

# RASHTRASANT TUKADOJI MAHARAJ NAGPUR UNIVERSITY

## DIRECTION NO.22 OF 2012

(Direction issued under Section 14(8) of Maharashtra Universities Act. 1994 relating to award of Masters degree in Business Administration in the Faculty of Commerce)

WHEREAS the Maharashtra Universities Act No. XXXV of 1994 has come into force with effect from 22<sup>nd</sup> July, 1994.

AND

WHEREAS the amendment to the said Act came to be effected from 12<sup>th</sup> May, 2000

AND

WHEREAS the Board of Studies in Business Administration and Business Management in the Faculty of Commerce at its meeting held on 08-02-2012 have updated and upgraded the existing scheme of examination and syllabus for the award of the degree of Master of Business Administration (M.B.A.) commensurate with the curricula existing in the various Universities in India and with a view to include the latest trends in the managements stream as well as to design it to suit to the needs of the industries and corporate houses.

AND

WHEREAS the Faculty of Commerce concurred with the recommendations of the Board of Studies in Business Administrations and Business Management in the Faculty of Commerce on \_\_\_\_\_.

AND

WHEREAS the Academic Council, Rashtrasant Tukadoji Maharaj Nagpur University, Nagpur approved the recommendations so made by the Board of Studies in Business Administration and Business Management in the Faculty of Commerce duly concurred by the Faculty of Commerce, as required under Section 38(a) of the Act on \_\_\_\_\_.

AND

WHEREAS the recommendations made by the Board of Studies in Business Administration and Business Management approved by the Vice-Chancellor, proposed alterations in the contents of the syllabus as well as the scheme of the examination.

AND

WHEREAS it is expedient to provide and Ordinance for the purpose of prescribing examinations leading to the degree of Master of Business Administration in the Faculty of Commerce and phasic repeal of Ordinance No. 23 of 2008 governing the existing course of Master of Business Administration.

AND

WHEREAS an Ordinance is in existence, for the award of this Degree with semester pattern scheme and university examination system, which by this direction needs to be amended with Choice Based Credit System.

Now, therefore, I, Dr. Vilas S. Sapkal, Vice-Chancellor, Rashtrasant Tukadoji Maharaj Nagpur University, Nagpur in exercise of the powers vested in me under Section 14(8) of the Maharashtra University Act of 1994 do hereby issue the following direction :

1. This direction shall be called **“DIRECTION REGARDING CHOICE BASED CREDIT SYSTEM AND EXAMINATIONS LEADING TO THE MASTERS DEGREE OF BUSINESS ADMINISTRATION IN THE FACULTY OF COMMERCE, RASHTRASANT TUKADOJI MAHARAJ NAGPUR UNIVERSITY, NAGPUR.”**
2. The duration of M.B.A. course shall be of Two years consisting Semester-I & II in first year and Semester-III & IV in second year.

3. Subject to compliance with the provisions of this direction and of other ordinances in force from time to time, an applicant for admission to this course shall have passed degree examination of Rashtrasant Tukadoji Maharaj Nagpur University or any other recognized University equivalent thereto with 50% aggregate marks for open category and 45% marks aggregate for Backward Class candidates or as notified by the state Government from time to time. Provided that Students admitted through Common Management Aptitude Test (CMAT) conducted by All India Council for Technical Education or through Central Entrance Test (CET) conducted by Directorate of Technical Education or any other entrance examination conducted by competent authority approved by the Directorate of Technical Education and fulfilling the eligibility conditions prescribed by the Rashtrasant Tukadoji Maharaj Nagpur University shall only be admitted to this Course.
4. The Examinations for Semesters I, II, III and IV shall be held twice a year at such places and on such dates as may be fixed by the University.
5. The fees for examination shall be as prescribed by the Rashtrasant Tukadoji Maharaj Nagpur University from time to time.
6. Applicant for the examination prosecuting a regular course of study leading to the Master Degree in Business Administration shall not be permitted to join any other course in this University or any other University simultaneously.
7. **Choice Based Credit System of evaluation:**
  - a. The M.B.A. programme shall consist of **Thirty Two Courses** (Papers or Subjects in old terminology) and a project in any of the specialization area opted by the student.
  - b. The courses are segregated in three groups viz.
    1. Hard core or Compulsory courses (Comprising of basic subjects of Business Management),
    2. Soft core (Subjects oriented towards the skill enhancement) and
    3. Specialization (Subjects oriented towards Competency building in various functional areas of Business Management).
  - c. The student shall have a choice to select the specializations and soft core courses from the list according to his/ her area of interest.  
Two Specializations are to be selected from the Groups of specializations.  
A student is required to Select **Any Two** specializations as following:
    - Either both the specializations from group 1

**OR**

    - One specialization each from Group 1 and Group 2

Group 1	Marketing Management	Specialization-I/ Specialization-II
	Financial Management	Specialization-I/ Specialization-II
	Human Resource Management	Specialization-I/ Specialization-II
Group 2	Information Technology Management	Specialization-II
	HealthCare Management	Specialization-II
	International Business Management	Specialization-II
	Operations Management	Specialization-II
	Banking & Financial Services Management.	Specialization-II
	Agri Business Management	Specialization-II
	Power Management	Specialization-II
	Environment Management	Specialization-II

**Note:** The affiliated Management Institutes / Colleges/ Department shall declare the Specialisation it is offering before the commencement of admission process of Semester -I in their Information Brochure and web-site and communicate the same to the University well in advance. The Institute will offer the Specialisation proposed only if minimum **FIVE** students opt for the same

- d. Two Soft core courses are to be selected in each of the semesters I, II and III.

e. Courses offered, contact hours, credits attached and allocation of marks shall be as follows:

### Semester-I

Course Code		Internal / University Examination	Instruction Hours	Tutorial Hours	Total Hours	Marks			Credits
						Semester End Exam.	Internal Assessment	Total	
C11	Principles of Management	Uni.	30	10	40	70	30	100	4
C12	Managerial Economics	Uni.	30	10	40	70	30	100	4
C13	Financial Accounting	Uni.	25	15	40	70	30	100	4
C14	Environment Management	Uni.	30	10	40	70	30	100	4
C15	Quantitative Techniques	Uni.	25	15	40	70	30	100	4
C16	Business Legislation	Uni.	30	10	40	70	30	100	4
E17	Communication Skills-I	Int.	15	25	40	70	30	100	4
E17	Foreign Language	Int.	15	25	40	70	30	100	4
E18	Computers for Managers	Int.	15	25	40	70	30	100	4
E18	Field Study	Int.	15	25	40	70	30	100	4
<b>Total</b>			<b>200</b>	<b>120</b>	<b>320</b>	<b>560</b>	<b>240</b>	<b>800</b>	<b>32</b>

Note: Two Soft core courses are to be selected: One each from E17 and E18.

### Semester-II

Course Code		Internal / University Examination	Instruction Hours	Tutorial Hours	Total Hours	Marks			Credits
						Semester End Exam.	Internal Assessment	Total	
C21	Marketing Management	Uni.	30	10	40	70	30	100	4
C22	Financial Management	Uni.	25	15	40	70	30	100	4
C23	Human Resource Management	Uni.	30	10	40	70	30	100	4
C24	Operations Management	Uni.	25	15	40	70	30	100	4
C25	Research Methodology	Uni.	25	15	40	70	30	100	4
C26	Organizational Behaviour	Uni.	30	10	40	70	30	100	4
C27	Business Environment	Uni.	30	10	40	70	30	100	4
C28	Cost & Management Accounting	Uni.	25	15	40	70	30	100	4
E29	Proficiency Management	Int.	15	25	40	70	30	100	4
E29	Taxation	Int.	15	25	40	70	30	100	4
E20	Operations Research	Int.	15	25	40	70	30	100	4
E20	Business Ethics	Int.	15	25	40	70	30	100	4
<b>Total</b>			<b>250</b>	<b>150</b>	<b>400</b>	<b>700</b>	<b>300</b>	<b>1000</b>	<b>40</b>

Note: Two Soft core courses are to be selected: One each from E29 and E20.

### Semester-III

Course Code		Internal / University Examination	Instruction Hours	Tutorial Hours	Total Hours	Marks			Credits
						Semester End Exam.	Internal Assessment	Total	
C31	Strategic Management	Uni.	30	10	40	70	30	100	4
C32	International Business	Uni.	30	10	40	70	30	100	4
C33	Entrepreneurship Development	Uni.	30	10	40	70	30	100	4
C34	Summer Internship Project	Int.	00	10	00	00	100	100	4
E35	Communication Skills- II	Int.	15	25	40	70	30	100	4
E35	Family Business Management	Int.	15	25	40	70	30	100	4
E36	Field project/Business Plan	Int.	15	25	40	70	30	100	4
E36	Aptitude Development	Int.	15	25	40	70	30	100	4
SP-I-1	Specialization –I-1	Uni.	30	10	40	70	30	100	5
SP-I-2	Specialization –I-2	Uni.	30	10	40	70	30	100	5
SP-II-1	Specialization –II-1	Uni.	30	10	40	70	30	100	5
SP-II-2	Specialization –II-2	Uni.	30	10	40	70	30	100	5
<b>Total</b>			<b>240</b>	<b>130</b>	<b>370</b>	<b>630</b>	<b>370</b>	<b>1000</b>	<b>44</b>

Note: Two Soft core courses are to be selected: One each from E35 and E36.

