Director Books, Simon Schuster International Group
- Crosby, Philips. (1990), Let us talk Quality, Penguin Publications.
- Davenport S. Kimberly & Others. (1996) Focused Quality, John Wily Sons Inc.
- Eccles, R.G. and Crane, D.B. (1995), Doing Deals: Investment Banks at Work, McGraw Hill International.

Course Title: BC IV- Business Etiquette and Protocol

Credit Units: 1

Course Code: 442

Course Objectives:

L	T	P/ S	SW/F W	TOTAL CREDIT UNITS
1	0	0	0	1

This course is designed to teach students to accept and respect the cultural differences because of globalization and to understand the role of non verbal cues in Business Communication. This course will make the students sensitive to Business Etiquette and Protocol.

Prerequisites:

NIL

Course Contents / Syllabus:		
1	<b>Module I Non-Verbal Communication</b>	<b>20% Weightage</b>
	<b>KOPPACT</b> <b>Verbal Communication:</b> <ul style="list-style-type: none"> <li>• Oral and Written</li> <li>• <b>Formal and Informal</b></li> </ul>	
2	<b>Module II Barriers to Effective Use of Language</b>	<b>20% Weightage</b>
	<ul style="list-style-type: none"> <li>• Clichés</li> <li>• Redundancy</li> <li>• <b>Verbosity</b></li> <li>• <b>Pomposity</b></li> <li>• <b>Jargon</b></li> <li>• Terminology</li> <li>• Euphemism</li> <li>• Colloquialism</li> <li>• Slang</li> </ul>	
3	<b>Module III Cross- Cultural Communication</b>	<b>40% Weightage</b>
	<ul style="list-style-type: none"> <li>• Features of Culture</li> <li>• Principles of Culture</li> <li>• Contextual Differences</li> <li>• <b>Social Differences</b></li> <li>• <b>Non Verbal Differences</b></li> <li>• <b>Xenophobia</b></li> <li>• Ethnocentrism</li> <li>• Campus to Corporate</li> <li>• Cross Corporate Culture</li> <li>• Transition Management</li> </ul>	
4	<b>Module IV Visual Code / Social Etiquette</b>	<b>20%</b>
	<ul style="list-style-type: none"> <li>• <b>Power Dressing</b></li> <li>• <b>Fine Dining</b></li> <li>• Office Party Etiquette</li> <li>• Business Travel Etiquette</li> <li>➤ <b>Work Place and Business Etiquette</b></li> </ul>	

	<ul style="list-style-type: none"> <li>• Proper Greetings</li> <li>• Thank You Notes</li> <li>• Telephonic Manners/ Voice Mail Etiquette</li> <li>• Business Salutation Etiquette</li> <li>• Guest Etiquette</li> <li>• Cubicle Etiquette</li> <li>• Business Card Etiquette</li> <li>➤ <b>Different Cultural Etiquette &amp; Protocol</b></li> </ul>																							
<b>5</b>	<b>Student Learning Outcomes:</b> <ul style="list-style-type: none"> <li>• The students will learn to respect other cultures and develop rapport in a multi cultural society.</li> <li>• The students will incorporate business etiquette and protocol as an integral part of their personality.</li> </ul>																							
<b>6</b>	<b>Pedagogy for Course Delivery</b> <ul style="list-style-type: none"> <li>• Workshop</li> <li>• Presentation</li> <li>• Group Discussion</li> <li>• Lectures</li> </ul>																							
<b>7</b>	<b>Assessment/ Examination Scheme:</b> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 33%;">Theory L/T (%)</th> <th style="width: 33%;">Lab/Practical/Studio (%)</th> <th style="width: 33%;">End Term Examination</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">100%</td> <td style="text-align: center;">NA</td> <td style="text-align: center;">60%</td> </tr> </tbody> </table> <p><b>Theory Assessment (L&amp;T):</b></p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th rowspan="2" style="width: 15%;">Components (Drop down)</th> <th colspan="4" style="width: 75%;">Continuous Assessment/Internal Assessment</th> <th rowspan="2" style="width: 10%;">End Term Examination</th> </tr> <tr> <th style="width: 12.5%;">CT</th> <th style="width: 12.5%;">GD</th> <th style="width: 12.5%;">GP</th> <th style="width: 12.5%;">Attendance</th> </tr> </thead> <tbody> <tr> <td><b>Weightage (%)</b></td> <td style="text-align: center;">10%</td> <td style="text-align: center;">10%</td> <td style="text-align: center;">15%</td> <td style="text-align: center;">5%</td> <td style="text-align: center;">60%</td> </tr> </tbody> </table>	Theory L/T (%)	Lab/Practical/Studio (%)	End Term Examination	100%	NA	60%	Components (Drop down)	Continuous Assessment/Internal Assessment				End Term Examination	CT	GD	GP	Attendance	<b>Weightage (%)</b>	10%	10%	15%	5%	60%	
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	CT	GD	GP	Attendance																				
<b>Weightage (%)</b>	10%	10%	15%	5%	60%																			

**Text:**

*Lesikar & Flatley, Basic Business Communication, Tata McGraw- Hill Edition*

*Meenakshi Raman & Prakash Singh, Business Communication, Oxford, 2006.*

*M. John Penrose, Business Communication for Managers: An Advanced Approach, Thomson, 2003*

**Reference:**

*Ronald B. R. Adler, Understanding Human Communication, Oxford, 2005.*

*Guffey, Ellen Mary, Business Communication, Thomson (South Western) Introductory Pages of the Series: "Lonely Planet" of Each Country. Everyday English – A Council on Communicative English, Dorothy Adams, Michele Crawford. Rachel Finnie, Katrina Gormley, Jasdeep Kaur, Cengage Learning, 2009.*

**Additional Reading:**

**Newspapers and Journals**



# LEADERSHIP & MANAGING EXCELLENCE

Course Code: MBA 443

Credit Units: 01

## Course Objective:

This course aims to enable students to:

- Understand the concept and building of teams
- Understand the concept of Self Leadership and Leadership Excellence
- Understand the leadership Styles in organizations
- Facilitate better team management and organizational effectiveness through universal human values.

## Course Contents:

### Module I: Leadership Excellence

- Leadership
- Self Leadership
  - Self Leadership Competencies

### Module II: Teams: An Overview

- Team Design Features: Team vs. Group
- Effective Team Mission and Vision
- Life Cycle of a Project Team
- Rationale of a Team, Goal Analysis and Team Roles

### Module III: Team Building for Leadership Excellence

- Types and Development of Team Building
- Stages of Team
- Profiling your Team: Internal & External Dynamics
- Team Strategies for organizational vision

### Module IV: Team & Sociometry

- Patterns of Interaction in a Team
- Sociometry: Method of studying attractions and repulsions in groups
- Construction of sociogram for studying interpersonal relations in a Team
- Team communication

### Module V: Team Leadership for Managing Excellence

- Leadership styles in organizations
- Situational Leadership Style
- Power to Empower : Team & Individual

### Module VI: End-of-Semester Appraisal

- Viva – Voce based on personal journal
- Assessment of Behavioral change as a result of training
- Exit Level Rating by Self and Observer

## Examination Scheme:

Components	SAP	A	Mid Term Test (CT)	VIVA	Journal for Success (JOS)
Weightage (%)	20	05	20	30	25

**Suggested Readings:**

- Organizational Behaviour, Davis, K.
- Hoover, Judhith D. **Effective Small Group and Team Communication, 2002, Harcourt College Publishers**
- LaFasto and Larson: **When Teams Work Best, 2001, Response Books (Sage), New Delhi**
- Dick, Mc Cann & Margerison, Charles: **Team Management, 1992 Edition, viva books**
- J William Pfeiffer (ed.) **Theories and Models in Applied Behavioural Science, Vol 2, Group (1996); Pfeiffer & Company**

## FRENCH - IV

Course Code: MBA 444

Credit Units: 02

### Course Objective:

To strengthen the language of the students with both oral and written

To provide the students with the know-how

- to master the tenses – present, past and future
- to express emotion
- to accomplish simple tasks of day-to-day programmes
- to prepare résumé

### Course Contents:

Unité 7: pp. 106

Rédiger un résumé (Cf. Campus 2 – P.6, Français.Com, Intermédiaire- p.98)

Passer un entretien d'embauche. Français.Com, Intermédiaire – p.100

Contenu lexical: Unité 7: Tranches de vie

1. évoquer un souvenir
2. raconter une histoire
3. rapporter des événements marquants d'une vie professionnelle
4. expliquer une situation de stress, donner son avis
5. faire des projets

Contenu grammatical: 1. formation de l'imparfait, chaque/chacun

2. emploi du passé composé et de l'imparfait

3. relatifs qui, que, où, mise en relief, indicateurs de temps: depuis, il

y a,

pendant, pour, en

4. pronom en de quantité, propositions complétives: je pense que...,

je crois que ...

5. futur simple, pronom y

### Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

C – Project + Presentation

I – Interaction/Conversation Practice

### Text & References:

- le livre à suivre : Français.Com (Débutant)



# GERMAN - IV

Course Code: MBA 445

Credit Units: 02

## Course Objective:

To enable the students to converse, read and write in the language with the help of the basic rules of grammar, which will later help them to strengthen their language.

To give the students an insight into the culture, geography, political situation and economic opportunities available in Germany.

Introduction to Advanced Grammar Language and Professional Jargon

## Course Contents:

### Module I: Present perfect tense

Present perfect tense, usage and applicability

Usage of this tense to indicate near past

Universal applicability of this tense in German

### Module II: Letter writing

To acquaint the students with the form of writing informal letters.

### Module III: Interchanging prepositions

Usage of prepositions with both accusative and dative cases

Usage of verbs fixed with prepositions

Emphasizing on the action and position factor

### Module IV: Past tense

Introduction to simple past tense

Learning the verb forms in past tense

Making a list of all verbs in the past tense and the participle forms

### Module V: Reading a Fairy Tale

Comprehension and narration

Rotkäppchen

Froschprinzessin

Die Fremdsprache

### Module VI: Genitive case

Genitive case – Explain the concept of possession in genitive

Mentioning the structure of weak nouns

### Module VII: Genitive prepositions

Discuss the genitive prepositions and their usage: (während, wegen, statt, trotz)

### Module VIII: Picture Description

Firstly recognize the persons or things in the picture and identify the situation depicted in the picture;

Secondly answer questions of general meaning in context to the picture and also talk about the personal experiences which come to your mind upon seeing the picture.

## Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

C – Project + Presentation

I – Interaction/Conversation Practice

## Text & References:

- Wolfgang Hieber, Lernziel Deutsch
- Hans-Heinrich Wangler, Sprachkurs Deutsch
- Schulz Griesbach, Deutsche Sprachlehre für Ausländer

- **P.L Aneja, Deutsch Interessant- 1, 2 & 3**
- **Rosa-Maria Dallapiazza et al, Tangram Aktuell A1/1,2**
- **Braun, Nieder, Schmoe, Deutsch als Fremdsprache 1A, Grundkurs**

## SPANISH - IV

Course Code: MBA 446

Credit Units: 02

### Course Objective:

To enable students acquire working knowledge of the language; to give them vocabulary, grammar, voice modulations/intonations to handle everyday Spanish situations with ease.

### Course Contents:

#### Module I

Revision of earlier semester modules

Introduction to Present Continuous Tense (Gerunds)

#### Module II

Translation with Present Continuous Tense

Introduction to Gustar, Parecer, Apetecer, doler

#### Module III

Imperatives (positive and negative commands of regular verbs)

#### Module IV

Commercial/ business vocabulary

#### Module V

Simple conversation with help of texts and vocabulary

En la recepcion del hotel

En el restaurante

En la agencia de viajes

En la tienda/supermercado

### Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

C – Project + Presentation

I – Interaction/Conversation Practice

### Text & References:

- Español Sin Fronteras (Nivel – Elemental)

# JAPANESE - IV

Course Code: MBA 447

Credit Units: 02

## Course Objective:

To enable the students to comfortably interact using basic Japanese.

Note: Teaching is done in roman as well as Japanese script, students will be taught katankana (another form of script) in this semester i.e. to be able to write all the foreign words in Japanese.

## Course Contents:

### Module I

Comparison using adjectives, making requests

### Module II

Seeking permission

### Module III

Practice of conversations on:

Visiting people, Party, Meetings, After work, At a ticket vending machine etc

### Module IV

Essays, writing formal letters

## Learning Outcome

- Students can speak the language describing above-mentioned topics.

## Methods of Private study /Self help

- Handouts, audio-aids, and self-do assignments, role-plays.
- Students are also encouraged to attend Japanese film festival and other such fairs and workshops organized in the capital from time to time.

## Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

C – Project + Presentation

I – Interaction/Conversation Practice

## Text & References:

Text:

- Teach yourself Japanese

References:

- Shin Nihongo no kiso 1

## CHINESE – IV

Course Code: MBA 448

Credit Units: 02

### Course Objective:

How many characters are there? The early Qing dynasty dictionary included nearly 50,000 characters the vast majority of which were rare accumulated characters over the centuries. An educate person in China can probably recognize around 6000 characters. The course aims at familiarizing the student with the basic aspects of speaking ability of Mandarin, the language of Mainland China. The course aims at training students in practical skills and nurturing them to interact with a Chinese person.

### Course Contents:

#### Module I

##### Dialogue Practice

Observe picture and answer the question

Pronunciation and intonation

Character writing and stroke order.

Electronic items

#### Module II

Traveling – The Scenery is very beautiful

Weather and climate

Grammar question with – “bu shi .... Ma?”

The construction “yao ... le” (Used to indicate that an action is going to take place)

Time words “yiqian”, “yiwai” (Before and after).

The adverb “geng”.

#### Module III

Going to a friend house for a visit meeting his family and talking about their customs.

Fallen sick and going to the Doctor, the doctor examines, takes temperature and writes prescription.

Aspect particle “guo” shows that an action has happened some time in the past.

Progressive aspect of an actin “zhengzai” Also the use if “zhe” with it.

To welcome someone and to see off someone .... I cant go the airport to see you off... etc.

#### Module IV

Shipment. Is this the place to checking luggage?

Basic dialogue on – Where do u work?

Basic dialogue on – This is my address

Basic dialogue on – I understand Chinese

Basic dialogue on – What job do u do?

Basic dialogue on – What time is it now?

#### Module V

Basic dialogue on – What day (date) is it today?

Basic dialogue on – What is the weather like here.