### Semester-IV

Course Code		Internal / University Examination	Instruction Hours	Tutorial Hours	Total Hours	Marks			Credits
						Semester End Exam.	Internal Assessment	Total	
SP-I-3	Specialization –I-3	Uni.	30	10	40	70	30	100	5
SP-I-4	Specialization –I-4	Uni.	30	10	40	70	30	100	5
SP-II-3	Specialization –II-3	Uni.	30	10	40	70	30	100	5
SP-II-4	Specialization –II-4	Uni.	30	10	40	70	30	100	5
PR	Project	Int.		40	40		200	200	10
<b>Total</b>			<b>120</b>	<b>80</b>	<b>200</b>	<b>280</b>	<b>320</b>	<b>600</b>	<b>30</b>

### Summary of the Total Marks and Credits

Sr. No.		Instruction Hours	Tutorial Hours	Total Hours	Marks			Credits
					Semester End Exam.	Internal Assessment	Total	
1	Semester - I	200	120	320	560	240	800	32
2	Semester – II	250	150	400	700	300	1000	40
3	Semester – III	240	130	370	630	370	1000	44
4	Semester - IV	120	80	200	280	320	600	30
<b>Total</b>		<b>810</b>	<b>480</b>	<b>1290</b>	<b>2170</b>	<b>1230</b>	<b>3400</b>	<b>146</b>

- f. The Semester End written examination of the hard core and specialization courses shall be conducted by the University while that of soft core courses shall be conducted by the respective institutes where the student is admitted.
- g. The performance of the students will be evaluated in two Components, One component will be the Semester wise End Examination component carrying 70% marks and the second component will be the continuous assessment by the institute (Internal assessment) component carrying 30% marks. The allocation of marks for the Internal Assessment and Semester End Examination will be as shown below:

1a	Two periodical class tests/ case study to be conducted in the given semester	15 marks
1b	An assignment based on curriculum to be assessed by the teacher concerned	05 marks
1c	Active participation in routine class instructional deliveries	05 marks
1d	Overall conduct as a responsible student, mannerism and articulation and exhibition of leadership qualities in organizing related academic actives	05 marks
<b>1</b>	<b>Internal assessment Total marks</b>	<b>30</b>
<b>2</b>	<b>Semester wise End Examination marks</b>	<b>70</b>
	<b>Total marks per course</b>	<b>100</b>

- Marks for internal assessment awarded on the basis of tests, assignment etc as determined by the teacher in the respective subject and moderated by the Director shall be notified on the college notice board for information of students and it shall be communicated to the University at least 5 days before the commencement of the End Semester examinations.
  - The college shall preserve the answer sheets and assignments submitted by the students for at least one academic year, while the summery of the internal marks to be preserved as a permanent record.
  - A student who has failed at the internal examination only; shall be required to register himself/herself afresh for doing the internal work again in the Department / College in the subject(s)/project work in which he/she has failed on payment of fresh internal examination fees as prescribed by the University from time to time. Such students shall complete their internal work in the next semester. The Director shall on being satisfied about the completion of internal work of such a candidate send the fresh internal marks to the university and these fresh internal marks shall be taken into consideration for computing his/her results at the examination.
- h. **Summer Training:** At the end of second semester, all students will have to undergo summer training of 8-10weeks with an industrial, business or service organization by taking a project study. The condition of successfully completing the programme shall not be deemed to have been satisfied unless a student undergoes summer training under the supervision of the department in organizations as approved by the Director/ Principal/ Head / Faculty from time to time. Alternatively Director/ Principal/ Head / Faculty of the Department/ College/ Institute may allocate the sector/ industry/ company specific project to the individual student. Each student will be required to submit a project report to the Department/ College/ Institute for the work undertaken during this period within three weeks of commencement of the third semester for the purpose of evaluation in the third semester.
- i. **Conversion of Marks to Grades and Calculations of GPA (Grade Point Average) and CGPA (Cumulative Grade Point Average):** In the Credit and Grade Point System, the assessment of individual Courses in the concerned examinations will be on the basis of marks only, but the marks shall later be converted into Grades by some mechanism wherein the overall performance of the Students can be reflected after considering the Credit Points for any given course. However, the overall evaluation shall be designated in terms of Grade. There are some abbreviations used here that need understanding of each and every parameter involved in grade computation and the evaluation mechanism. The abbreviations and formulae used are as follows:-

Abbreviations and Formulae Used

G: Grade

GP: Grade Points

C: Credits

CP: Credit Points

CG: Credits X Grades (Product of credits & Grades)

SGPA =  $\Sigma CG$ : Sum of Product of Credits & Grades points /  $\Sigma C$ : Sum of Credits points

SGPA: Semester Grade Point Average shall be calculated for individual semesters. (It is also designated as GPA)

CGPA: Cumulative Grade Point Average shall be calculated for the entire Programme by considering all the semesters taken together.

While calculating the CG the value of Grade Point 1 shall be consider Zero (0) in case of students who failed in the concerned course/s i.e. obtained the marks below 50.

After calculating the SGPA for an individual semester and the CGPA for entire programme, the value can be matched with the grade in the Grade Point table as per the TEN (10) Points Grading System and expressed as a single designated GRADE such as O, A, B, etc....

Marks	Grade	Grade Points
85 and Above	O	10
84-75	A	9
74-65	B	8
64-60	C	7
59-55	D	6
54-50	E	5
49 and Below	F (Fail)	0

Conversion of CGPA into Grades and Division shall be as follows:

CGPA	Grade	Division
9.0-10	O	Distinction
8.0-8.9	A	Distinction
7.0-7.9	B	Distinction
6.0-6.9	C	First
5.5-5.9	D	Second
5.0-5.4	E	Second
00-4.4	F (Fail)	Fail

Note: Final Mark List will only show the Grade, Grade points and Division and not the marks

- j. Provision of Direction No.44 of 2001 governing the award of grace marks for passing an examination and securing higher Grades shall apply to the examination.
7. Project Work will be compulsory for each student appearing at the semester- IV (M.B.A) Examination.
- (i) Project shall carry 200 marks as follows-

Head of Passing	Marks
Project Report	100
Seminar and open defense evaluation	50
Viva-voce	50
<b>TOTAL</b>	<b>200</b>

- (ii) For Project work a batch of MAXIMUM FIFTEEN students per guide /supervisor has to be allotted by the Institute.
  - (iii) A copy of Project work (Printed or Type Written) shall be submitted to college, at Fifteen Days prior to the date of commencement of Semester-IV Examination, which will be retained by the college/Department for internal evaluation purpose.
  - (iv) A Candidate shall submit with his/her project work, a certificate from the Supervisor to the effect- That the candidate has satisfactorily completed the Project work for not less than one session and That the Project work is the result of the candidates own work and is of sufficiently high standard to warrant its presentation for examination.
  - (v) Candidate shall submit his declaration that the Project is the result of his own research work and the same has not been previously submitted to any examination of this University or any other University. The Project shall be liable to be rejected and /or cancelled if found otherwise.
  - (vi) The Project work shall be evaluated through seminar and open defense and Viva-voce at the College/ Department by Two internal examiners appointed by the Director/Principal immediately after Semester-IV End Examination.
8. The scope of the subject, percentage of passing in theory and project will be governed as per following rules:
- i) In order to pass at the Semester I, II, III & IV examinations and student shall obtain not less than 50% marks or E grade in each head of passing of every paper, that is to say separately in the Semester wise End examination , internal evaluation and in three heads of passing of project work.
  - ii) The results of successful candidates at the end of semester-IV shall be classified on the basis of CGPA obtained in all the four semesters.
  - iii) The candidates who pass all the semester examinations in the first attempt are eligible for ranks provided they secure Grade C and above.
  - iv) The results of the candidates who have passed the Semester-IV examination but not passed the lower semester examinations shall be declared as NCL (not completed lower semester examinations). Such candidates shall be eligible for the award of Degree only after completion of all the lower semester examinations.
  - v) CGPA for declaring Division/ class:  
Distinction CGPA 7 (Grade B) and above  
First Class CGPA 6 (Grade C) and above
  - vi) Student successful at the Semester I, II, III and IV examinations shall, on payment of the prescribed fee, receive a Degree in the prescribed form signed by the Vice-Chancellor.
  - vii) An unsuccessful student at the any semester wise end examination shall be eligible for re-examination on payment of a fresh Examination fee prescribed by the University.