Basic dialogue on – Do u like Chinese food?

Basic dialogue on – I am planning to go to China.

### Examination Scheme:

Components	CT1	CT2	C	I	V	A
Weightage (%)	20	20	20	20	15	5

C – Project + Presentation

I – Interaction/Conversation Practice

### Text & References:

- “Elementary Chinese Reader, Part-2” Lesson 31-38

# DISSERTATION

Course Code:  
Units: 09

MBA 455

Credit

The aim of the dissertation is to provide you with an opportunity to further your intellectual and personal development in your chosen field by undertaking a significant practical unit of activity, having an educational value at a level commensurate with the award of your degree

The dissertation can be defined as a scholarly inquiry into a problem or issues, involving a systematic approach to gathering and analysis of information / data, leading to production of a structured report.

## Selecting the Dissertation Topic

It is usual to give you some discretion in the choice of topic for the dissertation and the approach to be adopted. You will need to ensure that your dissertation is related to your field of specialization.

Deciding this is often the most difficult part of the dissertation process, and perhaps, you have been thinking of a topic for some time.

It is important to distinguish here between 'dissertation topic' and 'dissertation title'. The topic is the specific area that you wish to investigate. The title may not be decided until the dissertation has been written so as to reflect its content properly.

Few restrictions are placed on the choice of the topic. Normally we would expect it to be:

- relevant to business, defined broadly;
- related to one or more of the subjects or areas of study within the core program and specialisation stream;
- clearly focused so as to facilitate an in-depth approach, subject to the availability of adequate sources of information and to your own knowledge;
- of value and interest to you and your personal and professional development.

## Planning the Dissertation

This will entail following:

- Selecting a topic for investigation.
- Establishing the precise focus of your study by deciding on the aims and objectives of the dissertation, or formulating questions to be investigated. Consider very carefully what is worth investigating and its feasibility.
- Drawing up initial dissertation outlines considering the aims and objectives of the dissertation. Workout various stages of dissertation
- Devising a timetable to ensure that all stages of dissertation are completed in time. The timetable should include writing of the dissertation and regular meetings with your dissertation guide.

The Dissertation plan or outline

It is recommended that you should have a dissertation plan to guide you right from the outset. Essentially, the dissertation plan is an outline of what you intend to do, chapter wise and therefore should reflect the aims and objectives of your dissertation.

There are several reasons for having a dissertation plan

- It provides a focus to your thoughts.
- It provides your faculty-guide with an opportunity, at an early stage of your work, to make constructive comments and help guide the direction of your research.
- The writing of a plan is the first formal stage of the writing process, and therefore helps build up your confidence.
- In many ways, the plan encourages you to come to terms with the reading, thinking and writing in a systematic and integrated way, with plenty of time left for changes.

- Finally, the dissertation plan generally provides a revision point in the development of your dissertation report in order to allow appropriate changes in the scope and even direction of your work as it progresses.

#### Keeping records

This includes the following:

- Making a note of everything you read; including those discarded.
- Ensuring that when recording sources, author's name and initials, date of publication, title, place of publication and publisher are included. (You may consider starting a card index or database from the outset). Making an accurate note of all quotations at the time you read them.
- Make clear what is a direct a direct quotation and what is your paraphrase.

#### Dissertation format

All students must follow the following rules in submitting their dissertation.

- Front page should provide title, author, Name of degree/diploma and the date of submission.
- Second page should be the table of contents giving page references for each chapter and section.
- The next page should be the table of appendices, graphs and tables giving titles and page references.
- Next to follow should be a synopsis or abstract of the dissertation (approximately 500 words) titled: Executive Summary
- Next is the 'acknowledgements'.
- Chapter I should be a general introduction, giving the background to the dissertation, the objectives of the dissertation, the rationale for the dissertation, the plan, methodological issues and problems. The limitations of the dissertation should also be hinted in this chapter.
- Other chapters will constitute the body of the dissertation. The number of chapters and their sequence will usually vary depending on, among others, on a critical review of the previous relevant work relating to your major findings, a discussion of their implications, and conclusions, possibly with a suggestion of the direction of future research on the area.
- After this concluding chapter, you should give a list of all the references you have used. These should be cross - references with your text. For articles from journals, the following details are required e.g.

Draper P and Pandyal K. 1991, The Investment Trust Discount Revisited, Journal of Business Finance and Accounting, Vol18, No6, Nov, pp 791-832.

For books, the following details are required:

Levi, M. 1996, International Financial Management, Prentice Hall, New York, 3rd Ed, 1996

- Finally, you should give any appendices. These should only include relevant statistical data or material that cannot be fitted into the above categories.

#### The Layout Guidelines for the Dissertation

- A4 size Paper
- Font: Arial (10 points) or Times New Roman (12 points)
- Line spacing: 1.5
- Top and bottom margins: 1 inch/ 2.5 cm; left and right margins: 1.25 inches/ 3 cm

#### Guidelines for the Assessment of the Dissertation

While evaluating the dissertation, faculty guide will consider the following aspects:

- 21.Has the student made a clear statement of the objective or objective(s).
- 22.If there is more than one objective, do these constitute parts of a whole?
- 23.Has the student developed an appropriate analytical framework for addressing the problem at hand.
- 24.Is this based on up-to-date developments in the topic area?
- 25.Has the student collected information / data suitable to the frameworks?
- 26.Are the techniques employed by the student to analyse the data / information appropriate and relevant?
- 27.Has the student succeeded in drawing conclusion form the analysis?
- 28.Do the conclusions relate well to the objectives of the project?
- 29.Has the student been regular in his work?

### 30.Layout of the written report.

#### Examination Scheme:

Contents & Layout of the Report	30
Conceptual Framework	10
Objectives & Methodology	15
Implications & Conclusions	15
Viva/ Presentations	30
<b>TOTAL</b>	<b>100</b>

## MANAGING CORPORATE ENTREPRENEURSHIP

**Course Code:** MBA 402 **Credit**  
**Units:** 03

#### Course Objective:

The main focus is to build intrapreneurs mindset in manager to think differently beyond the walls come out from traditional managerial concept.

#### Course Contents:

Module I: Concept of Intrapreneurship

Meaning of Corporate Entrepreneurship or Intrapreneurship, Distinction between Entrepreneurship & Intrapreneurship, Need & Importance.

Module II: Types of Intrapreneurship

Life cycle of Intrapreneur, Classification of Intrapreneur, Changing rate of traditional managers

Module III: Stages of Corporate Entrepreneurs

Stages of Intrapreneurial Team Development- Solo Phase, Network Phase, bootleg Phase, Format Team Phase, Changing Environment for corporate Intrapreneurs, Implications & Future for Intrapreneur

#### Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

#### Text & References:

- Raymond W Y Kao, Tan Wee Ling, Entrepreneurship and Enterprise Development in Asia, Prentice Hall
- Mary Coulter, Entrepreneurship in Action, Prentice Hall.
- Gifford Pinchot (1985): Why you don't have to leave the corporation to become an entrepreneur, Harper & Row
- Schollhammer, Hans ( 1992): Internal Corporate Entrepreneurship,
- Kent. C., Sexton.D and K.Vesper (Eds.) Encyclopaedia of Entrepreneurship, Prentice Hall,





# FAMILY BUSINESS MANAGEMENT

**Course Code:**

**MBA 403**

**Credit**

**Units: 03**

## **Course Objective:**

This course addresses many of the unique situations family businesses face. These topics range from successor ship & family dynamics to continuity planning and strategic performance. The course will benefit family foundations and family investment offices, family firm successors, entrepreneurs, consultants and advisers, and investors for the following reasons: Leading consulting firms are developing family business practice areas. The class will involve case discussions, guest speakers, field and research assignments, and class presentations of new ideas in family enterprises.

## **Course Contents:**

### **Module I: Introduction**

**Understanding the Family Business in Indian Contexts;**

**Effective Governance and the Family Business, Capital Structure of Closely Held Firms, Cash, Growth, and The Family Business, Issue and challenges in Family Business.**

### **Module II: Developing Effective Governance**

**Understanding the Relationships between Family Business, Business and Ownership Issues in Family Owned Business, Behavioural Issues In Closely Held and Family Owned Business & Managed Business.**

### **Module III: Growth Strategy**

**Growth Strategy for Family Owned Business, Different Models of Family Business, Developing Team of Advisors, Boards of Directors and Corporate Governance**

### **Module IV: Future Prospects**

**Involving Non-Family Members of the Firm Power Struggles in the Family Firm Issues of Succession in a Family Firm Valuation of the Closely Held Firm the Changing Role of Family in the Family Business.**

## **Examination Scheme:**

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

## **Text & References:**

- Randel S. Cavlock, Ward John (2001), Strategic Planning for the Family Business.
- Dr. Alan Carsrud, Family Business Management Division, University of Florida.
- John L. Ward, Perpetuating Family Business, www. John L Ward. com
- Aruna Kaulgud, Entrepreneurship Management, Parallel Planning to unite the Family and Business, Amazon Sales.
- Fager Mike, Mc Kinney Dave (2007); Succession Planning for the Family Owned Business Amazon Sales.

## SMALL BUSINESS MANAGEMENT AND STRATEGIES

**Course Code:**  
**Units: 03**

**MBA 404**

**Credit**

### **Course Objective:**

To understand how to acquire, control, and use all necessary resources to build a growth oriented SME by improving your ability to analyze, articulate, present, and defend various business decisions. It is important to recognize that no one course of action is necessarily correct nor the best.

### **Course Contents:**

#### **Module I: Introduction to Small Business**

Orientation to small business, Small business in economy, **Issues facing small businesses in the 21<sup>st</sup> century**  
**Consulting to the small/medium size firm, SME's Act**

#### **Module II: Growth in Small Business**

Strategic planning for the small business: planning is more than just writing a plan, Developing competitive survival and growth strategies for small business, **Hiring and firing: human resources as the biggest asset**

#### **Module III: Role of Family**

The role of the family in SME's, **Succession in Small Business, marketing and public relations niche versus frontal assault**

#### **Module IV: Sustaining the Business**

Compensation planning and financing the SME, **Exit route for SME's or extract money from a business, Local government & the small business owner**

### **Examination Scheme:**

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

### **Text & References:**

- Gurdery Liska K. & Kickul Jill R.: Enterprenurship Strategy Changing Patterns is now Venture Creation Growth and Reinvention, Sage Publications.
- Journal of Small Business Management.
- Hodgetts M. Richard (1982) Effective Small Business Management, Academic Press.
- Byrd Mary Jane (2008); Small Business Management: Entrepnurs Guide Book, Mc Graw Hill,.

## FINANCING NEW VENTURES AND BUSINESSES

**Course Code:**

**MBA 405**

**Credit**

**Units: 03**

### **Course Objective:**

To develop skills in upcoming entrepreneurs to select projects raise funds from various resources. To comprehensively understand the Bank/FI/VC/equity funding in India. Various bank/FI schemes for entrepreneurs, Documents required by banks/FI, analysis of financial statements, preparation of project reports, will be covered with an aim to helping the students to make sound financing decisions.

### **Course Contents:**

#### **Module I: Investment Environment**

Banks and financial institutions, principles of lending, types of securities and methods of charge creation.

#### **Module II: Various Schemes of Govt./Semi Govt./State Govt./Banks/FI's**

Institutional/Financial Assistance, Schemes pertaining to: Term lending, Working capital finance, Bills finance, Export & Import finance

#### **Module III: Fund Raising**

Fund raising from capital market, and foreign financial markets. VC Funding, Stages of VC funding, types of VC's, Angel Investors, Private Equity

#### **Module IV: Techno Economic Viability of Project/Business Plan**

Market and demand analysis, technical & financial analysis, estimation of project flows, analysis of risk, appraisal criteria.

#### **Module V: Evaluation Criteria of DPR/Business Plan**

Understanding the evaluation criteria of detailed Project Report/Business plan by FI's/Banks. Submission of DPR/Business Plan to financial institution/bank for approval.

#### **Module VI: Managing the Company Portfolio**

Board of Directors, Advisors and consultants, Managerial change, Key-man life insurance, Buy-sell agreements, Legal documentation, Term sheet, Investment agreement, Description of transaction, Representation and warranties by company, Company's covenants and undertakings, Registration rights, rights of participation and indemnification, Conditions to closing, Terms of investment securities, Principal terms of preferred stock, Principal terms of debt securities, Various agreements and documents: Stockholders agreements, Employee stock purchase agreements

### **Examination Scheme:**

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

### Text & References:

- Thummuluri Siddaiah, (2011): Financial Services, Pearson
- P.Chandra, Latest Edition, Projects: Planning, Analysis, Selection, implementation and review. Tata McGraw Hill
- Regular reading of Financial / RBI/SEBI/Bank Journals and Financial Dailies.
- P.N. Varshney (2010 ):Banking law and practice

## CORPORATE TAX PLANNING

**Course Code:**

**MBA 406**

**Credit**

**Units: 03**

### Course Objective:

At the end of the course, the students should be able to understand Indian accounting Standards and the impact of USGAAP on Financial Statements. To create an understanding of the accounting of Mergers and Acquisitions and Valuation of goodwill & Shares.

In addition to Corporate Accounting the students should be able to demonstrate an understanding of the tax provisions enabling them to make use of legitimate tax shelters, deductions, exceptions, rebates and allowances; with the ultimate aim of minimizing the corporate tax liability.

### Course Contents:

#### Module I: Accounting Norms

Various Accounting Standards in India and comparison with International accounting Standards and US.GAAP.

#### Module II: Accounting for Merger and Acquisitions

Accounting for Acquisition of Business, Calculation of Purchase consideration and Profit (Loss) Prior to Incorporation. Accounting for Amalgamation in the nature of Merger and in the nature of Purchase.

#### Module III: Valuation of Goodwill and Shares

Valuation of Goodwill – Different Methods of Valuation of Goodwill, Valuation of Shares – Net Asset Backing Method and Yield Method.

#### Module IV: Basic Concepts of Income Tax

Introduction to Income Tax Act, 1961, Residential Status, Exempted Incomes of Companies An overview of various provisions of Business & profession & Capital gains – applicable to companies

#### Module V: Assessment of Companies

Computation of taxable income, MAT, Set off & carry forward of losses in companies, Deductions from Gross total income applicable to companies, Tax planning with reference to new projects/expansions/rehabilitation plans including mergers, amalgamation or de-mergers of companies, Concept of avoidance of double taxation.

## Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

## Text & References:

- Singhania V.K. & Singhania Kapil , Direct taxes law & practices, Taxmann
- Ravi M Kishore, Advanced Accounting, Taxmann.
- Lakhotia , R.N. & Lakhotia, Corporate Tax Planning, Vision books
- Singhania, V.K., Student's guide to Income Tax, Taxmann
- International dictionary of taxation by Indian Tax Institute, 1<sup>st</sup> Edition.
- Maheshwari S.N and Maheshwari S.K Advanced Accountancy, Vikas Publishing House.

## FINANCIAL ENGINEERING

**Course Code:**

**MBA 407**

**Credit**

**Units: 03**

### Course Objective:

Finance has evolved as an exciting discipline in terms of innovations it has witnessed in recent past. This aspect known as Financial Engineering starts where financial analysis ends. The objective of the course is to enable the students to think in terms of innovative solutions to financial problems with particular emphasis on understanding new risks, which the changing scenario of finance is creating for individuals and firms and equip them with innovative tools of financial engineering called derivatives and skills to use them in forming effective strategies to cope with the changing environment and hedge against the financial risks.

### Course Contents:

Module I: Introduction

Changing Environment and Increasing Price Risks, Financial Engineering as a response to Increased Risks, Types of Risks and Risk Management, Tools of Risk Management, **Conceptual and Physical Tools of Financial Engineering, Effect of Speculation and Arbitrage on Market Efficiency**, Derivative Market in India

#### Module II: Futures and Forwards

The Futures Markets, Buying and Selling Futures, **Devising a Hedging Strategy Using Futures, Stock Index Futures, Value at Risk**, Short Term and Long Term Interest Rate Futures, Foreign Currency Futures and Commodity Futures

Module III: Swaps

Structure of a Swap, Interest Rate Swaps, Currency of Swaps, Commodity Swaps, Other Swaps, Credit Risk, Role of a Swap Dealer.

Module IV: Options

Options Markets; Properties of Stock Option Prices; Option Pricing Models – Binomial Model, Black-Scholes; Model, Single Period Options – Calls and Puts, Payoff Diagrams of Simple and Complex Option Strategies, Cash Settled Options, Multi-Period Options – Caps, Floors, Collars, Captions, Swaptions and Compound options, Cross-currency Futures and Options.

Module V: Other Innovations

Debt Market Innovations, Mortgage Backed Securities, Hybrid Securities, Asset-Liability Management

Module VI: Recent Trends

Exotic Options, Synthetic Instruments, Developments in Equity-Based Strategies, Direct and Cross Hedges, Future Trends and Issues in Financial Engineering.

### Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

### Text & References:

- Hull, J. C. (1999), Introduction to Futures and Options Markets, Prentice Hall of India.
- Edwards, F. R. and Ma, C. W. (1992), Futures and Options, McGraw-Hill International.
- Rebonato, R. (1996), Interest Rate Option Models: Understanding, Analyzing and Using Models for Exotic Interest Rate Options, John Wiley and Sons.
- Kolb, R. W. (1997), Understanding Futures Markets, Prentice Hall of India.
- Marshall, J. F. and Bansal, V. K. (2006). Financial Engineering: A Complete Guide to Financial Innovation, Prentice Hall of India.
- Articles from selected journals and magazines.

# MANAGEMENT OF FINANCIAL INSTITUTIONS

**Course Code:**  
**Units: 03**

**MBA 408**

**Credit**

## **Course Objective:**

The aim of the course is to orient the finance students to the change in the financial industry. The financial industry much like the computer industry is changing rapidly. A course that merely describes the existing institutions will not prepare the students adequately for the change. Thus familiarization with institutions of today & developing an understanding why they are the way they are, and why they are changing is the core aim of the course. An Indian perspective will be added but conceptually the Global frameworks will be used. At the end of this course the students will understand:

- The role of financial institutions in economic development
- The working of Financial Intermediaries
- International Banking
- The norms governing of Financial Intermediaries in India
- The basic principles of Lending & Investments in a Commercial Bank
- The working of Developmental Financial Institutions

## **Course Contents:**

### **Module I: Introduction**

Financial institutions and economic development, **Types of Money, Process of Capital Formation**, Technology of financial systems- Pooling, Netting, Credit substitution & Delegation.

### **Module II: Financial intermediaries**

**Understanding Financial Intermediaries- Commercial Banks, Central Bank**, Cooperative Banks, Banking system in USA & India, International Banking, Banking Operations, **Retail and Wholesale Banking, Near Banks, Universal Banking, NBFC's**

### **Module III: Norms & Practices in the Banking Industry**

Principles of Lending, Study of Borrowers, Balance Sheet Analysis, Project Appraisal Criteria, **Marketing of Bank Services, Prudential Norms - Narsimhan Committee Recommendations**, Performance Analysis of Banks, Regulatory Institutions RBI & SEBI, Lender's Liability Act, Banking Innovations, Basle Committee Recommendations, CAR - Risk Weighted Assets and Risk Based Supervision, **Asset Liability Management in Commercial Banks, Corporate Debt Restructuring, Internet Banking**, Mobile Banking, E-Banking Risks, E-Finance, Electronic Money, Digital Signatures, RTGS, NEFT etc.

### **Module IV: Developmental Financial Institutions**

Role of Developmental Banks in Industrial Financing, **Resource Mobilization of Developmental Banks, Project Examination by Developmental Banks.**

### **Module V: Insurance Institutions**

Role of Insurance companies in Industrial Financing, **Life insurance & General insurance**, New developments in insurance as a sector in the Indian financial system, Bancassurance Models in Europe and India

## **Examination Scheme:**

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

## **Text & References:**



- Chandra, P. (1997), Financial Management: Theory & Practice, Tata McGraw Hill.
- Jakhotiya, G. P.(2000), Strategic Financial Management, Vikas Publishing House.
- Grundy, T., Johnson, G and Scholes, K. (1998), Exploring Strategic Financial Management, Prentice Hall Europe.
- Shank, J. K. & Govindarajan, V. (1995), Strategic Cost Management: The New Tool for Competitive Advantage, the Free Press.
- Pritchett, P; Robinson, D. and Clarkson, R. (1997), After The Merger: The Authoritative Guide for Integration Success, McGraw Hill
- Geneen, H. and Bowers, B. (1997), The Synergy Myth and other ailments of Business Today, St. Martin Press New York..
- Weston, Chung & Hoag, (1996), Mergers, Restructuring and Corporate Control, Prentice Hall of India.
- Eccles, R. G. and Crane, D. B. (1995), Doing Deals: Investment Banks at Work, McGraw - Hill International.

## **STRATEGIC FINANCIAL MANAGEMENT**

**Course Code: MBA 409 Credit**  
**Units: 03**

### **Course Objective:**

The course aims at helping overcome traditional distinction between Strategy and Financial Management as two diverse disciplines of management. The strategy has gained prominence over last two decades and focuses on the ambiguous, the uncertain, the less tangible and the qualitative. Financial Management on the other hand, emphasizes the precise, the measurable and the tangible. It is intended to develop an in-depth understanding, among the participants, of how to manage for value by enabling financial management to play a more proactive role in Strategic Management. The course also aims at developing an appreciation of how advancements in theory of finance have made it converge more towards strategy.

### **Course Contents:**

#### **Module I: Introduction**

**Role of Finance and Strategy in Management Process, Strategic Droop, Management Behaviour and Convergence between Strategic and Financial Analysis**

#### **Module II: Financial Decision Making**

**Value Analysis – A Strategic Perspective, Advances in Working Capital Management, Arriving at an Optimal Capital Structure, Impact of Inflation on Financial Decisions, Dividends Decisions – A Strategic Perspective**

#### **Module III: Corporate Valuation**

**Rationale for Shareholders' Wealth Maximization, New performance Metrics like Economic Value Added (EVA) and Market value Added (MVA), Various Approaches to Corporate Valuation, Alignment of Interest of Various Stakeholders of a Firm.**

#### **Module IV: Corporate Restructuring**

**Restructuring and Merger & Acquisition, The Search Process, Valuation and Deal Structuring, Accounting and Tax Implications, Post Merger Integration and Learning, Restructuring through Privatization, Leveraged Buy-outs (LBOs) Restructuring of Sick Enterprises, Due Diligence and certification.**

#### **Module V: Corporate Governance**

**Divergence of Interest, Devices for containing Agency Costs, Corporate Governance in Developed world, Corporate Governance in India, Reforming Corporate Governance, Legal Provisions and SEBI Code**

#### **Module VI: Strategic Cost Management**

**Transfer Pricing, Financial Aspects of Supply Chain Management, Operations Management Perspective on Costs, Strategic Cost Analysis (Using Activity Based Costing, Target Costing and Life Cycle Costing) and Product Pricing at Different Stages of Product's Life Cycle.**

### **Examination Scheme:**

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

### Text & References:

- Chandra, P. (1997), Financial Management: Theory & Practice, Tata McGraw Hill.
- Jakhotiya, G. P. (2000), Strategic Financial Management, Vikas Publishing House.
- Grundy, T., Johnson, G and Scholes, K. (1998), Exploring Strategic Financial Management, Prentice Hall Europe.
- Shank, J. K. & Govindarajan, V. (1995), Strategic Cost Management: The New Tool for Competitive Advantage, Free Press.
- Pritchett, P; Robinson, D. and Clarkson, R. (1997), After The Merger: The Authoritative Guide for Integration Success, McGraw Hill
- Sadtler, D; Campbell, A. and Koch, R. (1997), Break Up: When Large Companies are More Worth Dead Than Alive.
- Geneen, H. and Bowers, B. (1997), The Synergy Myth and other ailments of Business Today, St. Martin Press New York..
- **Weston, Chung & Hoag, (1996), Mergers, Restructuring and Corporate Control, Prentice Hall of India.**
- **Eccles, R. G. and Crane, D. B. (1995), Doing Deals: Investment Banks at Work, McGraw - Hill International.**

## COMMERCIAL BANKING

**Course Code:**

**MBA 410**

**Credit**

**Units: 03**

### Course Objective:

The aim of this course is to give the student an overview of banking industry and prepare him for various roles in the banking sector.

### Course Contents:

#### Module I: Principles of Banking

Retail Banking, Savings and Current Accounts, Loan Products, Plastic Money, Wholesale Banking, Off Balance Sheet Business, International Banking, Correspondent Banking, NOSTRO and VOSTRO accounts – SWIFT, CHIPS, CHAPS, FEDWIRE., Documentary Letter of Credit, NRI Accounts, Remittances and Clearing,

#### Module II: Regulatory Framework

Negotiable Instruments Act, Banking Regulation Act, Reserve Bank of India Act, RBI's Monetary and Credit Policy

#### Module III: Treasury Management

Instruments in Treasury Market, Development of new financial products, control and supervision of Treasury management; linkage of domestic operations with foreign operations, Asset Liability Management, Banks Balance Sheet- Components of Assets/Liabilities and their management, Liquidity Management, Interest Rate Management, RBI Guidelines on Asset Liability Management; Stock options; debt instruments; bond portfolio strategy; risk control and hedging instruments, Investments – Treasury bills – Money markets instruments such as CDs, CPs, IBPs; Refinance and rediscounting facilities

#### Module IV: Credit

Principles of Lending, Working Capital and Term Loans, Financing SME/MSME, Microfinance, Credit Appraisal Techniques, Credit Rating, Default Probabilities, Credit Spreads, Credit Migration, Credit Monitoring, Documentation Procedures, NPA, Laws relating to securities-valuation of securities-modes of charging securities- lien,pledge, mortgage, hypothecation etc, The Securitisation and Reconstruction of Financial Assets and Enforcement of Security Interest Act

### Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

### Text & References:

- Varshney, P.N., 2010, Banking Law and Practise, S Chand and Sons
- Radhakrishnan, T.S.; 2005, Principals of Banking; Macmillan
- Mishra, R.K.; Banking Sector Reforms and Agricultural Finance; Sonali Publications
- Padhy Kishore C; Padhy Manoranjan; 2011; Banking Future; Dominant Publishers and Distributors

## COMPENSATION AND REWARD MANAGEMENT

**Course Code:** MBA 411 **Credit**  
**Units:** 03

### Course Objective:

This course helps students to learn how compensation system operates to attract, retain and motivate competent work force.

### Course Contents:

#### Module I: Introduction

Concept of Compensation, System of Compensating, **Concept of Reward and Reward System, Economic Theory of Wages, Limitations of Economic Theories.** Wage and Salary Administration at micro level, Wage concepts, Methods of Job Evaluation, Role of various parties – **Employees, Employers, Unions & Government, Overview of Legislations affecting Compensation**

#### Module II: Compensation Structure- Indian Practices

Salary Progression, Methods of Payment, **Limitations of the Job Related Compensation,** Competency based Compensations, Performance linked Compensations- Performance Appraisal

#### Module III: Elements of Compensation

Variable Compensation, Principles of Reward Strategy, Perquisites, **Bonuses & Incentives Scope and Process, Ethical Considerations, Social Security, Sharing Productivity Gains With Employees,** Gain Sharing, Team Based Pay, The Role of Compensation in Sales Force Success

#### Module IV: Incentive Schemes / Payment by Results

Types of Incentive Schemes/ Systems and Plans, **Merits and demerits of Incentives**

**Module V: Benefits and Services**

**Concept of Benefit- Strategic Perspectives on Benefits, Type of Benefits, Factor influencing choice of benefit package, Administration of Benefits and Services**

**Module VI: Current Trends in Compensation and Reward Management**

**Elements of Managerial Compensation- A New Approach, VRS, Pay the Person, Rewarding Excellence, Individualizing the Pay System.**

**Examination Scheme:**

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

**Text & References:**

- Armstrong Michael & Murlis Helen (2005), Reward Management A Handbook of Remuneration, Strategy and Practice, 5<sup>th</sup> Edition, Kogan Page
- Henderson Richard (2006), Compensation Management in a Knowledge - Based World, 10<sup>th</sup> Edition, Prentice Hall India
- Milkovich & Newman (2005), Compensation, 8<sup>th</sup> Edition. McGraw-Hill
- Singh B.D. (2007). Compensation and Reward Management, Excel Books, New Delhi.

# MEASUREMENT IN HUMAN RESOURCE

Course Code:

MBA 412

Credit

Units: 03

## Course Objective:

This course helps practice the tools and techniques which can be subsequently used to quantify several parameters of the effective management of human capital, including the functions of HR. It provides a set of powerful skills to communicate with and influence key decision-makers within an organization.