9. Promotion to Higher Semester (ATKT)

- i. An unsuccessful student at the any semester examination shall be ALLOWED TO KEEP TERM

Admission to Semester	Candidate should have passed in following examinations	Candidate should have completed the term and filled examination form	Candidate should have passed at least 50% courses of following examinations
Semester-I	Degree examination	-----	-----
Semester-II	-----	Semester-I	-----
Semester-III	Semester-I	-----	Semester-II
Semester-VI	Semester-I & II	Semester-III	Semester-III

- ii. No person shall be admitted to this Programme, if he has already passed the same Programme or a Programme of any other statutory University (which has been recognized as equivalent to this programme.)
- iii. A candidate who fails in any of the semester examinations may be permitted to take the examinations again at a subsequent appearance as per the syllabus and scheme of examination in vogue at the time the candidate took the examination for the first time.

10. **Rejection of results:**

- i. A candidate who fails in one or more course(s) of a semester may be permitted reject the result of the whole examination of that semester. Rejection of result course-wise shall not be permitted. A candidate who rejects the results shall appear in the examination of that semester in the subsequent examination.
- ii. Rejection can be exercised only once in each semester and the rejection once exercised cannot be revoked.
- iii. Application for rejection of result along with payment of the prescribed fee shall be submitted to the University through the college along with the original statement of marks within 30 days from the date of publication of the result.
- iv. A candidate who rejects the result is eligible for only class and not for ranking.

11. **Improvement of results:**

- i. A candidate who has passed in all the papers of a semester may be permitted to improve the result by reappearing for the whole examination of that semester.
- ii. The reappearance shall be permitted only once in each semester.
- iii. The reappearance for the examination of any semester is permitted during the subsequent examination of that semester.
- iv. Application for reappearance along with payment of prescribed fee shall be submitted to the University through the college along with the original statement of marks within 30 days from the date of publication of the result.
- v. The candidate passes in all the subjects in the reappearance, higher of the two aggregate marks secured by the candidate shall be awarded to the candidate for that semester. In case the candidate fails in the reappearance, candidate shall retain the first appearance result.
- vi. A candidate who has appeared for improvement is eligible for class only and not for ranking.
- vii. Internal assessment marks shall be shown separately in the marks card. A candidate who has rejected the result or who, having failed, takes the examination again or who has appeared for improvement shall retain the internal assessment marks already obtained.

**12. Guidelines for Setting Question Papers of Semester I, II, III & IV End Examination..**

- a. The question paper should be set in such a manner so as to cover the complete syllabus as prescribed by the University.
- b. The duration of the Semester wise End Examination shall be 3.00 Hours per course.
- c. Question No. 1: 15 short answer (Thirty Words approximately ) questions carrying 2 marks each covering the complete syllabus, out of which the student is required to attempt any ten questions.
- d. Question No. 2-10: 09 long answer (Three Hundred words Approximately) questions carrying 10 marks each covering the complete syllabus, out of which the student is required to attempt any five questions
- e. The evaluation of the Soft core/ Elective courses, Summer Internship Project and Semester IV Project should be conducted at Institute / Department by the respective subject teacher.
- f. The result for these examinations should be declared within time limit as per University norms and communicated to the University within stipulated time.
- g. The record of conduct of such examination, evaluation and results should be maintained for a period of at least **One year** by the respective Institute / Department for the verification by the competent authority.

*The format for question papers and the suggested answering pattern shall be as follows:*

- h. Question No. 1: 15 short answer (Thirty words approximately) questions carrying 2 marks each covering the complete syllabus, out of which the student is required to attempt any ten questions. The student shall use Page no. 3 to 8 of answer book for answering Q1.
- i. Question No. 2-10: 09 long answer (Three Hundred words Approximately) questions carrying 10 marks each covering the complete syllabus, out of which the student is required to attempt any five questions. The student shall use Page no. 9 to 28 of answer book for answering Q2 to Q10.

**13. Not Fit for the Course:**

If a student fails to pass the M.B.A. programme within FIVE successive years from the date of his/her admission he/she shall be declared Not Fit for the Course (NFC), and shall not be allowed to appear for any previous examination of the programme.

**14. Absorption Scheme:**

- a. The unsuccessful student of old programme shall be permitted to appear for higher class as per the new scheme of examination of M.B.A. provided that they submit a certificate from Head of the Department/ Head of the Institute stating that they have satisfactorily undergone the course of study in all subjects of the new programme as per the absorption scheme given below
- b. The University shall conduct the examination of old course for two more years after the new scheme of examination is introduced as per following table:

Semester Examination	Attempt-1	Attempt-2	Attempt-3	Attempt-4
Semester-I	Summer 2012	Winter 2012	Summer 2013	Winter 2013
Semester-II	Winter 2012	Summer 2013	Winter 2013	Summer2014
Semester-III	Summer 2013	Winter 2013	Summer2014	Winter 2014
Semester-IV	Winter 2013	Summer2014	Winter 2014	Summer 2015

The students are required to clear all their papers within the stipulated time. The students clearing all the papers of old scheme of Examination shall be awarded Degree according to old scheme of Examination.

- c. Those students who have completed the course work and cleared their Semester I and Semester II examination of old (Introduced in 2008) shall be absorbed in the second year of new scheme provided they clear the following additional courses (Subjects/Papers) of new scheme of examination introduced in 2012.

<b>Sr. No.</b>	<b>Subjects of New Syllabus</b>
1	Communication Skills -I/ Foreign Language
2	Operations Management
3	Business Environment
4	Cost & Management
5	Taxation/ Proficiency Management
6	Operations Research/ Business Ethics

- d. Those students who have not cleared their Semester I and Semester II examination of old scheme of examination (Introduced in 2008) and are eligible as per the section 13 of this Direction shall have to appear freshly for all the subjects of Semester I and Semester II examination of new scheme of examination provided that they submit a certificate from Head of the Department/ Head of the Institute stating that they have satisfactorily undergone the course of study in all subjects of the new programme.
- e. The above absorption scheme of M.B.A. shall be effective till the introduction of new Syllabus with new absorption scheme.
15. Miscellaneous
- a) Industrial Tour: To make students understand the various aspects of business; college/ Institute/ Department may organize industrial visits to the industrial/ business houses.

# **SEMESTER-I**

## **C11- PRINCIPLES OF MANAGEMENT**

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

**Unit II: Development of Management Thought** - Scientific management; Contribution of Taylor, Fayol, Mary Follet, Elton Mayo; Hawthorne experiments, Contingency approach, Indian heritage in production and consumption. Management and administration, Management as a profession, Professionalism of management in India, Management ethics and management culture, Skills required of manager, Classification of skills, Methods of skills development

**Unit III: Management Planning** - Concept of planning, objectives, Nature, Types of plan, Stages involved in planning, Characteristics of a good plan, Importance, Limitations of planning, Making planning effective, Strategic planning in Indian Industry, MBO. Decision Making - Concept, characteristics of decisions, Types of decisions, Steps Involved in decision making, Importance of decision making, Methods of decision making, Committee Decision Making.

**Unit IV: Organisation** - Concepts, Principle of organization, Importance, Features of good organization structure, Types of Organisation structure. Authority, Responsibilities and Accountability, Delegation of Authority Barriers to effective delegation, Span of control.

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

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

### **Suggested Readings:**

1. Essentials of Management, Harold Koontz & Heinz, Wehrich, 5<sup>th</sup> Tata McGraw Hill
2. Management Stoner, Freeman, Gilbert Jr. ,6<sup>th</sup> ,Prentice Hall
3. Management (A Global Perspective), Heinz Wehrich & Harnold Koontz, 10<sup>th</sup> Tata McGraw Hill
4. A Dictionary of Business 3ed. By Elizabeth Martin – Oxford
5. Fundamentals of Management, Robins ,3<sup>rd</sup> Pearson Education Asia
6. Management, 6e, Stoner, Pearson Education Asia

## C12: MANAGERIAL ECONOMICS

**Unit –I :Introduction to Managerial Economics:** Definition, Nature and Scope of Managerial Economics, Application of Economics to Business Decision, Relationship of Economics with various areas of Management and OR; role of managerial economist.

**Unit – II: Demand and Supply Functions** –Theory of Demand: Demand Analysis, Elasticity of demand, types and significance of Elasticity of Demand. Demand estimation – Marketing research approaches to demand estimation. Need for forecasting, forecasting techniques. Supply Analysis – Supply function, the Law of Supply, Elasticity of Supply. Practical Problems on Demand curve and Demand Function

**Unit–III: Production & Cost Analysis** - Production & Production Function: Concept, Forms of production function, Law of variable Proportions, Returns to scale. Cost concept, Short term and long term cost. Average cost curves, cost output relationship, Cost curves, Economies & Diseconomies of scale. Practical Problems on estimation of production function – Cobb-Douglas production function.