## Course Contents:

### Module I: Introduction and the challenges of measurement

Introduction: Meaning & Definition of HR Measurement – Importance; Development of Concept. HR measurement for HR Professionals; Investment in Human Resources. Efficient use of Human Resource, Adopting the right perspective: Understanding the role of workforce in strategy implementation

### Module II: Developing measurement metrics

Understanding and developing the right metrics: Tools to manage the implementation of strategy, implementing the metrics. Benchmarking HR .Different types of scorecards- Balance Score Card, HR Score Card

### Module III: Designing the metrics

Principles of good measurement. Cost-benefit analyses for HR interventions

Measuring HR alignment. Measuring hiring and staffing, Measuring the value of compensation and benefits. Measurement of training and development

### Module IV: Specific topics in measurement

Measuring the value of employee relations and retention program, Models for Assessing Return on Investment, Assesing value of outsourcing and call centers .

### Module V: TQM and HR Audit

Role of TQM in HR Measurement. HR Audit, Implementing HR Audit, Methodology and Issues, HRD Scorecard, HRD Audit – The Indian experiences and cases, People Capability Maturity Model (PCMM), Measuring Intellectual capital and web based HR systems

### Module VI: Human Resource Information System

Role of information system in human resource Decision making, Designing and Implementation of HRIS, Organizing data, personnel audit and personnel research, Computer applications in HRM functions (uses and trends)

## Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

## Text & References:

- Fitz-Enz Jac,(2001), How to Measure Human Resource Management, 3<sup>rd</sup> Edition, McGraw Hill
- Mello Jeffrey A., (2008), Strategic Human Resource Management, Thompson Press Publishing.
- Rao T.V.(1999), HRD Audit, 3rd Edition Response Books

# GLOBAL HUMAN RESOURCE MANAGEMENT

Course Code: MBA 413 Credit  
Units: 03

## Course Objective:

The main objective of this course is to inculcate deep understanding of International Human Resources and to explore the dynamics of global business development. It also aims at preparing students about examining significant business opportunities and maximization of returns with understanding of cross cultural management, as primary causes of failure in multinational ventures stem from lack of understanding of the essentials differences in managing human Resources, at all levels in foreign environment.

## Course Contents:

### Module I: Internationalization

Evolution of International business, Stages of internationalization, Modes of entering International business Relationship between International Strategy and SIHRM- International Human Resource Management –

Major Economies and their HRM practices

### Module II: Organisation Structure, International HRP, Recruitment and Selection

Organisation Structure and HRM, Global Human Resource Planning, Issues in supply of International Human Resources, Recruitment and Selection

### Module III: International Compensation Management

Complexities, Objectives of International Compensation Management, Component and Structure of International Compensation package, Executive rewards and compensation, Approaches to International Compensation Management,

### Module IV: Human Resource Professional – Molester Navigation

Context for international perfect management, framework for performance management, cross-cultural issues, North America, South America, some key pointers, Northern Europe, Value based management in Nordic countries, China – the sleeping giant awakes, Japan – a culture of enfolding relationship, South East Asia regional diversity.

### Module V: Understanding Cross Culture: Issues & Perspectives

Understanding Culture, Introduction, Key Concepts, Determinants of Cultural Identity, Frameworks for Mapping the Culture, Geert Hofstede, Clyde Cluckhohn, TE Hall Studies of National Culture, Managing Workforce diversity, Adjusting to the New Culture, Competencies for Global Manager

## Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

## Text & References:

- **Aswathappa K, Dash Sadhna (2008), International Human Resource Management Text & Cases, Tata McGraw Hill**
- **Bhatia S.K. (2005), International Human Resource Management, Deep & Deep Publications**
- **Evans Paul, Vladimir Pucik, Jean-Louis Barsoux (2010), The Global Challenge – Frameworks for International Human Resource Management, Mc Graw Hill**
- **Rao PL, International Human Resource Management (2008), Excel Books**

# ORGANIZATIONAL DESIGN AND STRUCTURAL PROCESSES

**Course Code:**

**MBA 414**

**Credit**

**Units: 03**

## **Course Objective:**

To develop an understanding of the nature, functioning and design of organization as social collectives and to develop theoretical & practical insights & problem solving capabilities for effectively managing the organizational processes. This course aims to provide a comprehensive perspective on new emergent organizational forms by discussing them in the context of environment, systems & processes.

## **Course Contents:**

### **Module I: Overview of Organizations**

Defining Organizations, **Types of Organizations, Determinants of Organization Design, Parameters of Organization Design, Definition of Organizational Structure, Complexity, Formalization and Centralization**

### **Module II: Organization & Environment**

Organizational Environment, **Specific and General Environment, Sources of Uncertainty in Organizational Environment, Hyper-Turbulence; Networks and Business Eco-Systems; Technological Discontinuities; Paradigm Shift**

### **Module III: Types of Organization**

Organization Design, **Approaches to Organizational Design, Basic Challenges of Organizational Design, Organizational Design for Different Excellences, New Design Option**

### **Module IV: Organizational Effectiveness**

Organizational Effectiveness- Definition, Importance and Approaches to Organizational Effectiveness - The Goal Attainment Approach, **The System Approach, The Strategic Approach.**

### **Module V: Emerging Organizational Forms**

Organizations as Networks/ Clusters; Self Organizing Systems; **Designing for Innovation and Change.**

## **Examination Scheme:**

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

## **Text & References:**

- Ackoff, R.L. (1999), *Recreating the corporation: A Design of Organization for the 21<sup>st</sup> century.* Oxford University Press.
- Banner, D.K. & Gague, T.E. (1995), *Designing Effective Organizations,* Sage Publications.
- Hall, R. H. (2002), *Organizations: Structures, Processes and Outcomes,* 8<sup>th</sup> Edition. Prentice Hall India
- Robbins Stephens (2009), *Organization Structure, Design and Applications,* Pearson Educationw



## MANAGERIAL COUNSELLING

Course Code:  
Units: 03

MBA 415

Credit

### Course Objective:

To understand the concept and process so as to develop the professional counseling skills among the students.

### Course Contents:

#### Module I: Introduction

Introduction to managerial counseling, Goals of counseling, Self-Development of Managers as Counselors, Barefoot Counseling, Assertiveness and Interpersonal Skills for Counselors, Ethics in counseling, Counseling Relationship.

#### Module II: Approaches to Counseling

Introduction to the Important Schools of Counseling, Psychoanalytic Foundations, Transactional Analysis, Gestalt Therapy, Rational Emotive Therapy, Person-Centered Approach to Counseling, An Integrated Model

#### Module III: Counseling process & Skills

5 D Model, Development of Counseling Skill, Essentials of Skills, Nonverbal Clues, Empathy, Listening and Responding, Effective Feedback.

#### Module IV: Counseling at work

Counseling interventions in organisations- Performance Counseling, Counseling in Problem Situations, Role Conflict in Counseling, Midlife Blues, Integration and Action Plan.

### Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

### Text & References:

- Welfel E.R. and Patterson Lewis E (2007), The Counselling Process, Thomson
- Singh Kavita (2010), Counselling Skills for Managers, Prentice Hall India
- Rao. S.N (2010), Counselling and Guidance, Tata McGraw Hill
- Felthman C. and Dryden W (2010), Brief Counselling- A Practical Integrative Approach, Tata McGraw Hill



# FOREIGN TRADE POLICY

**Course Code:**  
**Units: 03**

**MBA 416**

**Credit**

## Course Objective:

Know the world's top economies and their Trade Policies, Regional & bi-lateral agreement.; Learning the direction, composition & procedures of India's Foreign Trade Policy 2009-2014; Knowing which Assistance, Promotion Schemes and Incentives exporters enjoy; knowing Import Tariffs & Customs duties; Learning International Documentary & Govt. Regulatory compliances

## Course Contents:

### Module I: World Trade & Economic integration

Why Trade, Link between Trade & Economic growth, World's leading economies, Complexities & Barriers to free trade, World's Top Trading Nations, Emerging markets. Free Trade Areas, Customs Union, Common Markets, Economic Unions; Regional Economic Blocks- EU, NAFTA, MERCOSUR, SAARC, SAFTA, APEC, ASEAN, ECOWAS, GCC, OPEC. Global integration, WTO, IMF, World Bank. Harmonized Commodity Description & Coding System, ISO Currency codes.

### Module II: Overview of India's Foreign Trade Policy

The Foreign Trade (Development & Regulation) Act, Objectives of India's Trade Policy 2009-2014, Post 1991 India's Trade Liberalization, India's Economic Indicators, Export/Import data & major Trading partner countries. How to start an Export/Import business, Import Export Code (IEC), Registration cum Membership Certificate (RCMC) with appropriate Export Promotion Council (EPC). Commercial, Financial, Transport, Title, Govt., Insurance, Export Assistance Documents & Certificates used in Exports. Licenses & Customs documents for imports.

### Module III: India's Export Policy

Fiscal, Financial, Special Schemes & General incentives provided to exporters. Status holders, Focus Market Scheme, Free Trade Zones, Deemed Exports, Duty Drawback, Export Promotion Capital Goods Scheme, Advance License, Standard input-output norms, Duty Exemption Pass Book Scheme, Special Economic Zones, Export-oriented Units, Software Technology Parks, Free Trade Zones.

### Module IV: India's Import Policy

Tariff structure and Customs Duties, Basic Duty, Additional Customs Duty, Education Cess, Anti-Dumping duty, Safeguard duty etc. Bill of Entry, Bonded Warehouses, Import of Restricted goods, second-hand goods, under Lease Finance, Replacement goods, samples, goods for Exhibitions, Fire Arms, Prototypes, Office equipment, Tourism Industry, Individuals & NRI's

### Module V: Trade Policy of Leading Trade Economies vis-a-vis Indian Trade Policy

Indo European Union, US & China Trade Policy. Expansion of trade to Latin America, Africa & Asia.

## Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

## Text & References:

- R.K. Jain (2010), Foreign Trade Policy and Handbook of Procedures (2009- 2014) (Vol 1), Jain Book Depot
- Nabhi (2011-12)(1999), How to Export, Nabhi Publications

# INTERNATIONAL SUPPLY CHAIN MANAGEMENT

**Course Code:**  
**Units: 03**

**MBA 417**

**Credit**

## Course Objective:

Developing an understanding of the various components of an integrated supply chain management suited to global markets; Teaching criticality of an efficient supply chain with “zero defects” in the WTO border-less world ; Understanding the micro aspects of global distribution and logistics ; imparting knowledge of Multi-modal Transport operators , ocean & air transportation in world trade.

## Course Contents

### Module I: Global Supply Chain – Overview

Introduction & Importance of Supply Chain Management, Developing Supply Chain as a Competitive Tool for Customer Satisfaction and Corporate Profitability, Channel Structure, Supplier Network Development, Outsourcing., Supply Chain Logistics Operations.

### Module II: Strategic Issues in Supply Chain Management

Value chain and value delivery system, Concept of multi-modal transportation and infrastructure needs; Transportation Choices and Third Party Logistics, Fourth Party Logistics Distribution Channel Design, Strategic Alliances, Communication Flow of Supply Chain, Documentation needs and liabilities; Inter-functional coordination, Inter-corporate cooperation, Outsourcing in Supply Chain; Vendor Management & Development, Strategic Lead Time Management, Warehousing

### Module III: International Logistic System

Concept, Objectives & Scope, The System Elements, International Transportation Issues, Warehousing, Inventory Management, Packaging and Unitization Issues, Communication and Control, Centralized and Decentralized Logistic Management, Third Party Logistics (3PL), Multimodal Transport Operator (M.T.O.)

### Module IV: Air & Ocean Transport and Chartering

The General Structure of shipping industry, Characteristics of Shipping Industry, Liner and Tramp Operations and Significance, World Seaborne Trade and World Shipping, Composition of World Seaborne Trade, Problems of Developing Countries, Liner Freight Practice, Principles – Freight Structure, Voyage Charter, Time Charter, Barboat Charter. Indian Shipping, Growth and Perspective, Problems of Shipping Industry, Shipping Policy, International Air Transport System, Air Transport and PDM Approach to Export Distribution, International Set – up for Air Transport, Air Freight Rates, India’s Export – Import Trade by Air, Problems and Prospects, Law Relating to Carriage of Goods

### Module V: Managing the Supply Chain Performance

SCM and Information Technology, IT Enabled Supply Chain Management, Inter-firm Integration: Implementation Issues, Application of ERP, JIT, Optimization of Supply Chain, Retailing Management, Waste Elimination and Lean Thinking in Supply Chain; Supply chain performance measurement systems; Supply Chain Balanced Score Card.

## Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

## Text & References:

- Bowersox, Closs and Cooper (2008), Supply Chain Logistics Management, Tata McGraw-Hill

- Chopra, Meindl and Kalra (2008), Supply Chain Management: Strategy, Planning, and Operation, Pearson Education
- Rangaraj, Raghuram and Srinivasan (2009), Supply Chain Management for Competitive Advantage: Concepts and Cases, Tata McGraw-Hill
- Ray (2010). Supply Chain Management for Retail, Tata McGraw-Hill
- Shah (2009), Supply Chain Management: Text and Cases, Pearson Education
- Simchi-Levi, et al (2008), Designing and Managing the Supply Chain: Concepts, Strategies and Case Studies, Tata McGraw-Hill
- Wisner, Leong and Tan (2005), Principles of Supply Chain Management, Cengage

## INTERNATIONAL CROSS CULTURE AND DIVERSITY MANAGEMENT

**Course Code:** MBA 418 **Credit**  
**Units:** 03

### Course Objective:

Examine cross-cultural and international management issues; Analyzes problems of managing in an international marketplace; Focuses on cultural and regional diversity and differences, political and economic influences, global market factors, and other contingencies with which managers of multinational enterprises must contend; Fet acquainted with an array of management practices – from human resource staffing, to motivating a multi-cultural workforce, to creating strategic alliances for both large and small international organizations.

### Course Contents:

#### Module I: Global Cultural Diversity

Differences in organizational behavior and management practices across countries, Major perspectives and frameworks underlying cross-cultural dimensions, Cultural convergence versus divergence, Business strategies for effective management of cultural diversity in an international setting, Cultural values and their implications for international management

#### Module II: HR issues of Cross Cultural Teams

Organizational culture in a global business environment, Emerging types of organizational structures in the global economy, Interdependence of nations and cultures in a global business environment. Role of human resources in an organization competing in the global economy, Corporate strategy and international human resource management, Concerns of managing expatriate employees, Relation between cultural values and team processes, Techniques to design and implement effective international teams

#### Module III: Cross-Cultural Perceptions & Communication

Theories of intercultural communication, Major barriers to effective cross-cultural communication, Perceptions & Communication difference, Techniques to overcome barriers and develop intercultural communication competence for North America, Europe, Middle-East, Latin America, Japan & China.

#### Module IV: Cross-cultural Business Negotiations

Negotiation process differences, Conflict handling and Negotiation techniques for North America, Europe, Middle-East, Latin America, Japan & China.

#### Module V: Competencies for Global Managers

Tackling issues and problems in international assignments, Acclimatizing expatriate employee to local culture, Identifying, grooming and motivating global Leadership, International management issues affecting women in leadership roles across cultures.

### Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

### Text & References:

- McFarlin, D. B., & Sweeney, P. D. (2006). International Management: Strategic opportunities and cultural challenges. Boston, MA: Houghton Mifflin

- Daniels, J. D. and Radebaugh, L. H. (2004). International Business: Environments and Operations, Prentice-Hall, Inc., New Jersey. ISBN: 0-13-121726-7. (Referred to as D&R)
- Hill, C. W. (2003). International Business: Competing in the Global Marketplace, McGraw-Hill. (referred to as H)
- Griffin, R.W.and Pustay, M.W. (2002). International Business: A Managerial Perspective. FT/Prentice Hall.
- Griffin, R. W. and Pustay, M. W. (2005). International Business. FT/Prentice Hall.
- Hibbert, E. (1997). International Business Strategy and Operations. MacMillan Press Ltd.
- Henry, C. M. and Springborg, R. (2001). Globalization and the Politics of Development in the Middle East. Cambridge University Press.
- Rugman, A. M. and Hodgetts, R. M. (2003). International Business. Pearson Education Limited. ISBN: 0-273-67374-2. (referred to as R&H)
- Smith, A. (1937). The Wealth of Nations. New York: The Modern Library.
- Tayeb, M. (2003). International Management: Theories and Practice. Prentice Hall.
- Todaro, M. P. (2000). Economic Development, Pearson Education Limited. ISBN: 0-201-64858-X.
- Pandey, Janak,Sinha Durganand, (2001), Asian contributions to Cross-Cultural Psychology, SAGE Publications

# GLOBAL OUTSOURCING: ISSUES AND PERSPECTIVES

Course Code:

MBA 419

Credit

Units: 03

## Course Objective:

Knowing how to make sound decisions about global sourcing strategy; Analyse the Past, Present & Future Landscape of Global Services Outsourcing, with particular focus on BPO's & IT services outsourcing; Study how to develop Strategy & Managerial Competence in Global Sourcing using real world examples from Managerial Practice; help identify challenges of Global Sourcing as well as costs, risks, rewards, and strategies involved in making sourcing decisions.

## Course Contents:

### Module I: Historical and economic perspectives on Global Outsourcing

Origin of Globalization of Service Delivery ; Outsourcing- what & why, concept & scope of outsourcing activities ; Significance & challenges/barriers in outsourcing, Sourcing terminologies;

### Module II: Sourcing Models

Sourcing Models; Insource vs. Outsource, Domestic vs Global; On-shore, near-shore & off-shore – why, when & how? Benefits & trade-offs. Types of outsourcing in various sectors – Manufacturing, Auto, Financial, Accounting, Insurance, Healthcare, HR, Media, Design, Retail, Entertainment, Legal etc.

### Module III: Sourcing different services from different geographies

Types of global outsourcing services (IT, BPO, Infrastructure), the vendor landscape (local/multinational, niche players/generalists), Legal Issues: Contracts, Taxes, IP, Privacy, Compliance, Critical success factors in managing outsourcing relationships, Managing distributed work teams: overcoming distance, time, and culture.

### Module IV: India's BPO's & IT Services Outsourcing experience

Outsourcing into India. India- A SWOT analysis ; India as a preferred destination ; Size, statistics & experiences of the Indian BPO & IT service providers

### Module V: Developing an outsourcing strategy for Future Challenges

Implementing Outsourcing: Guidelines for choosing outsourcing partners, Contracting, Change Management, and Governance, Managing Globally Distributed Teams across Time, Space, and Culture.

## Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

## Text & References:

- Alphesh Patel & Hemendra Aran (2005), Outsourcing Success: The Business Imperative, TMI-ND
- Oshri, Kotlarsky, and Willcocks, (2009), The Handbook of Global Outsourcing and Offshoring
- Sarika Kulkarni, (2006), Business Process Outsourcing, Jaico Publishing House, Mumbai

# GLOBAL BUSINESS OPERATIONS

Course Code:  
Units: 03

MBA 465

Credit

## Course Objective:

Understand implications of global business operations for business firms and their managers; Address complications associated with business operations in today's global economy; Gain exposure to the terminologies, institutions & challenges of managers operating in the global arena; Examine the different strategies that businesses can adopt to compete in the global marketplace and enter specific foreign markets; Explore the role played by marketing, operations, and human resource management within a Global Business Operations.

## Course Contents:

### Module I: Global Opportunities

International Business challenges in the 21<sup>st</sup> Century, Emerging super powers, Opportunities in the Liberalized Global Trade & Investment scenario, Why go global?, Stages of going global, Barriers and complexities of Cross Border Operations.

### Module II: International Eco system

The eco system, economic indicators and characteristics of operating in North America (USA), Europe (EU), Asia (China), Latin America (Brazil), Africa (South Africa) & Middle-East (UAE).

### Module III: Structuring Global Operations & Strategic Alliances

Trade vs Invest, FDI vs FII route ; Route for strategic alliances - JV, equity, non-equity, subsidiaries, branches etc ; Stages- Strategy Development, Partner Assessment, Contract Negotiation, Alliance Operation, Alliance Termination etc ; Case studies of MNC's operating in India & Indian companies operating abroad.

### Module IV: Global Cross-Culture & Value Issues

Cultural diversity & it's challenges; Country-specific cultural challenges; Implications & cultural adjustments  
Managing cross-cultural diversity; Ethics, corruption & Corporate Social Responsibility (CSR); Business culture & practices prevalent in U.S.A, U.K., China, Brazil, Russia & Saudi Arabia.

### Module V: Global Mergers & Acquisition (M&A's)

Case studies on corporate India's Acquisitions & Mergers abroad. Role of Investment Banks & Consultants in global A&M's. Latest FDI & FII trends, FDI & reverse FDI within & outside India.

## Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

## Text & References:

- Manab Thakur, Gene E. Burton & B.N. Srivastava (1997), International Management, Concepts & Cases, Tata McGraw-Hill Publishing Co
- Janet Morrison (2011), International Business Environment, Palgrave Macmillan
- Mia Mikic (2000), International Trade, Macmillan Press



# COMMERCIAL INSURANCE UNDERWRITING AND OPERATIONS

**Course Code:**  
**Units: 03**

**MBA 466**

**Credit**

## Course Objective:

The subject is designed by keeping in view the various aspects of the industrial, manufacturing and business activity. The various non-life insurance for the same, safety and security and its impact in terms of insurance 'To Do and Not To Do' in case of any claim and duties of insured for minimization of loss at the time of loss and claim process.

## Course Contents:

### Module I: Property Insurance (FIRE)

Fire hazards of specific industries – Process; fire Hazards, loss prevention and requirements. General fire hazards – Fire load, Hazards of resistance, Explosion, Air-conditioning, Boiler and furnaces/oven, Electrical Equipments. Covers under various Fire policies, Special perils, Exclusions, Tariff Regulations as per All India Fire Tariff 2001. Main factory plant its process, godowns and ware houses, activity in any industrial unit. Special policies.

### Module II: Property Insurance (Engineering)

Scope of Engineering insurance – application of basic principles. Scope of covers, rating underwriting of various engineering policies Erection-all-Risk Marine-cum-Erection contractor-all-risk, Contractor plant and machinery, Boiler plant and pressure vessels, Machinery breakdown, cold storage and miscellaneous policies.

### Module III: Claim Operations

Claim procedure - Duty of insured, assessment of loss, Proportionate calculation of loss in case of double insurance and concurrent insurance policies. Ex-Gratia payments, Assignment of claim, settlement and payment under various clauses

### Module IV: Motor and Marine Insurance

History of motor insurance. Application of basic principles of insurance, Type of vehicle as per motor insurance, Type of policies as per motor vehicle Act. Scope of cover under different type of policies. Tariff rates and regulations, claim processing and settlement, MACT , Lok Adalat / Jald Rahat Yojna. Marine insurance market in India and UK. Purpose, scope application of marine policies. Claim procedure, Role of claim adjusters.

### Module V: Miscellaneous Policies

Medicclaim, overseas medicclaim policies – benefit and conditions. Burglary insurance, Money in transit, Jewellers block policies – cover, exclusions and conditions, rating and claims. Liability insurance policies – Public liability, Product Liability –scope and underwriting. Special Contingency policy, Householder policy, shopkeeper policy. Rural Insurance.

## Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

## Text & References:

- Bernstein, Peter L,Against the God, John Wiley & Sons, Inc
- **Get your Claim Paid, Silver Lake Editor, Silver Lake Publishing**
- **Jody Ball, Java Ball, The Bible on Insurance Claims Investigation Step By Step Techniques, Insight and Prospective**

# INSURANCE ACCOUNTS AND FUND MANAGEMENT

**Course Code:**

**MBA 467**

**Credit**

**Units: 03**

## **Course Objective:**

To develop an understanding of final accounts pertaining to life & general insurance to enable the students to have an insight as to how the insurance companies allocate & manage their financial resources to meet their financial goals. To apprise the students of the tax related benefits pertaining to both life & general insurance.

## **Course Contents:**

### **Module I: Financial statements of Insurance Companies-Life & General**

Introduction to insurance operating cycle, **Accounting for revenues & expenses, accounting for assets & liabilities**, accounting for capital & surplus with special reference to GAAP & relevant accounting standards.

### **Module II: Financial statement analysis**

GAAP Ratios- Managing Solvency & Profitability, **Regulatory Financial statement analysis-Statutory ratios for Insurance Companies**. Fund Management – Managing Cash Flows.

### **Module III: Valuation of Insurance Claims**

**Loss by Fire- Stock valuation, Loss of Profits policy-valuation.**

### **Module IV: Tax related issues**

## **Examination Scheme:**

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

## **Text & References:**

- LOMA Publications.
- III Publications

# INSURANCE MARKETING AND CLIENT MANAGEMENT

Course Code:

MBA 468

Credit

Units: 03

## Course Objective:

The aim of this course is to help students develop among the students an understanding of differences between traditional marketing concepts and concepts related to insurance marketing. The distribution channels, new markets and product development with reference to insurance will also be discussed. Acquiring customers and satisfying their needs being crucial for success of insurance companies, it is aimed to discuss use of Customer Relationship Management Technologies.

## Course Contents:

### Module I: Insurance Marketing Strategy

Basic Elements of Insurance Marketing Strategy, Marketing Environment Audit. Increasing the willingness to buy, New Distribution Channels, New Target Markets, New Product Development Program, Increasing Human Needs and Insurance Protection, Insurance products versus other Financial Securities.

### Module II: Insurance Marketing Process

Analyzing the Client's Current Insurance Portfolios, Developing the Market Mix, Marketing Planning, Marketing Implementation and Control, Use of Internet and Database Management Services through AWP.

### Module III: Insurance Advertising

Elements of the Advertising Program, Restrictions imposed by IRDA on Advertisements, Advertising Objectives, Design and Execution Styles. Examination of Motivational Impact.

### Module IV: Insurance Sales

Salesmanship Sales Interviews, Sales talk and Customer Response Developing Prospects into clients Intermediates and then Role in Sales Promotion. Impact of Regulations on Insurance Marketing and Sales.

### Module V: Insurance Marketing Plan

Annual Marketing Plan Annual Sales Plan Profitability Objectives Comparing Actual Performance and Planned Performance, Analyzing Sales Deviations, Marketing Modification.

## Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

## Text & References:

- Allen, S.B. Goodwin, D.W and Herrod, J.W. (1999), Life and Health Insurance Marketing. LOMA.

# PRODUCT DEVELOPMENT AND PRICING

**Course Code:**

**MBA 469**

**Credit**

**Units: 03**

## **Course Objective:**

To familiarize students with product and pricing concepts and strategies, the methods and tools used in developing and programming. Enabling them to develop strategies and plans and to develop the judgment parameters required in product and pricing management.

## **Course Contents:**

### **Module I**

Product: Concept, Classification and types; various levels of products.

### **Module II**

Product Management - The concepts of product line, Product Mix- Length, Width, Depth and Consistency, Line Stretching, Line Filling and Line Simplification.

### **Module III**

Product Life Cycle - Concept, Stages and Relevant Strategies.

### **Module IV**

New Product Launch Process-Idea Generation, Screening, Concept development, Prototype development, Test marketing and Commercialization.

### **Module V**

Pricing- Concept, Role, Factors influencing, Strategies and Methods. Price Setting Process.

## **Examination Scheme:**

<b>Components</b>	<b>CPA</b>	<b>TP</b>	<b>Q/S</b>	<b>A</b>	<b>ME</b>	<b>EE</b>
<b>Weightage (%)</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>10</b>	<b>70</b>

## **Text & References:**

- Philip Kotler, Marketing Management, PHE Publications.
- Gary Armstrong & Philip Kotler, Marketing-An Introduction.

# SYSTEM ANALYSIS AND DESIGN

Course Code:  
Units: 03

MBA 470

Credit

## Course Objective:

This course covers the system development life-cycle (SDLC) phases, with respect to the waterfall approach, also describes the prototype approach for developing software systems. The object-oriented (OO) analysis and design concepts are also introduced. However, the emphases will be on the following topics:

## Course Contents:

### Module I: Introduction to system analysis and design

Typical information system; Typical cases for analysis; problem-solving steps; gathering information; starting a Project. Introduction to different phase of SDLC.

### Module II: Requirements specifications

Feasibility analysis; Data flow diagrams; describing Data; Entity relationship analysis; data dictionary; physical and logical model of data; logical database design; and the importance of normalization; consider stations in file design ; role of database management system.