**Unit– IV Market Structure and Pricing practices:** Features and Types of different competitive situations - Price-Output determination in Perfect competition, Monopoly, Monopolistic competition and Oligopoly both the long run and short run. Pricing philosophy – Pricing methods in practice: Price discrimination, Practical Problems on pricing.

**Unit V National Income:** basic concept-measurement of national income concept of GDP & GNP –Methods of measuring national income-net output method, income determination theorem, concept of equilibrium income, factors determining level of income factor income method, expenditure method; Practical Problems on computation of national income. Concept of multiplier accelerator.

**Unit VI Business cycles & Stabilization** - Concept, Causes & Impact of business cycle , Policy; Inflation & deflation- types, causes, effects remedial measures; Monetary and Fiscal policy- meaning, scope and instruments; Factors determining economic environment of business.

*NB: Numerical shall be based on Unit II, Unit III, Unit IV, Unit V only.*

### **Suggested Readings:**

1. Managerial Economics, P. L. Mehta, Sultan Chand & Sons, New Delhi
2. Managerial Economics, D.N.Dwidevi, Vikas Publishing House Pvt. Ltd.
3. Managerial economics in a Global economy, Dominick Salvatore, Thomson learning Press
4. Managerial Economics, Suma Damodran, 2006, Oxford University Press, New Delhi
5. Indian Economy, Mishra & Puri, 2007, Himalaya Publishing House
6. Managerial Economics, Suma damodaran, Oxford University Press
7. Mathematical Methods and Economic Theory, Anjan Mukerji, Oxford University Press

## C13- FINANCIAL ACCOUNTING

**Unit II: Introduction to Accounting:** Introduction of financial accounting, Importance, Objectives and Principles of Accounting, Concepts and conventions, and The Generally Accepted Accounting Principles (GAAP), **Accounting Process-** Journal and ledger, Trial Balance, Classification of capital and revenue expenses, preparation of subsidiary book – cash book (single and double column), other subsidiary books. Reconciliation between bank pass book and cash book.

**Unit II: Valuation of goodwill and shares:** Concept and nature of Goodwill, factors responsible for goodwill, methods of determining Goodwill – Based on Simple Profit (Purchase of number of years, Capitalisation of Simple profit), Based on Super profit (Number of years purchase, sliding scale valuation method, capitalisation method and annuity method), Valuation of shares – Net Assets Method, Yield Method, Earning Capacity Method (Overall rate of Return Method), Fair Value Method

**Unit III: Accounting of Non – profit making institutions:** Introduction of non – profit making institutions, features of receipt and payment account, income and expenditure account and difference between the two, preparation of final accounts of non – profit making institutions.

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

**Unit V: Financial Analysis-I:** Statement of Changes in Working Capital, Funds from Operations, paid cost and unpaid costs. Distinction between cash profits and book profits. Preparation and analysis of cash flow statement and funds flow statement

**Unit VI: Issue of Shares and Debentures:** Entries for Issue of shares, forfeiture and re-issue of forfeited shares. Issue of shares at Discount and premium. Issue and Redemption of Debentures: Meaning, issue of debentures for cash and other than cash, treatment of discounts and losses on issue, meaning of redemption, redemption out of capital and profits.

### **Suggested Readings:**

1. Dr.S.N. Maheshwari and Dr.S.K. Maheshwari: Financial Accounting, Vikas, 2009.
2. Gokul Sinha: Financial Statement Analysis, PHI, 2009
3. Ambrish Gupta: Financial Accounting Management An Analytical Perspective, Pearson Education-2009
4. Jawaharlal: Accounting for Management, HPH,2008
5. Stice & Stice: Financial Accounting Reporting & Analysis, Cengage, 7/e, 2008.
6. Financial Accounting for management, Gupta, Pearson Education Asia
7. Management Accounting, Bhattachryya, Pearson Education Asia

## **C14- ENVIRONMENT MANAGEMENT**

**Unit I: Introduction to Environment Management** - Definition, Scope & importance, Need for public awareness- institution in environment, Fundamentals– sustainable development, Unsustainable to sustainable development. Natural resources - Renewable and non renewable resources, and associated problems, Role of an individual in conservation of natural resources; equitable use of resources for sustainable life cycles;

**Unit II: Ecosystem & Biodiversity** - Concept of an Ecosystem , ecosystem degradation, resource utilization; Structure & functions of an ecosystem-producers, consumers and decomposers; Ecological succession; food chains, food webs and ecological pyramids; Ecosystem types – characteristics features, structure and functions of forest, grassland, desert and aquatic ecosystems, Industrial Ecology and Recycling Industry. Introduction-biodiversity at genetic, species and ecosystem levels; Bio-geographic classification of India; Value of diversity– Consumption use value, Productive use value, Social, Ethical, Moral, aesthetic and optional value if diversity; India as mega-diversity nation

**Unit III: Human population & environment** - Global population growth, variations among nations. Population explosion, Family welfare Programmes-methods of sterilization; Urbanization, Environment & human health-climate and human health, infectious diseases, water related diseases, risk due to chemicals in food, Cancer and environment. Human rights –Equity, Nutrition and health rights, intellectual property rights (IPRS), HIV/AIDS; Women and children Welfare; Information technology in environment and human health. Application of carbon rating and its uses.

**Unit IV: Environment Pollution: Soil, Water, Marine, Noise, Thermal & Nuclear Pollution-** Introduction, impact on health, environment and industry, measures of control, individual contribution. Green House Effect, Global Warming, Acid Rain, Rain Water Harvesting, Ozone Layer depletion.

**Unit V: Social issues and environment** - Construction of dams: problems and concerns of resettlement, rehabilitation of affected people; Environmental ethics– issues and possible solutions, resource consumption patterns and need for equitable utilization; Equity disparity in western and eastern countries; Urban and rural equity issues; Need for gender equity; Public awareness–Using an environmental calendar of activities. Environmental Economics- Estimation of Costs and Benefits- Cost-Benefit Analysis.

**Unit VI: Environment legislation & Institutions** - Environmental (protection) Act, The water (prevention and control of Pollution); The wild life protection Act; Forest conservation Act; Issues involved in enforcement of environmental legislations; Environment Impact Assessment; Environmental Auditing; Clearance/Permission for establishing Industry. Ministry of Environment and Forest, Central Pollution Control Boards, State Pollution Control Boards, Local Bodies- their scopes, organizational and functional issues.

### **Suggested Readings**

1. A text book of environmental by K M Agrawal, P K Sikdar, S C Deb”, published by Macmillan
2. Environment management by N K Uberoi”, published by Excel Books
3. Environment management by Dr. Swapan Deb”, published by Jaico Publishing House.
4. Environmental Studies by Rajagopalan- Pub. By Oxford.
5. Gupta & Dass - Environmental Accounting- (S. Chand & Co.)
6. Pandey, G. N. – Environment Management, Vikas Publishing House, New Delhi, 1997.
7. Mohanty, S. K. – Environmental & Pollution Law Manual, Universal Law Pub., New Delhi 1996.

## C15- QUANTITATIVE TECHNIQUES

**Unit I: Measures of Central Tendency and Dispersion** - Arithmetic Mean, Median, Mode, Comparison of Mean, Median and Mode. Range, Quartile Deviation, Mean Deviation, Standard Deviation, Relative Dispersion: Coefficient of Variance.

**Unit II: Regression Analysis** - Regression: Method of Least Squares, Regression Coefficient, Standard Errors of Estimate.; Uses and properties of regression coefficient.

**Unit III: Correlation Analysis** – Karl Pearson’s method, Coefficient of Determination, Rank Correlation. Uses & properties of correlation coefficient. Lag and lead in correlation, Correlation in grouped data; Concept of Covariance, multiple and partial; correlation.

**Unit IV: Time Series Analysis and Forecasting** - Components of Time Series, Trend - Moving averages, semi-averages and least-squares, seasonal variation, cyclic variation and irregular variation, Index numbers, calculation of seasonal indices, Additive and multiplicative models, Forecasting, Non linear trend – second degree parabolic trends

**Unit V: Probability and Statistical Decision Theory:** Key concepts-Experiment, events, definition, subjective probability, set theory approach, Venn diagram, rule of addition, compound probability, Bayes’s theorem, Bernoulli trials. Elements in decision making – acts, states of nature, decision making under certainty and uncertainty. Decision Choice criteria – MAXIMIN, MAXIMAX, MINIMAX regret, EMV and EOL

**Unit VI: Linear Programming and Problem formulation:** Meaning of LPP and optimization, constraints and feasible region, Formulation of LPP for 2 and more variables, Determination of optimum solution by *graphical method only*.