### Module III: System design

Concepts of logical and physical design. Files, Processes, Human-machine interface: screens/dialogues, presentation of information, Forms and Reports design. Data Validation and Audit features. New System Specifications. Database design and Module design. Evaluating quality of design, e.g. cohesion, coupling.

### Module IV: System Implementation

Testing and quality assurance. Software maintenance. Role of project management in the system development cycle. Complete example. Production planning and control, accounting principles: information flow; role of CAD/CAM; aggregate planning and master scheduling Elements, Resources, Risk, Project ocumentation, and Some Tools e.g. Gantt charts and PERT

### Module V

Succeeding as System Analyst, Interpersonal skills, Management skills, Analytical skills and Technical skills. Requirements analysis. System investigation. Process analysis.

## Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

## Text & References:

- Awad EM (2010), Systems Analysis and Design, Galgotia Publications (P) PLtd.
- Whitten JL & Bentley LD(2010), Systems Analysis and Design Methods , Galgotia Publications (P) PLtd
- Valacich JS, George JF & Hoffer JA (2010), Essentials of Systems Analysis and Design, Pearson Education, Inc
- Kendall K & KendallJ (2010), Systems Analysis and Design, Pearson Education., Inc..



# ENTERPRISE MANAGEMENT

Course Code:

MBA 471

Credit

Units: 03

## Course Objective:

Today Enterprise comprises of various stakeholders, such as employer, partners, customers and managing them is the key factor. Today enterprise is better known as extended enterprise and this course gears towards familiarizing the various components of Ext. Enterprises such as ERP, KM, CRM, SCM, business intelligence etc.

## Course Contents:

### Module I

Enterprise Management, Components of Enterprise Management, ERP – A Manufacturing Perspective, ERP Modules and their Benefits, ERP Implementation Life Cycle, Role of Vendors, Consultants and Users, ERP Market and Future Directions

### Module II

Understanding Supply Chain and its Drivers, Planning in Supply and Demand in Supply Chain Planning and Managing Inventories in a Supply Chain, Transportation, Network Design and IT in Supply Chain, E-Business and Supply Chain, Business Intelligence and Some Solutions

### Module III

What is CRM and its Power?, The Customer Service/Sales Profile and Management of it Choosing Your CRM Strategy, Tools for Capturing Customer Information, CRM on Internet, Enterprise Application Integration, CRM in companies like Toyota, Walmart etc

### Module IV

Knowledge and Management, Drivers of Knowledge Management, Classifying Knowledge, Implementing Knowledge Management, Aligning KM and Business Strategy, Knowledge Management Platform, Knowledge Management Tools

## Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

## Text & References:

- Leon A (2010) Enterprise Resource Planning, Tata Mcgraw Hill Education Private Limited
- Greenberg, P (2010) Customer Relationship Management, at the Speed of Light; Tata Mcgraw Hill Education Private Limited
- Fernandez IB & Sabherwal R (2010); Knowledge Management – systems and Processes; PHI Learning Pvt Ltd.
- Frazelle, EH ((2010); Supply Chain Strategy; Tata Mcgraw Hill Education Private Limited



# INFORMATION SECURITY AND RISK MANAGEMENT

Course Code:  
Units: 03

MBA 472

Credit

## Course Objective:

In today's competitive global economy, Information is the key resource which is growing day – by - day it is very critical to protect that information from all aspects. This course is designed to familiarize students with the importance of information, Risk involved in managing them and How to protect this information?

## Course Contents:

### Module I: Introduction of Information Security

Goals of Computer Security. CIA triangle, Identifying the Assets, Threats, Impact, vulnerabilities, User Authentication, System Access Control, Password Management, Privileged User Management, User Account Management, Data Resource Protection, Sensitive System Protection, Cryptography, Intrusion detection, Computer-Security Classifications

### Module II: Computer Security

Hardening (Operating System and Application Code, File System Security, Local Security Policies, Services, Default Accounts), Network Activity, Malicious Code, Firewall, Fault Tolerant System, BACKUP and UPS

### Module III: Network Security

Network security issues, threats & solutions, cryptography, algorithms (encryption, substitution, sequential and random, transposition), crypto-analysis, methods of breaking these algorithms.

### Module IV: Disaster Management

Types of Disaster, Challenge in Global operations, Understanding disaster recovery & business continuity, Business Continuity Management, Preparing BCP – a 10 step process, case (eg WTC)

### Module V: Management of Security taking Windows OS as example (Practical)

Security Management, Users and Groups Management, Managing Local and Global Groups, Managing User Accounts, Windows NT Domain Management, Registry Management, Logical Structure, Physical Structure, DNS Management, Managing Group Policy, User Authentication Management, Creating Domain User Accounts, Files and Folder Management, Files and Folder Permission Shared Resources Management, Encrypting File System (EFS).

## Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

## Text & References:

- Vedpuriswar AV (2009), Enterprise Risk Management: A strategic approach to Derisking an Enterprise, Vision Books.

- Whitman ME & Mattord HJ (2009), Principles and Practices of Information Security; Cengage Learning

## MARKETING OF IT SOLUTIONS

**Course Code:**  
**Units: 03**

**MBA 473**

**Credit**

### Course Objective:

“Marketing and Management of Software Solutions” course is in two parts, the first one exposes the students to various typical features of solutions marketing and the second part to the Management of software solutions.

### Course Contents:

#### Module I: Introduction to IT Sector

Introduction to software, **industry, software business models: service, product, hybrid models**

#### Module II: Solutions Marketing

IT marketing, internet marketing, **sales cycle, service development lifecycle**

#### Module III: Introduction to marketing strategies for cloud computing

PAAS, SAAS, IAAS

#### Module IV: Customer Handling

Writing proposals, **handling proposals, customer handling strategies**, account planning, relationship building

#### Module V: IT investment and Budgeting

Product pricing, **service pricing, CBA, TCO**

#### Module VI: IT solutions – implementation and maintenance

PM, **Implementation and Maintenance of IT solutions**

### Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

### Text & References:

- Bob H (2009), Software Project Management, Tata McGraw Hill
- Kelkar, SA (2009), Software Project Management, PHI

- Kishor Swapna(2010), Software Requirements & Destinations, Tata McGraw Hill
- Royce (2009), Software Project Management, Pearson Education

## SOFTWARE QUALITY ASSURANCE

**Course Code:**  
**Units: 03**

**MBA 474**

**Credit**

### Course Objective:

Quality is the essence of life. Information Technology by virtue of its various products, broadly software and hardware, is enabling quality in various aspects. It thus becomes more imperative that the software, which is actually becoming life line of any organization, adheres to certain quality norms. The students must understand the various aspects of quality, tools to implement quality in software development and monitoring the same.

### Course Contents:

#### Module I: Quality Concepts and Practices

Why Quality?, **Cost of Quality**, TQM concept, Quality Pioneers Approaches to Quality.

#### Module II: Software Quality

Software Development Process, S/w quality Attributes and significance of each attribute in detail, Hierarchical Models of quality. **Concept of Quality Assurance and Quality Control**

#### Module III: Software Quality Assurance

Implementing an IT Quality function, **Content of SQA Plan, Quality Tools, Quality baselines, Model and assessment fundamentals, Internal Auditing and Quality assurance.**

#### Module IV: Software Quality Control

Testing Concepts - ad hoc, white box, black box and integration, Cost Effectiveness of Software Testing – credibility & ROI, right methods, Developing Testing Methodologies- Acquire and study the test strategy, building the system test plan and unit plan , **Verification and Validation. Software Change Control- SCM, change control procedure, Defect Management – causes, detection, removal and tracking,**

#### Module V: Metrics and Measurement of Software Quality

**Measuring Quality, measurement concepts- Standard unit of measure, software metrics, Metrics Bucket, Problems with Metrics,** Objective and subjective measurement, attributes of good measurement, Installing measurement program, Risk Management- defining, characterizing risk, managing risk, software risk management

## Module VI: Quality Standards

**Introduction to various Quality standards: ISO-9000 Series, Six Sigma, SEI CMMi Model.**

### Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

### Text & References:

- Ben-Menachem M & Garry SM (2009), Software Quality – Producing Practical, Consistent Software, Thomson Learning (Vikas)
- Godbole, NS (2009), Software Quality Assurance – Principles and practice, Narosa
- Shafer & Shafer (2009), Quality Software Project Management, Pearson Education

# ADVERTISING AND SALES PROMOTION

**Course Code:**

**MBA 475**

**Credit**

**Units: 03**

## Course Objective:

This course provides students an opportunity to gain an understanding of advertising and other marketing communications practices. The course emphasizes on developing students' abilities to use Advertising as a tool to Create Awareness, Position the Product, and make an impact in the Consumers' Minds. This comprehensive course also familiarizes students' with Media Planning and creativity in advertising.

## Course Contents:

### Module I: Introduction to Advertising

Concept and definition of advertisement – Social and Economic Implications of advertisements, Setting advertisement objectives, Ad. Agencies – Selection and Remuneration, Types of advertisement

### Module II: Advertising Planning & Strategy

Advertising Department: Objectives and functions, Role of Advertisement Agencies: Selection and Remuneration, Advertising Campaign, Budgeting Methods.

### Module III: Advertising Media and Effectiveness

Media Planning, Scheduling, & Buying; Print, Broadcast & Interactive Online Media, Measuring Advertising Effectiveness, Creativity in Advertising, Copy Writing.

### Module IV: Sales Promotion

Rationale, Types - Consumer and Trade Promotions - Sales Promotion Strategies and Practices, Cross Promotions

### Module V: Integrated Marketing Communication

Other Promotional Tools, Public Relations, Event Marketing, Direct Marketing, Surrogate Advertising, New Product Launches.

## Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

## Text & References:

- Belch, George E & Belch, Michael A. (2009). Advertising and Promotion. McGraw-Hill Irwin. 8th edition.
- Wells W.D, Burnett J, & Moriarty S. (2009), Advertising Principles and Practice, Pearson Higher Education
- Batra R, Myers G.J., Aaker D (2003), Advertising Management, Pearson Education.

# CUSTOMER RELATIONSHIP MANAGEMENT

**Course Code:**

**MBA 476**

**Credit**

**Units: 03**

## **Course Objective:**

This course examines customer relationship management as a key strategic process for organizations. Composed of people, technology, and processes, an effective CRM optimizes the selection or identification, acquisition, growth and retention of desired customers to maximize profit. Anyone interested in being an architect of CRM within his or her organization, or responsible for the development of any major aspect of CRM will find this course beneficial. CRM discussions and projects will address both organizational customers (B2B) and consumers/households (B2C).

## **Course Contents:**

**Module I: Introduction and Significance of Customer Relationship Management**

**Evolution of CRM, Need for CRM, Benefits of CRM, Transaction vs. Relationship orientation, Introduction and Objectives of a CRM Process, an Insight into CRM, e-CRM and m-CRM.**

**Module II: Managing Customer Relationship**

**Understanding Principles of Customer Relationship, Relationship Building Strategies, Building Customer Relationship Management by Customer Retention, Stages of Retention, Sequences in Retention Process, Understanding Strategies to Prevent Defection and Recover Customers. Market share vs. Share of customers, Life Time Value of Customers.**

**Module III: CRM Process**

**The CRM cycle i.e. Assessment Phase; Planning Phase; The Executive Phase, Modules in CRM, 4C's (Elements) of CRM Process, Customer Acquisition Strategies, Customer Retention Strategies (Zero defections), Cross selling and up selling strategies, Customer Equity, Customer Metrics, Customer loyalty, Loyalty ladder, Customer Complaint Management.**

**Module IV: CRM practices in Business Economy (B 2 C and B 2 B Market)**

**Growth of Service in India, Service Customer Classification, Service Marketing Mix, Service Recovery, Characteristics of Business Markets, Importance of CRM in B2B and B 2 C Markets, Key Account Management, Supplier-Channel Management, CRM practices and application in Banking Industry, Retail Industry, Aviation Industry, Hospitality Industry, Pharmaceutical Industry, Telecom Industry and Product Markets.**

**Module V: Issues and Challenges in Implementation of CRM**

**CRM Implementation Road Map, CRM Roadblocks (4P's), Phased development, learning from customer defections, evaluating customer retention plan, Emerging trends in CRM.**

**Examination Scheme:**

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

**Text & References:**

- Alok Kumar, Chhabi Sinha, Rakesh Sharma (2009) Customer Relationship Management – Concepts and Application, Biztantra.
- Alok Kumar Rai (2009) Customer relationship Management Concepts and Cases, PHI
- G Shainesh & Jagdish N Sheth, (2006) Customer Relationship Management-A Strategic Approach, Macmillan India, New Delhi.
- Jill Dyché (2006) The CRM Hand book (2006) Pearson Education.
- Judith W.Kincaid (2007) Customer Relationship Management- Getting it Right, Pearson Education.
- Ronald S (2001), Accelerating Customer Relationships, Swift, PHI.
- S.Shajahan (2009) Relationship Marketing, Tata McGraw Hill

## **INDUSTRIAL MARKETING**

**Course Code:** MBA 477 **Credit**  
**Units:** 03

### **Course Objective:**

To provide an understanding of industrial market characteristics, evolution of strategies and to learn practical application of different concepts of industrial market

## **Course Contents:**

### **Module I**

**Introduction to industrial marketing, environment of industrial and consumer marketing, nature of an industrial buyer, types of industrial products and services and their contextual nature, standard product classification**  
 Industrial buying behaviour, individual vs. group decision making, concept of buying center and environmental & organizational influences, buy-grid framework and its practical application, after-sales service (AMC)  
 Industrial market segmentation, targeting and positioning techniques; sequential segmentation, niche market

### **Module II**

**Industrial channel, types, nature, difference between merchant, agents and broker, selection criteria, channel conflicts, channel integration (VMS), marketing strategies, policy, sales management practices training, motivation and examination., e-commerce**  
 Industrial marketing communication, advertising, publicity and sales promotion

### **Module III**

**New product development through in-house (R&D) and technology transfer, different stages in NPD, different types of test markets; IPRs, patent, copyright, non-disclosure agreement (NDA), industrial PLC and effect of various external and internal environmental factors**

### **Module IV**

**Different types of bids – tender and auction, two parts bid, price discovery mechanism under different market scenarios, OEM and their impact on pricing policies, break-even point calculation**  
**Line of credit and mode of payment, its implication on working capital management**

### **Module V**

**Industrial marketing research techniques, marketing intelligence, sales and demand forecast in industrial market**  
**Industrial marketing in international context, Incoterms, role of contingency factors affecting industrial marketing decisions**

Brief introduction to nature of turnkey and BOT projects, **its contractual agreement; leasing**

### Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

### Text & References:

- Reeder, Brierty and Reeder, Industrial Marketing: Analysis, Planning and Control, PHI Learning
- Krishna K. Havaldar, Industrial Marketing: Text and cases ,McGraw Hill
- Newspapers- Economic Times, Business Standard, Financial Express, Brand Equity
- Magazines- Advertising and Marketing, Business World, Business India
- Reading about following organizations/ standard reports/ publications is suggested:
  1. Directorate General of Supplies and Disposals (DGS & D)
  2. Business Monitor International (BMI)
  3. National Industrial Classification (NIC)
  4. International Standard Industrial Classification (ISIC)
  5. Thomas Register (USA)
  6. Business Marketing Association (BMA)
  7. Directorate General of Commercial Intelligence and Statistics (DGCI&S)
  8. Export Credit Guarantee Corporation (ECGC)
  9. Minerals and Metals Trading Corporation of India Limited (MMTC)
  10. M-Junction
  11. Transport Corporation of India (TCI)

## INTERNATIONAL MARKETING

Course Code:

MBA 478

Credit

Units: 03

### Course Objective:

In today's dynamic global scenario people who succeed will have to learn the art of managing functions across domestic borders. Thus the course aims at exposing the students to the international business activities. The course would develop a general perspective about managing international business both in operational as well as strategic context.