### Suggested Readings:-

1. Business Statistics, G. C. Beri (Tmh)
2. Quantitative Techniques In Management, N. D. Vohra (Tmh)
3. Quantitative Methods For Business, Anderson ( Thomson Learning Books)
4. Statistical Methods, S.P. Gupta ( S Chand)
5. Levin Richard & Rubin David – Statistics For Management (Prentice Hall Of India)
6. Quantitative Methods – S Saha, S Mukherji (Central)
7. Fundamentals Of Business Statistics, Sharma, Pearson Education Asia

## **C16- BUSINESS LEGISLATION**

**Unit I: Law of Contract -1872:** Nature of contract and essential elements of valid contract, Offer and Acceptance, Consideration, Capacity to contract and free consent, Legality of object. Unlawful and illegal agreements, Contingent contracts, Performance and discharge of contracts, Remedies for breach of contract. Indemnity and guarantee

**Unit II: The Companies Act 1956** - Definition & characteristics of a company, , Kinds of Companies, Provisions relating to incorporation, : Memorandum of Association, Doctrine of ultra-vires, Articles of Association, Doctrine of indoor management & constructive notice, Concept of Prospectus. Company Meetings, Resolutions Concept of Prospectus. Role & duties of promoter, transfer and transmission; Management –Appointment of Directors, Powers, duties, & liabilities of Directors. Winding Up of the Company - Types of Winding up.

**Unit III Negotiable Instruments Act 1881:** Negotiable Instruments- Promissory Note, Bills of Exchange, & Cheque, and their definitions and characteristics, Types of endorsements, Holder- Holder in due course, Discharge of Parties. Procedure to be followed in case of dishonour of cheques

**Unit IV Indian Partnership Act 1932:-**Definition of partnership, types of partnership, formation of partnership, registration of partnership, kinds of partners, rights and liabilities of partners, minor's status in a partnership firm, dissolution of partnership firm. Requirements in a partnership deed Limited Liability Partnership Act 2008

**Unit V Information Technology Act 2000** Object and Scope of the IT Act Scope of the Act Digital Signature - Digital Signature Certificate Electronic Governance Electronic Records Certifying Authorities Penalty & Adjudication

**Unit VI Consumer Protection Act, 1986** Definitions of Consumer, Complainant, Goods, Service - Meaning of Consumer Dispute, Complaint - Unfair Trade Practices - Restrictive Trade Practices Rights of Consumers Consumer Disputes Redressal Agencies

### **Suggested Readings:**

1. Akhileshwar Pathak: Legal Aspects of Business, TMH, 3/e, 2009
2. K.R. Bulchandani: Business Law for Management, , Himalaya, 2008
3. Kuchal: Business Law, Vikas, 2009
4. Tulsian: Business Law, TMH, 2008.
5. N.D.Kapoor: Mercantile Law, Sultan Chand & Sons, 2009. .
6. S.N.Maheshwari & Maheshwari: *Business Law and Regulation*, Himalaya, 2008
7. Business Law, Seth, Pearson Education Asia

## **E17- COMMUNICATION SKILLS- I**

**Course Objectives:** Guide students in enhancing their skills in written as well as oral Communications, through theoretical inputs and practical exercises. This course will help students in understanding the principles & techniques of business communication and familiarize them with the terminologies and complexities of business communications

**UNIT I: Communication Fundamentals:** Meaning and importance of communication in business, Types of communication: formal and informal and their characteristics, Essentials of effective business communication, Channels of communication, their effectiveness, limitations, Barriers of communication, approaches to effective Communication

**UNIT II: Communication Process:** Interpersonal perception, selective attention, feedback, variables, listening, barriers to listening, persuasion.

**UNIT III: Types of Communications:** Verbal: Elements of Punctuation, Emphasis, Use of quotations and anecdotes in Oral Presentation, Group Discussion and Speech; Non-verbal: Open and Closed features, Appearance, Gestures, Postures, Eye contact, Proxemics, Expressions & kinesics, Cultural Conventions, Meta-messages, Emotive Intelligence.

**UNIT IV: Forms of Communication:** Written Communication: Principles of Effective Written Communication; Effective notes taking, Strategies to improve reading skills, Speech Writing, Creative Writing. Oral Communication: Speaking skills, Public Speaking, Effective Listening, Strategies for Communicating in Teams.

**UNIT V: Exercises for Oral Communications:** Individual and Group Presentations, Extempore, Role Playing, Debates and Quiz

**UNIT VI: Exercises for Written Communications:** Essay writing, Poster Making, Writing an Advertisement Copy, Slogans, Captions, & preparing Press notes

### **Suggested Readings:**

1. McGraith – Basic Managerial Skills for all Prentice Hall of India – 6th Edition 2002.
2. Raymond V. Lesikar, John D. Pettit and Mary E. Flatley – Lesikars Basic Communication Tata McGraw Will 8th Edition,1999
3. Krizan et al (2010). Effective Business Communication, Cengage Learning.
4. Scot, O. (2009). Contemporary Business Communication, Biztantra, New Delhi.
5. Raman & Singh – Business Communications- Oxford University Press
6. Diwan & Aggarwal Business Communication Excel
7. Communication Skills, Sanjay Kumar, Oxford University Press
8. Skills Development for Business and Management students, Oxford University Press
9. Guide to Interpersonal Communication, Pearson Education Asia
10. Guide to Managerial Communication, Pearson Education Asia

## E1- 7 FOREIGN LANGUAGE (FRENCH)

### COURSE OUTLINE

#### Course Aim

There will be a focus on effective communication and enjoyment. Learners will develop basic skills for everyday use in conversation, understanding, reading and writing and begin to develop socio-cultural knowledge.

#### Course Content

- It is strongly recommended to use the dictionaries, which exist in a variety of printed, online and electronic formats. Tutors may recommend a dictionary at the commencement of the course.
- Each topic includes relevant social and cultural information.

#### Assessment

Listening and speaking skills are assessed throughout the course. An examination to assess Reading and Writing competencies is held at the end of the course.

TOPIC	LANGUAGE FUNCTIONS	LANGUAGE STRUCTURES
<b>Introductions Unit 1</b>	<input type="checkbox"/> Greetings; hellos and goodbyes <input type="checkbox"/> Asking/ Telling how people feel <input type="checkbox"/> Attracting attention <input type="checkbox"/> Apologising <input type="checkbox"/> Classroom instructions <input type="checkbox"/> French alphabet <input type="checkbox"/> Counting <input type="checkbox"/> Culture: Francophonie	<input type="checkbox"/> Pronunciation <input type="checkbox"/> Gender differences <input type="checkbox"/> Imperatives of common actions <input type="checkbox"/> Forms of address: <i>tu, vous</i> <input type="checkbox"/> Numbers 0-10
<b>Self introduction Unit 2</b>	<input type="checkbox"/> Introducing yourself <input type="checkbox"/> Asking / Stating in which country and town people live <input type="checkbox"/> Asking about/ Stating nationality <input type="checkbox"/> Asking / Stating age <input type="checkbox"/> Asking about /Stating professions <input type="checkbox"/> Agreeing / disagreeing <input type="checkbox"/> Culture: Europe	<input type="checkbox"/> Negatives: <i>ne...pas</i> <input type="checkbox"/> Possessive adjectives <input type="checkbox"/> Present tense: <i>être, avoir, -er</i> verbs <input type="checkbox"/> C'est / il est <input type="checkbox"/> Numbers 11-69
<b>Likes and Dislikes Unit 3</b>	<input type="checkbox"/> Asking about / Expressing opinions <input type="checkbox"/> Leaving messages <input type="checkbox"/> Talking about future plans <input type="checkbox"/> Filling out forms and cheques <input type="checkbox"/> Culture: Family life in France	<input type="checkbox"/> Pronouns: subject forms <input type="checkbox"/> The use of <i>on</i> <input type="checkbox"/> <i>faire</i> + activities <input type="checkbox"/> Present tense: <i>aller</i> <input type="checkbox"/> Tenses: the <i>future proche</i> <input type="checkbox"/> Numbers 70 and over
<b>Intentions and past events Unit 4</b>	<input type="checkbox"/> Asking favours <input type="checkbox"/> Requesting <input type="checkbox"/> Accepting / declining a request <input type="checkbox"/> Reading emails <input type="checkbox"/> Writing postcards <input type="checkbox"/> Reporting past events	<input type="checkbox"/> Nouns: formation of plurals <input type="checkbox"/> Pronouns after <i>avec/chez</i> <input type="checkbox"/> Verbs: present tense of <i>pouvoir, vouloir, venir</i> and <i>connaître</i> <input type="checkbox"/> Tenses: <i>passé composé</i> with <i>avoir</i> <input type="checkbox"/> Articles: definite and indefinite