### Course Contents:

#### Module I: Overview

Need, Scope, Tasks, Domestic vs. International marketing, International trade Theories, Importance of International Marketing, **Management orientation (Ethnocentric, Polycentric, Regiocentric & Geocentric)**

#### Module II: International Marketing Environment

Economic Environment (World Economy, Stages of market & economic development, Income & Purchasing Power parity, Economic Risk Analysis, Balance of payments, Trade patterns, International trade alliances, WTO, World Bank, IMF, Regional Economic groups. Social & Cultural environment – **Culture, Cultural impact on Industrial & Consumer products. Political, Legal & Regulatory Environment – Political Risk, IPR, Licensing & Trade Services, Dispute Settlement & Litigation, Embargoes & Sanctions.**

#### Module III: International Entry & Expansion Strategies

**International Market Entry Strategies – Exporting, Sourcing, Licensing, JVs, Ownership & control, Ownership/ Investment, Merger's and Acquisitions, Stages of development models**



**(Domestic, International, Multinational, Global, Transnational) Strategies employed by Indian companies to sustain Globally. Tariff and Non Tariff Barriers.**

**Module IV: Developing Product for International Market**

**The international product and its life cycle, Product positioning & Segmentation , Product design consideration, Geographic expansion, Global branding and different positioning of the same brand in different countries, New product development & testing . Dumping, Gray market, Role of Services in global economy,**

**Module V: Promotion & Pricing Strategy for International Market**

**Channel development & Innovation. Role of International Advertising & Branding, PR, Trade Fairs, Personal selling, Sales promotion, Exhibitions, Sponsorship promotion, Internet Marketing.. Global pricing Objectives & methods, Pricing policies – Marginal cost, cost plus, Market oriented, Export payment methods – L/C, Advance, DA/DP, FIBC, Counter trade, Transfer price.**

**Examination Scheme:**

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

**Text & References:**

- Keegan Warren & Bhargava Naval (2011), Global Marketing Management, Pearson
- Cateora Philip, Graham John & Salwan Prashant (2010), International Marketing, Mc Graw Hill
- Paul Justin & Kapoor Ramneek (2010), International Marketing, Mc Graw Hill
- Joshi Rakesh Mohan (2009), International Business, Oxford Higher Education
- **Vasudeva PK (2010), International Marketing, Excel Books**
- **Harvard Business Review, Global Business Review (Sage Publications), Global Forum – ITC Geneva**

## **MARKETING OF SERVICES**

**Course Code:**

**MBA 479**

**Credit**

**Units: 03**

**Course Objective:**

The course has been designed to equip students to become more effective managers of any service organization by familiarizing them with the basic characteristics of services, their implications on design and delivery, and the ways to achieve sustainable competitive advantage by managing critical parameters.

**Course Contents:**

Module I: Understanding Services and Consumer Behavior

Service Sector and its structure. Drivers of service sector growth. Nature of services: Tangibility Spectrum; Defining the service offering; Flower of Service. Goods vs. Services; the service marketing challenges and implications for marketers for each service characteristic. Categorizing Service Processes. Self Service Technologies. Consumer behavior in services; Search, Experience and Credence attributes. Service Encounters and the types; Moments of Truth. The expanded Services Mix.

Module II: Focus on Customers

Customers' expectations of service. Desired and Adequate service, Zone of Tolerance. Managing customer expectations and perceptions in services. Service Quality Dimensions. Customer Satisfaction vs. Service Quality. The impact of service failure and recovery. Types of Customer Complaint Actions and Complainers. Service Guarantees. Service Recovery Strategies.

Module III: Aligning Strategy, Design and Delivery

Service Blueprinting. Operational service product designing and adding value. Evidence of service and Servicescape. The Service Triangle. Boundary–Spanning Roles. Strategies for closing the delivery gap.

**Module IV: Delivering Services through Intermediaries, Managing Demand and Capacity. Pricing Services**

**Role of Distribution in Services. Channel Conflicts and other key problems. Key Intermediaries for Service Delivery. Understanding Demand and Capacity constraints. Strategies for matching Capacity and Demand. Approaches to Pricing Services**

**Module V: Service Sector Study (Group Project)**

**Exposure to various growing Service Sectors, viz.: Banking, Insurance, Hospitality, Education, Telecom, and Health Care etc. Live-Project by each group, on any one of the growing sectors of services; Group Presentations/ Viva on assigned date.**

**Examination Scheme:**

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

**Text & References:**

- Valarie A Zeithaml Mary Jo Bitner, **Dwayne Gremler, Ajay Pandit.** (2007), Services Marketing: Integrating Customer Focus Across the Firm, Tata McGraw Hill
- Christopher Lovelock. (2010), Services Marketing: People, Technology, Strategy, Pearson Education India.
- **Rajendra Nargundkar, (2006), Services Marketing: Text and Cases, Tata McGraw-Hill**
- **Harsh V. Verma. (2010), Services Marketing: Text and Cases, Pearson Education.**

# SERVICE OPERATIONS MANAGEMENT

**Course Code:**  
**Units: 03**

**MBA 480**

**Credit**

## Course Objective:

The objective of the course is to understand the growing significance and impact of services on the growth and economy and the scientific ways to run the operations so as to optimize the business and brand returns.

## Course Contents:

### Module I: Understanding Service Operations

Introduction; Nature & Role of Services in Economy; Service Operations and their Management Fundamentals; Service Strategy; Positioning of Services in the Organisation Value Chain

### Module II: Service Operation Infrastructure

Service Facility Design, Layout & Location, Off-shoring & Outsourcing; Technology in Services, Front-office Back-office Interface; Human Factor in Services; External Associates in Service Processes

### Module III: Service Process Management

Service Encounter Design and Control; Managing Service Processes; Experience Management in Service Operations; Service Quality and Reliability Assurance; Service Process Improvement & the Associated Methodologies; Experience Innovation Paradigm; New Service Development

### Module IV: Improving Service Delivery Propositions

Service Growth and Globalisation; Forecasting Demand for Services; Capacity and Demand Management; Customer Expectations and the Planned Provision in Service Delivery; Legal Aspects of Expectation-Delivery Gaps; Service Waiting Line and Customer Relationship Management; Inventory Management for Improved service Delivery

## Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

## Text & References:

- Deborah (2008), Competitive Strategies for Service Businesses, New Delhi: Jaico
- Fitzsimmons & Fitzsimmons (2006), Service Management, Tata McGraw-Hill
- Haksever, et al. (2006), Service Management and Operations, Pearson Education
- Hollins (2007), Managing Service Operations, Sage Publications
- Johnston & Clark (2009), Service Operations Management, Pearson Education
- Metters, et al. (2006), Service Operations Management, Cengage Learning
- Davis & Heineke (2003), Managing Services: People and Technology, Tata McGraw Hill.

# OPERATIONS STRATEGY

**Course Code:**  
**Units: 03**

**MBA 481**

**Credit**

## **Course Objective:**

The objective is to develop understanding about the practical aspects of operations strategy, selection of process and infrastructure development. The aim of this course is to make the students familiar with the changes required in the operational strategy with rapidly changing environment.

## **Course Contents:**

### **Module I: Introduction**

**Introduction, Role and Objectives of Operations Strategy, Incorporating Operations Strategy in the Corporate Strategy, Dynamics of process-product life cycles, Defining a Operations Strategy in Overall Environment, Manufacturing Implications of Corporate Marketing Decisions.**

### **Module II: Developing Operations Strategy**

**Principles and Concepts of Developing a Operations Strategy, Process of Operations Strategy Formulation, Methodology of Developing Operations Strategy, Business Implication of Process Choice, Product Profiling, Manufacturing Audit Approach, Manufacturing Restructuring, Infrastructure Development.**

### **Module III: Implementation of Operations Strategy**

**Principles and Concepts of Focused Manufacturing, Involvement of Human Aspects, Effect of Technology Advancement and Technology Management, Integration of Operations Strategy Planning and Technology Planning, Pre-requisites of Organized and Focused Manufacturing Strategy & Unit.**

### **Module IV: Redefining Operations Strategy**

**Value of Response Time and Product Variety in Operations Strategy, Management of Quality, Planning and Controlling System, Accounting & Financial Perspectives and Manufacturing System, Improving Manufacturing Process by Redefining & Restructuring Process Positioning**

## **Examination Scheme:**

<b>Components</b>	<b>CPA</b>	<b>TP</b>	<b>Q/S</b>	<b>A</b>	<b>ME</b>	<b>EE</b>
<b>Weightage (%)</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>10</b>	<b>70</b>

## **Text & References:**

- Beckman / Barry (2008). Operations Strategy: competing in the 21st Century, McGraw-Hill Higher Ed, 978-0071274081.
- Brown / Lamming / Bessant / Jones (2005). Strategic Operations Management, Elsevier-India (Butterworth-Heinemann), 978-075066199 / 978-81.312.0769.7
- Hayes / Pisano / Upton / Wheelwright (2004). Operations, Strategy, and Technology: Pursuing the Competitive Edge, John Wiley, 978-0471655794.
- Klassen / Menor (2007). Cases in Operations management, Sage India, 978-81.7829.864.1
- Lowson (2002). Strategic Operations Management, Routledge (Taylor & Francis), 0415256550
- Mieghem (2008). Operations Strategy: Principles and Practice, Dynamic Ideas Llc, MA: Charlestown, 978-0975914663
- Nicholas (2008). Competitive Manufacturing Management, Tata McGraw-Hill, 978-0070474154.
- Slack / Lewis (2008). Operations Strategy, 2/e, Prentice Hall / Pearson Education, 978-0273695196 / 978-81.317.2572.6
- Walters (2006). Operations Strategy, Palgrave Macmillan -India, 978-0230224964



# LEAN SIX SIGMA

Course Code:

MBA 482

Credit

Units: 03

## Course Objective:

At the end of this course the student will: Understand the importance of a measurement based strategy, which focuses on process and sub-processes improvement through the application of Principles and methods of Lean Six Sigma. Develop the understanding of technical skills required to implement Lean Six Sigma and to implement them to significantly improved business results. Learn to use Minitab software tool for analyzing data to help him evaluate quality in an objective, quantitative way.

## Course Contents:

### Module I: Overview of Six Sigma and Organizational Goals

The history and methodology, philosophy and goals, Key drivers for business, project selection process, introduction to DMAIC, DFSS, seven basic quality tools. Lean Principles: value chain, flow, pull, perfection, tools commonly used to eliminate waste, kaizen, 5S, error proofing, value-stream mapping, value-added and non-value added activities, excess inventory, space, test inspection, rework, transportation, storage, cycle time, theory of constraints.

### Module II: Define

Process components and boundaries, process owners, internal and external customers, other stakeholders, translating customer feedback into project goals, Pareto chart, CTQ attributes, VOC, QFD, affinity diagrams, interrelationship digraphs, tree diagrams, prioritization matrices, matrix diagrams, PDPC charts, activity network diagrams, business results for projects, process performance metrics, DPU, RTY, COPQ, DPMO sigma levels and process capability indices, FMEA, RPN, Six Sigma teams, Black Belt, Master Black Belt, Green Belt, Champion, executive, coach, facilitator, team member, sponsor.

### Module III: Measure

Process maps, written procedures, work instructions, flowcharts, SIPOC, relational matrices, techniques for assuring data accuracy and integrity, GR&R, measurement correlation, bias, linearity, percent agreement, and P/T, natural process limits and specification limits, percent defective, Cp and Cpk, Pp, Ppk, Cpm, short-term vs. long-term capability, 1.5 sigma shift, sigma level for a process and its relationship to Ppk.

### Module IV: Analyze

Multi-vari studies to interpret the difference between positional, cyclical, and temporal variation; sampling plans to investigate the largest sources of variation, simple linear correlation and regression, Hypothesis Testing - Tests for means, variances, and proportions, paired-comparison tests, single-factor ANOVA, Chi square

### Module V: Improve and Control

DOE, SPC, rational subgrouping,  $\bar{X}$  Bar - R, p, np and c, implement and validate solutions, measurement system capability, re-analysis, and post-improvement capability, developing a control plan to document and hold the gains, implementing controls and monitoring systems.

## Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

## Text & References:

- Michael George, David Rowlands, Bill Kastle (2004), What is Lean Six Sigma, Tata McGraw-Hill

- **Michael George, John Maxey, David Rowlands, Malcolm Upton (2004)**, The Lean Six Sigma Pocket Tool book: A Quick Reference Guide to 70 Tools for Improving Quality and Speed, **Tata McGraw-Hill**
- **Rajagopal, Amritanshu (2011)**, **Product Strategy and Six Sigma: Challenges, Convergence and Competence**, **Nova Science Publishing**
- **Basu, Ron (2011)**, **Fit Sigma: A Lean Approach to Building Sustainable Quality Beyond Six Sigma**, **Wiley**

## **FACILITY PLANNING AND TOTAL PRODUCTIVE MAINTENANCE**

**Course Code:**

**MBA 483**

**Credit**

**Units: 03**

### **Course Objective:**

The aim of this course is to develop the understanding of the concept of facility planning and total productive maintenance – its application and uses in business organizations.