	<input type="checkbox"/> Culture: Pets in France	<input type="checkbox"/> Formulaic use of <i>pourrais/pourriez</i> <input type="checkbox"/> <i>Il y a</i> construction
<b>Socialising Unit 5</b>	<input type="checkbox"/> Extending, accepting, declining invitations <input type="checkbox"/> Making appointments by phone and email <input type="checkbox"/> Asking / Telling time <input type="checkbox"/> Asking / Telling days and dates <input type="checkbox"/> Asking for / Providing reasons <input type="checkbox"/> Culture: Leisure time in France	<input type="checkbox"/> Pronouns: direct object <input type="checkbox"/> Present tense: forms of <i>savoir, finir</i> <input type="checkbox"/> Question words <input type="checkbox"/> Questions using <i>est-ce que</i>
<b>Directions Unit 6</b>	<input type="checkbox"/> Asking / Giving the way <input type="checkbox"/> Following directions <input type="checkbox"/> Describing a position or location <input type="checkbox"/> Culture: Architecture and nature	<input type="checkbox"/> Articles : contractions ( <i>au, du</i> ) <input type="checkbox"/> Prepositions <input type="checkbox"/> Present tense : <i>faire</i> <input type="checkbox"/> Tenses : <i>Passé composé</i> with <i>être</i> <input type="checkbox"/> Agreement of past participle <input type="checkbox"/> Command forms ( <i>impératif</i> ) <input type="checkbox"/> Numbers : ordinals <input type="checkbox"/> Negatives : <i>ne...plus, ne...jamais</i>

### Suggested Readings:

1) EN ECHANGES, Encore, Oxford University Press

2) Mérieux, R & Loiseau, Y. Latest ed. *Latitudes 1* Textbook (Units 1–4) and *Latitudes 1* Cahier d'exercices anglophone (Workbook). Didier.

## E17- FOREIGN LANGUAGE (GERMAN)

### Course Aim

At the end of the course learners should be able to perform basic tasks such as exchanging greetings, asking simple questions and writing basic sentences. They will also be introduced to the culture of the language.

### Course Content

- It is strongly recommended to use the dictionaries, which exist in a variety of printed, online and electronic formats. Tutors may recommend a dictionary at the commencement of the course.
- Each topic includes relevant social and cultural information.

### Assessment

Listening and speaking skills are assessed throughout the course. An examination to assess Reading and Writing competencies is held at the end of the course.

TOPIC	LANGUAGE FUNCTIONS	LANGUAGE STRUCTURES
<b>Unit 1 - Introductions</b>	<input type="checkbox"/> Greeting and leave taking <input type="checkbox"/> Introducing <input type="checkbox"/> Expressing thanks and gratitude <input type="checkbox"/> Apologising and excusing <input type="checkbox"/> Asking and giving permission <input type="checkbox"/> Welcoming <input type="checkbox"/> Asking for repetition	<input type="checkbox"/> Question words <input type="checkbox"/> Formal/informal: <i>Wie heißt du? Wie heißen Sie?</i> <input type="checkbox"/> Present tense: <i>Ich komme aus Australien</i>
<b>Unit 2- Personal Information</b>	<input type="checkbox"/> Asking and giving permission <input type="checkbox"/> Offering and responding to invitations and suggestions <input type="checkbox"/> Affirming or negating statements <input type="checkbox"/> Asking how to say, spell, write and pronounce <input type="checkbox"/> Expressing understanding and lack of understanding	<input type="checkbox"/> Numbers up to 200 <input type="checkbox"/> Personal pronouns (singular): <i>ich, du, er/sie/es</i> <input type="checkbox"/> Yes/No questions
<b>Unit 3- Shopping</b>	<input type="checkbox"/> Expressing and asking about wants, wishes and intentions <input type="checkbox"/> Expressing and asking about needs <input type="checkbox"/> Identifying and asking about situations, activities and events <input type="checkbox"/> Requesting goods and services <input type="checkbox"/> Expressing interest or a lack of interest	<input type="checkbox"/> Nouns and articles <input type="checkbox"/> Indirect/direct articles: <i>der/die/das; ein/eine/ein</i> <input type="checkbox"/> Numbers up to 1 million
<b>Unit 4- Time</b>	<input type="checkbox"/> Identifying and asking when <input type="checkbox"/> Describing and asking about routines, habits and procedures <input type="checkbox"/> Making arrangements	<input type="checkbox"/> Separable verbs: <i>aufstehen</i> – <i>Ich stehe um 7 Uhr auf</i> <input type="checkbox"/> Nouns <input type="checkbox"/> Word order: time/manner/place- <i>Ich fahre am Montag immer in die</i>

		<i>Stadt</i>
<b>Unit 5- Food and Drinks</b>	<input type="checkbox"/> Expressing and asking about likes and dislikes <input type="checkbox"/> Asking for and giving directions and locations <input type="checkbox"/> Asking for assistance	<input type="checkbox"/> Accusative case: <i>Ich mag einen Hamburger. Ich mag keine Bananen</i> <input type="checkbox"/> Plural of nouns <input type="checkbox"/> Imperative mood
<b>Unit 6- Family</b>	<input type="checkbox"/> Identifying and asking about people, places and things <input type="checkbox"/> Describing people, places and things <input type="checkbox"/> Describing situations, activities and events	<input type="checkbox"/> Answering with <i>ja, doch</i> and <i>nein</i> <input type="checkbox"/> Verb <i>mögen</i> <input type="checkbox"/> Ordinal numbers: <i>der erste Oktober, am zweiten September</i> <input type="checkbox"/> Past tense of 'to be' <i>sein</i> and 'to have' <i>haben</i>

### Suggested Readings:

Christiane Lemcke, Lutz Rohrmann, Theo Scherling. Latest edition. *Berliner Platz 1 (Neu) Deutsch im Alltag. Teil 1*. Langenscheidt.

## **E18- COMPUTERS FOR MANAGERS**

**Course Objective:** To provide a foundation for understanding information technology in modern context as well as to provide the skills necessary for solving a range of information based problems in competitive business environment. The Course offers a range of learning from basics to advanced knowledge in the field of Information as applied to business

**Unit I: Introduction to Computers:** Types of Computer systems, Basic Computer operations, Networks: Internet, Intranet and Extranet Applications, Functional units of Computers, Practical data processing application in business, and Computer applications in various areas of business.

**Unit II: The Software:** Software types, Systems Software, Classification of Operating System, Application Software, Introduction to Programming Language, Types of Programming Languages. Introduction to Microsoft Office, working with MS Word, MS Excel, MS Power point, Data Base, Data Base Management System

**Unit III: Internet, Security and E-Commerce:** Introduction, History and Core features of the Internet, Internet Applications, Internet and World Wide Web, Extranet and E-mail, Mobile Computing, Electronic Commerce, Types of E-Commerce and their utilities

**Unit IV: Management Information Systems:** Introduction to MIS, Principles of MIS, Characteristics, functions, structure & Classification of MIS, information for decisions; strategic importance of MIS, MIS in Manufacturing, Marketing, Finance Human Resource Management, Materials & Project Management; ERP: CRM and Supply Chain management. Managers and Decision making, Decision support systems: for Individuals, groups and Enterprise, Intelligent Support Systems.

**Unit V: Managing Knowledge:** Introduction to Knowledge Management, Organizational Learning and Memory, knowledge management activities, Approaches to Knowledge management, Information Technology in Knowledge Management, knowledge Management Systems implementation, Roles of people in knowledge management, Managerial Issues in Knowledge Management.

**Unit VI: Corporate Performance Management and Business Intelligence:** A framework of Business Intelligence: Concepts and Benefits, Business Analytics: Online analytical processing reporting and querying, Data Text Web mining and Predictive Analytics, Data Visualization, Geographical Information Systems and virtual reality, Real time business intelligence and competitive Intelligence, Business Performance Management Scorecards and Dashboards.

### **Suggested Readings:**

1. Turban, McLean, Wetherbe 2003, Information technology for Management, John Wiley & Sons
2. S. Sudalaimuthu, S. Anthony Raj. 2008, "Computer Application in Business", Himalaya Publishing House
3. O'Brien, J.A. (2004). Management Information Systems: Managing IT in the Business Enterprise. (6<sup>th</sup> edition) Prentice Hall
4. Lucas, H. C. Jr. (2004). Information Technology For Management. (7th ed.). New Delhi: TMH
5. Jaiswal & Mittal, (2010), Management Information Systems, Oxford University Press
6. V. K. Narayanan, Managing Technology and Innovation for Competitive Advantage, 1/e, Pearson Education
7. Information Technology for Management, B Muthukumaran, Oxford University Press

## **E18-Field Study**

## **SEMESTER-II**

### **C21- MARKETING MANAGEMENT**

**Unit I:** Introduction to marketing; concepts, marketing environment; interaction of marketing with other functions, segmentation, targeting & positioning, marketing mix (4Ps, 7Ps, etc.), PLC.

**Unit II:** New product development process, pricing, pricing methods, techniques and strategies, promotion basics, promotion methods & strategies, Distribution, logistics & supply chain management, warehousing & storage.

**Unit III:** Marketing of services, Customer relationship management (CRM), internet marketing, Social Media Optimisation (SMO), Social Media Marketing (SMM) and Search Engine Optimisation (SEO).

**Unit IV:** Personal Selling, selling processes, types of sales organizations, staffing (recruitment, selection & training) of sales organizations.

**Unit V:** Sales forecasting, designing sales strategies and sales programmes, designing sales force compensation & incentive plans, designing sales target setting & territory distribution programmes.

**Unit VI:** Sales cost analysis, managing sales performance, sales monitoring, sales reporting, methods of sales control and motivating sales force.

#### **Suggested Readings:**

1. Marketing Management – Kotler, Keller, Koshy, Jha
2. Principles of Marketing – Kotler, Armstrong, Agnihotri, Haque
3. Sales Management – Still, Cundiff & Govoni
4. Sales Management – Matin Khan
5. Selling & Sales Management – Jobber, Lancaster
6. Internet Marketing Start to Finish - Juon / Greiling / Buerkle
7. Global Search Engine Marketing: Getting Better International Search Engine Results - Kennedy / Hauksson
8. Social Media Marketing: Strategies for Engaging in Facebook, Twitter & Other Social Media - Evans
9. Facebook Marketing - Levy
10. YouTube for Business: Online Video Marketing for Any Business - Miller
11. The Ultimate Web Marketing Guide - Miller

## C22- FINANCIAL MANAGEMENT

**Unit I: Introduction** - Concept of business finance, finance function, scope, Responsibilities of finance executive, Goals & objectives of financial management, Sources of financing - LONG TERM: shares, debentures, term loans, lease & hire purchase, retained earnings, public deposits, bonds (Types, features & utility); SHORT TERM: bank finance, commercial paper & trade credit & bills discounting.

**Unit II: Capital structure** - Concept, meaning, principles & importance. Introduction to Trading on equity, Capital gearing & leveraging, Cost of capital, Cost of different sources of finance, Weighted average cost of capital, Over capitalization – Concept, Symptoms, causes, Consequences & remedies, Under capitalisation - Concept, causes, Consequences & remedies, Watered Stock, Watered stock Vs Over capitalization

**Unit – III: Capital budgeting** - Concept of time value of money, Compounding & discounting; Future value of single amount & annuity, present value of single amount & annuity; Practical application of time value technique. Nature and significance & techniques of capital budgeting –Pay Back Method, Accounting rate of return, Net Present Value, IRR and profitability index.

**Unit IV: Working capital** - Concept, significance, types. Adequacy of working capital, Factors affecting working capital needs, Financing approaches for working capital, Methods of forecasting working capital requirements. Estimate of working Capital requirement, Working capital finance from banks

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

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

*NB: Numerical shall be based on Unit II, Unit III, Unit IV, Unit V only.*

### Suggested Readings:

1. Financial Management by Ravi Kishore, Taxmann's.
2. Financial Management by S. M. Inamdar, Everest Publishing house, 12<sup>th</sup> Edition 2004.
3. Financial Management by Sharma & Gupta , Kalyani Publishers.
4. Financial Management by R.M. Srivastav, Kalyani Publishers.
5. Financial Accounting for Management by P. Shah- Pub, by Oxford
6. Financial Management by Dr. R. P. Rustagi.
7. Financial Management by Kapil, Pearson Publication

## **C23- HUMAN RESOURCE MANAGEMENT**

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

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

**Unit III: Human Resources Planning & Hiring Policy** - Human Resources Planning; Need for Human Resources Planning; Process of Human Resources Planning; Human Resource Planning System; Responsibility for Human Resource Planning. Selection, Induction & Placement - Selection Process, New tools /Methods of selection – Interviews, Tests and assessment of effectiveness of selection tools. Induction Programme, Problems in Induction, Requisites of effective Induction, Typical Induction Programme – Internal Mobility, Transfers, Employee Separations.

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

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

**Unit VI: Compensation Management** - Wage & Salary Administration-Introduction; Wage & Salary Administration; Theories to Determine the Wages; Classification of Wages; Machinery for Fixing Wages; Job Satisfaction, Job Evaluation; Objectives of Job Evaluation; Job Evaluation Methods; Advantages and Limitations of Job Evaluation. Employee Benefits & Incentives - Employee Benefits: Meaning, Types of Benefits & Services, Principles of Fringes, Incentive plans.

### **Suggested Readings**

1. A Text book of Human Resource Management – C. B. Mamoria & S. V. Gankar. Publication - Himalaya Publishing House
2. Personnel and human Resource management - Text & cases, P Subba Rao, Publication - Himalaya Publishing House
3. Human resource Management – P. Jyothi, Publication – Oxford University Press.
4. Human Resource Management , Ninth Edition, R. Wayne Mondy, Robert M, Noe, Publication- Pearson Education
5. Human Resource and Personnel Management – Text and cases, K. Aswathappa, Publication - McGraw-Hill Publishing co. Ltd.

## **C24- OPERATION MANAGEMENT**

**Unit I: Introduction** - Nature, Scope, Importance and Functions Evolution from manufacturing to operations management - Evolution of the factory system - manufacturing systems –quality – mass customization. Contribution of Henry Ford, Deming, Crosby, Taguchi, Break even analysis - Break even analysis in terms of physical units, sales value, and percentage of full capacity. Break even for Multi Product situations, Capacity expansion decisions, Product add or drop decisions, Make or Buy decisions, Equipment Selection decisions, Production process selection decisions, Managerial uses of break even analysis, Limitations of Breakeven analysis.

**Unit II: Facilities Location & Layout** – Strategic importance - Factors affecting location & layout - Installation of facilities – Single location, multi-location decisions. Principles and Types of Facilities Layout. Facility layout planning. Layout and its objectives for manufacturing operations, warehouse operations, service operations, and office operations., principles, types of plant layouts – product layout, process layout, fixed position layout, cellular manufacturing layouts, hybrid layouts, Factors influencing layout changes.

**Unit III: Importance and Functions of Production Planning & Control** - Introduction to PERT / CPM - Network Crashing (Numerical expected for PERT/CPM), Capacity Planning : Concept and overview of aggregation demand and capacity options and strategies in production and services, capacity and value, financial impact of capacity decisions, aggregate planning types and procedure, capacity requirement planning, concepts of yields (productivity) and its impact on capacity.

**Unit IV: Materials Management** - Role of Materials Management- materials and profitability, Purchase functions, Procurement procedures including bid systems, Vendor selection and development, Vendor rating, ethics in purchasing. Roles and responsibilities of purchase professionals. Concepts of lead time, purchase requisition, purchase order, amendments, forms used and records maintained. Inventory Management: Concepts of inventory, types, Classification, selective inventory management, ABC analysis. Inventory costs, Inventory models – EOQ, safety stocks, Re order point, Quantity discounts. Stores- types, functions, roles responsibilities, Inventory records.

**Unit V: Quality Management** - Basic concepts of quality of products and services, dimensions of quality. Relationships between quality, productivity, costs, cycle time and value. Quality Function Deployment and its benefits. Quality Systems – Need, benefits, linkage with generic strategies, ISO 9000 – 2000 clauses, coverage, linkages with functional domains like production, marketing, six sigma concepts, kaizen, organizing for continuous improvement, Excellence models, awards and standards awards Quality. Concept of specification limits, statistical control limits, Process control and control charts for both attributes and variable data. Operators role in quality assurance.

**Unit VI: Employee Productivity** - Productivity and work study, Productivity and the standard of living, Productivity and the organization, productivity, variables affecting labour productivity, work content and time, Work Study and related working conditions and human factors. Method Study. Introduction to Method Study, Data collection, recording, examining, and improving work, Material flow and material handling study, Worker flow study, worker area study, Introduction to work measurement, Time study and setting standards.

**Suggested Readings:**

1. Operations Management Theory and Practice, B. Mahadevan, Pearson education, Second impression 2007
2. Operations Management, William J. Stevenson 8th 2005 edition,
3. Operations Management, Richard B Chase 11th edition TMH,
4. Production & Operations Management – Chary
5. Manufacturing & Operations Management - L.C. Jhamb

## **C25- RESEARCH METHODOLOGY**

**Unit I: Introduction** - Meaning, Objectives and Types of research, Research Approach, Research Process, Defining research problem, problem identification process, Formulation of research hypothesis. Procedure for hypothesis testing; Communication and presentation of research, Types of research reports, formulation, Layout, format and guidelines for effective report.