### **Course Contents:**

Module I: Introduction to Facility Planning

Facilities planning fundamentals and Objectives; **Product, Process Flows and balancing activity space; Facility Location, layout and workspace layout**; Facilities systems and upkeep management

Module II: Facility Plan and Business Dynamics

Plant & Equipment – strategic consideration; **Technological alignment, capacity balancing, infrastructure and shared facilities; Service facilities and office facilities planning**; Periodic review of facilities performance; Facilities re-arrangements for new business induction.

Module III: TPM for Overall Equipment Effectiveness

**Concept of maintenance and TPM; Types of maintenance; Analysis of Failure data; (Fuguai) F-tags and defect maps**; Time- and Condition-based maintenance; Reliability Centred Maintenance (RCM), Universal Maintenance Standards; Overall Equipment Effectiveness; Timing Replacement Decisions

Module IV: Implementing TPM Programme

Steps in TPM Introduction in an Organization; **TPM and maintenance manpower management; Creating a productive team culture; 8 Pillars of TPM: 5S, Autonomous Maintenance (Jishu-Hozen)**, Kaizen, Planned Maintenance, Quality Maintenance, Training, Office TPM, Safety, Health, Environment.

### **Examination Scheme:**

<b>Components</b>	<b>CPA</b>	<b>TP</b>	<b>Q/S</b>	<b>A</b>	<b>ME</b>	<b>EE</b>
<b>Weightage (%)</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>10</b>	<b>70</b>

### **Text & References:**

- **Borris, (2006)**, **Total Productive Maintenance**, **New York: McGraw-Hill**
- **Nicholas (2001)**, **Competitive Manufacturing Management**, **Tata McGraw-Hill**
- **Sule (2008)**, **Manufacturing Facilities( 3/e)**, **CRC Press (Taylor & Francis)**
- **Tompkins(2003)**, et al., **Facilities Planning (3/e)**, **Wiley India**
- **Clark (2008)**, **Facility Planning**, **Pearson India**
- **Francis(2009)**, **Facility Layout and Location**, **Prentice Hall of India**
- **Kunders (2004)**, **Facilities Planning & Management of Hospitals**, **Tata McGraw Hill**

- Takahasi and Osada(1990), Total Productive Maintenance, Tokyo: Asian Productivity Organization
- Wireman (2006), Total Productive Maintenance( 2/e), New York: Industrial Press, 2006

## PROCESS ANALYSIS AND THEORY OF CONSTRAINTS

**Course Code:** MBA 484 **Credit**  
**Units:** 03

### Course Objective:

This course is to familiarize students to the fundamentals of operational process analyses with a view to improving productivity and performance towards fulfilling the overall business goals. It is also to further enable them learn the concepts, principles, and application of the theory of constraints approach in this regard.

### Course Contents:

#### Module I: Process Structure, and Selection

Process Management Orientation in Operations; Processes and their functions, importance, objectives of analysis, methods; Interface with other disciplines; Product-process matrix, Production Process structures, Service Process structures.

#### Module II: Examination of processes & Benchmarking

Examination of processes; Parameters of Examination, Lead-time, Set-up time, Throughput Cycle, Cycle time; Performance Measurement System, Cost, Quality, Flexibility, Capability; Productivity and Profitability Improvement; Benchmarking.

#### Module III: Understanding Theory of Constraints (TOC)

TOC thinking process; Current Reality Tree, The Evaporating Cloud, Future Reality Tree, Prerequisite Tree, Transition Tree: Application of thinking process tools; TOC and economic decisions, Throughput accounting measures for decision making.

#### Module IV: Operations Improvements with Theory of Constraints

TOC applications in operations improvement; Relating TOC to Project Management, Critical Chain project management; Production Scheduling with Drum-Buffer-Rope method; TOC in supply chain management, Drum-Buffer-Rope distribution solution.

### Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

### Text & References:



- Dettmer, W.H. (1997). Goldratt's Theory of Constraints, ASQ Quality press
- Evans, J.R. and D.A. Collier (2007). Operations Management, New Delhi: Cengage Learning
- Goldratt, E.M. (1997). Critical Chain, Great Barrington, MA: North River Press
- Goldratt, E.M. (2008). The Goal II – It's Not Luck, Chennai: Productivity & Quality Publishing
- Goldratt, E.M. and J. Cox (2006). The Goal: A Process of Ongoing Improvement, Chennai: Productivity Quality Publishing
- Goldratt, E.M. Theory of Constraints, Great Barrington, MA: North River Press
- Goldratt, E.M., E. Schragenheim and C.A. Ptak (2000). Necessary But Not Sufficient, Great Barrington, MA: North River Press
- Heizer, J. and B. Render (2008). Operations Management, New Delhi: Pearson Education
- Keegan, R. and E. O'Kelley (2008). Applied Benchmarking for Competitiveness, Mumbai: Jaico
- Mukhopadhyay, S. K. (2008). Theory of Constraints, Mumbai: Jaico
- Stein, R.E. (1997). The Theory of Constraints – Application in Quality and Manufacturing, New York: Marcel Dekker

## **MALL DYNAMICS AND REAL ESTATE MANAGEMENT**

**Course Code:** MBA 485 **Credit**  
**Units:** 03

### **Course Objective:**

The course contents provide a detailed outline of Malls and its design and retail components. Special emphasis is given to the practical aspects. The objective of the course is to impart skills necessary for taking up positions in Mall administration. The student may also opt for specific functional aspects like Marketing apart from being entrepreneurs by way of developing Malls.

### **Course Contents:**

#### **Module I: Concept of Mall**

Definition, types, genesis of malls, growth of malls globally, Diffusion of the concept to India, growth of malls in India, future trends and projections, advantages of mall over other retail formats, comparison of US and the Indian Malls

#### **Module II: Mall Design and Architecture**

A description of the various components of mall architecture and their significance like Facade, Atrium, parking, circulation path and utilities & traffic management inside & outside of mall.

#### **Module III: Mall Administration**

Deciding tenant-mix and anchor tenant(s), concept planning and retail zoning, a comment on suitability of popular retail formats as anchor tenants like Hyper markets, Department Stores, Multiplexes and Eating joints.

**Module IV: Components of Mall Management**

Facilities & Utilities management, Security & information systems, **Mall promotion & events management.**

**Module V: Real Estate Management Introduction**

Property Ownership and Interests .Broker Relationships. Sources for Finance, **Leasing and Space selling.**

**Examination Scheme:**

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

**Text & References:**

- Levy & weitz, ( 2010) Retailing Management (5th ed), Tata McGraw Hi
- Barman & Evans, ( 2009) Retail Management-A strategic Approach (8th ed), (Pearson Education)
- Sheikh arif & Fatima Kaneez (2008) Mall Management, Himalaya Publishing House.
- Susan Hudson-Wilson (Hardcover - Jun 2000), Modern Real Estate Portfolio Management (Frank J. Fabozzi Series)

# VISUAL MERCHANDISING AND SPACE PLANNING

Course Code:

MBA 486

Credit

Units: 03

## Course Objective:

The course contents highlight and explain the various design and display elements that impact space management and merchandise display in retail outlets. It also focuses on specific impact of each element on store profitability and efficiency. The aim is to prepare students to take up jobs as creative visual merchandisers with majors retail players. Space Management skills shall help them in being effective department, floor and store managers.

## Course Contents:

### Module I: Store location

Significance, factors affecting choice of location and site, Design of retail store: significance of design for a store, Architecture, Façade, Size and elevation.

### Module II: Store Layout

Discussion on different types of layouts for retail stores with specific applications and attributes. Space Planning and management: Allocation of space among various departments/categories.

### Module III: Merchandise Presentation

Fixtures, Displays and signage- description with discussion on specific attributes of each option. Introduction to store Atmospherics: the key components, significance. In store traffic management.

### Module IV: Atmospheric components

Color, texture, lighting, temperature, music, fragrance, floor/ceiling designs. Retail Image.

### Module V: Space Planning

Importance, Max. Space Productivity with relation to ROI. Implementing in store advertising, Marketing & Merchandising Plan.

## Examination Scheme:

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

## Text & References:

- Levy & Weitz, (2008) Retailing Management, Tata McGraw Hill , Sixth edition.
- Berman & Evans ,(2009) Retail Management- A strategic Approach, Pearson Education
- Bajaj, Tuli & Srivastava , (2009) Retail Management, Oxford

# RETAIL SALES AND CATEGORY MANAGEMENT

**Course Code:**

**MBA 487**

**Credit**

**Units: 03**

## **Course Objective:**

The aim of this course is to develop the understanding of the various components of the integrated supply chain from the perspective of Distribution Management. The learning is focused on developing the various models of distribution and logistics.

## **Course Contents:**

### **Module I**

**Introduction to Sales Management**, review, Professionalism in sales, different types of sales jobs. Discussion of sales careers and qualifications and skills required for success. Role of the sales Manager.

### **Module II**

**Adaptive Selling, sales territory-zation, sales quotas**, budgeting and costing, monitoring sales expenses, sales theories.

### **Module III**

The sales process - planning prospecting, planning the initial sales call, approaching the prospect and initiation of discussing, negotiation and closing. Sales presentation, approaching the customer and gaining the commitment of the customer. Role play. **CRM and use of technology (database marketing)**, encouraging critical encounters.

### **Module IV**

Recruitment, selection and training of Salesperson. Motivation and retention of sales staff. Sales force compensation, **tools for sales supervision and control**, Examination and appraisal of sales staff, **Evaluation of Sales price**.

### **Module V**

**Category Management – Definition, Process, Components, Challenges, Category Manager – Definition, Role, Challenges faced.**

## **Examination Scheme:**

<b>Components</b>	<b>CPA</b>	<b>TP</b>	<b>Q/S</b>	<b>A</b>	<b>ME</b>	<b>EE</b>
<b>Weightage (%)</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>10</b>	<b>70</b>

## **Text & References:**

- Stern & El-Ansary (2009), Marketing Channels, PHI Publication.
- Ingram, Laforge, Avila, (2008), Professional Selling A trust based approach, Thomson.

## RETAIL BRANDING AND CRM

**Course Code:**  
**Units: 03**

**MBA 488**

**Credit**

### **Course Objective:**

The course involves the objective of imparting comprehensive understanding of the fundamentals of building, measuring, and managing a brand. The emphasis is also on enhancing life time value of customers and developing partnering relationships with profitable loyal customers.

### **Course Contents:**

#### **Module I: Concept of branding**

Concept of branding, the challenges faced by brand managers, the value of a brand to customers and the organization, Branding Challenges & Opportunities, Strategic Brand Management Process  
Criteria to choose brand elements, Creation of brand personality, brand personality scale, brand image sources, Brand identity dimensions

#### **Module II: Brand Re-vitalization & Equity**

Brand & Line Extensions, Marketing Mix for Brand Extensions, Co – Branding. Upward and Downward stretching of brands, Components of retail image. Dynamics of creating and maintaining retail image, The brand equity concept, Brand Equity Models – Customer Based Brand Equity, Aaker Model, Brand hierarchy Brand Awareness, Brand Loyalty, Brand Associations, Brand Recognition, Recall.

#### **Module III: Planning Retail Promotional Strategy**

Elements of retail promotional mix: Advertising, public relations, personal selling, sales promotions. Point of purchase advertising, Determining promotional objectives. Establishing an overall promotional budget. Selecting the promotional mix, Implementing the promotional mix, Reviewing and revising the promotional plan.

#### **Module IV: Creating Customer Value through CRM**

Importance of CRM, Rationale and Benefits of CRM; Types of CRM; Emerging Issues and Future Trends of CRM. Customer relationships and channel relationships. Customer Satisfaction: Pre-requisite to customer Relationship; Customer Value; Value Chain Analysis; Customer Life time Value: Concept and Measurement ; Measuring Equity in Customer Relationships;

#### **Module V: Customer retention strategies**

Relationship retailing, Managing Service Recovery and Complaint Handling; Customer Retention Strategy

### **Examination Scheme:**

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

### **Text & References:**

- Keller K.L. (2008), Strategic Brand Management: Building, Measuring, and Managing Brand Equity, Prentice Hall.
- Sengupta S. (2010), Brand Positioning, TATA McGraw-Hill
- Kapferer J. L. (1994), Strategic Brand Management, Free Press
- Sheth J.N, Parvatiyar A, Shainesh G. (2001), Customer Relationship Management, Tata McGraw Hill.
- Dyche J. (2001), The CRM Handbook-A Business Guide to Customer Relationship Management, Pearson Education.

## **E-RETAILING**

**Course Code:**  
**Units: 03**

**MBA 489**

**Credit**

### **Course Objective:**

The course is designed to explain the emergence, proliferation and prospects of E-retailing across the globe, with special reference to India. After studying the course, students shall be equipped with the basic knowledge to design, operate and manage e-retailing operations of a retail enterprise.

### **Course Contents:**

#### **Module I**

E-retailing: meaning, concept, significance, comparison with convention retailing, Brick & Mortar, Click & Mortar and purely E-retailing, integration of e-retailing into an organization, Multi-channel retailing.

#### **Module II**

E-retailing models, starting an E-store: weighing the options, approaches to building an E-store, requirements of an effective E-store, E-store design: web atmospherics, navigability, interactivity, retail information.

#### **Module III**

Marketing Strategies for E-stores: Branding on the web, offline marketing, cross selling, referral services, permission marketing, E-greeting cards, Online payment processing, internet payment gateways, internet security issues, E-mails, future of e-retailing.

#### **Module IV**

E-Customer Relation Management, E-Payment systems ,E-Supply chain management, Case studies of companies like TELCO, ICICI HLL to manage e-retailing .

### **Examination Scheme:**

Components	CPA	TP	Q/S	A	ME	EE
Weightage (%)	5	5	5	5	10	70

### **Text & References:**

- **Caroll & Broadhead, Selling Online: How to Become a Successful E-Commerce Merchant, Dearborn publishers**
- **E-Commerce an Indian Perspective by P.T Joseph. S.J.PHI Publications.**
- **Janice Reynolds, The Complete E-Commerce Book: Design, Build, and Maintain a Successful Web-Based Business, CMP Media.**
- **Dennis, Fenech & Merrilees, E-retailing, Routledge Press**
- **Levy & Weitz, Retailing Management, Tata McGraw Hill**