**Unit II: Research Design** - Features of good Design, Types of Research Design – exploratory, descriptive, experimental, Research design process, Classification of research designs – exploratory, secondary source analysis, two-tiered and descriptive; Basic principles of experimental Design, Causality, Validity in experimentation, factors affecting internal and external validity of experiment Classifications of experimental designs – pre, quasi, true and statistical designs.

**Unit III: Data Collection:** Primary and secondary data, Data collection methods – observation, interview, schedules, focus group, personal interview method, projective techniques – sentence completion, word association, story completion, verbal projection tests, Pictorial techniques; play techniques, quizzes, tests and examinations, Socio-metric analysis, Content analysis. Use of mechanical devices.

**Unit IV: Scaling and Questionnaire design:** Introduction, types of measurement scales, classification of scales, Scaling and scale construction technique. Measurement error criteria for good measurement Criteria for questionnaire design, types of questionnaire, design procedure, types of questions, structure of questionnaire, physical characteristics, pilot testing, administering the questionnaire, reliability and validity of questionnaire, E questionnaire – salient features. Data coding; Editing and Tabulation.

**Unit V: Parametric and Non-Parametric testing:** Cross tabulation, Use of correlation and regression Analysis, Test of significance of regression parameters, application of regression analysis in various functional areas of management. Z, t, goodness of fit and F test, Small and large sample concept, Practical problems involving parametric and non parametric tests.

**Unit VI: Advanced Data Analysis Techniques-** Multivariate technique, Factor Analysis, Cluster Analysis, Discriminant Analysis, Conjoint Analysis, Multi Dimensional Scaling. Application of advanced techniques in decision making, decision situations and application suitability of these techniques.

*A Survey based mini-project should be undertaken by the students to orient them about basics of research.*

### **Suggested Readings:**

1. Zikmund : Business Research Methods, (Thomson Learning Books)
2. Marketing Research, G C Beri third edition (McGraw Hill)
3. Dwivedi – Research Methods in Behaviourial Science (Macmillan)
4. Bennet, Roger : Management Research, ILO, 1993
5. Salkind, Neil J. : Exploring Research, (Prentice – Hall, 1997)
6. Research Methodology: Concepts and Cases, Dr. Deepak Chawla & Dr. Neena Sondhi (Vikas Publications)
7. Business Research Methods, Naval Bajpai, Pearson Publication

## C26- ORGANISATIONAL BEHAVIOR

**Unit I: Organizational Behaviour** - The nature of organisations: Components of organisations; Organisations as open systems, Managers in organisations, Productivity and managerial performance, Organisational behaviour and the workplace, Managing human rights in the workplace, Managing developments in information technologies, Managing organisational transitions, Managing new forms of Organisation. OB in virtual organisations.

**Unit II: Learning, Perception, Attitudes and values** - Biographical characteristics, ability, and learning Perception: Introduction, Halo effect, Stereotyping, pigeonholing and compartmentalisation; Self-fulfilling prophecy; Perceptual mythology; other influences on perception. Attitudes, Components of attitudes, Attitudes and behaviour, Attitudes and cognitive consistency, Job satisfaction as an attitude; development Values, Sources and types of values, Patterns and trends in values, Managing values and attitudes

**Unit III: -Motivation-** Concepts, Theories of Maslow, Herzberg, McClelland, Porter & Lawler Model, Application of Motivation concept, Individual motivation and motivation in the organization, Cultural Differences in Motivation, Intrinsic and Extrinsic Motivation, Social Motivation, Motivation and Health, Role of motivation in human behaviour

**Unit IV: Foundations of group behaviour** - The nature of groups: groups and teams, informal and formal groups, purpose of teams, Teams and team building: selecting team members, team roles, stages in team development, team building, team identity, team loyalty, commitment to shared beliefs, multi-disciplinary teams, Team Dynamics: group norms, decision-making behaviour, dysfunctional teams, Cohesiveness. Leadership: Basic qualities of leadership, Leadership theories, Managers are leaders.

**Unit V: Conflict and Organizational Change Management-** Substantive and emotional conflicts, Levels of conflict, Sources of conflict in organisations, Symptoms of conflict Causes of conflict, Strategies for the management of conflict Organizational Change - Nature, levels and dilemmas of change, Pressures for change, The Domino effect, Responses to change, Force field analysis, Change process, Resistance to change, Dynamics of change.

**Unit VI: Organizational Development Techniques** - Goals of organisational development: Principles underlying organisational development, The process of organisational development: Action research and organisational development, OD interventions: Organisation-wide interventions, Smaller group and inter-group interventions, Individual interventions OD Techniques - Traditional: Grid Training, Survey Method; Modern: Process Consultation Method, Third Party, Team Building, Transactional Analysis.

### ***Learning and Teaching Strategy***

*Although the 'lecture' will provide a formal framework for each topic area, debate, discussion and participation shall be encouraged together with **case study work and group activities**.*

### **Suggested Readings:**

1. Organisation Behaviour, Luthans 8th Tata McGraw Hill
2. Organisation Behaviour, Robbins, 9th Pearson Education Asia
3. Principal of Organizational Behaviour 4th Ed. By R. Fincham –Oxford
4. Prentice Hall India Organisational Behaviour: Human Behaviour at Work Newstrom & Davis, Tata McGraw Hill
5. Brooks I — Organisational Behaviour: Individuals, Groups and Organisation Second Edition (Prentice Hall, 2002)

## **C27- BUSINESS ENVIRONMENT**

**Unit I: Political Environment And Economic Systems**-History of economic thought and economic systems, Market economy, planned economy, mixed economy, economic growth measuring development and measurement of poverty, Anatomy of Indian economy, Economic reforms of India.

**Unit II: Globalisation and Business Environment** - Globalization-Meaning, Scope, Phases, Indicators, Economic reforms and competitive environment; Business Environment and sector wise analysis-Telecom, Information Technology, Insurance, Banking Finance, FMCG, Textiles, Agriculture, Automobile, Chemical, Pharmaceuticals (Market Structure, International Scenario, Recent Developments and SWOC Analysis)

**Unit III: Industrial Policy**- Five Year Planning Summary; Industrial Policy Resolution-1948, 1946, 1977, 1980; Industrial Licensing Policy; Industrial Policy 1991; SSI; Privatization - Modes, Reasons, Problems, Indian Scenario and Difficulties in process; Global Outsourcing-Rationale, Gains, Gainers and looser; India's Perspective.

**Unit IV: Economic and Business Environment in Europe**-Economic Environment And Policies In Europe, Potential And Prospects Of Doing Business In Euro Countries; Impact Of Recent Development In Austria, Belgium, Finland, France, Germany, Greece, Ireland, Italy, Luxembourg, Netherlands, Portugal, Spain; Economic Challenges, Role Of Government, Human Welfare, Tax Structure And Future.

**Unit V: Economic and Business Environment in SAARC Countries**-SAARC Objectives, Structure of Economies In SAARC Region, Brief Country Profile, Economic Environment, Problems And Prospects In Bangladesh, Sri-Lanka, Nepal, Pakistan, India

**Unit VI: Economic And Business Environment In South America**- Ups And Downs Of South America In 21<sup>st</sup> Century, Overview Of The Continent, Brief Country Profile , Similarities And Differences Of Countries In South America-Brazil, Argentina, Venezuela, Chile, Columbia; Regional Trade blocks And Road Ahead.

### **Suggested Readings:**

- 1) Business Environment-Text and Cases-Justin Paul (Tata Mc Graw Hill)
- 2) Business Environment, Fernando, Pearson Education Asia
- 3) Business Environment , Shaikh, Pearson Education Asia
- 4) Business Environment,Saleem, Pearson Education Asia

## C28- COST & MANAGEMENT ACCOUNTING

**Unit I: Introduction to Cost and Management Accounting:** Meaning of Cost, Costing and Cost Accounting, Features, Scope and Functions of Cost Accounting, Advantages and Limitations of Cost Accounting; Concept of Cost; Analysis and Classification of Costs; Elements of Cost; Introduction to Management Accounting, importance and scope of management of Accounting, tools and techniques of management accounting Management accounting Vs. Cost accounting vs. financial accounting, role of accounting information in planning and control

**Unit II: Unit Output Costing & Reconciliation of Cost and Financial Accounts:** Preparation of Cost Sheet (Statement of Cost); Quotations and tender. Introduction; need for reconciliation, reasons for disagreement in Profit; Procedure/Methods of Reconciliation; Reconciliation Statement;

**Unit III: Contract and Operating Costing:** Silent clauses and accounting features of Contract costing, Retention money clause and Escalation clause, Profit of uncompleted Contract, WIP in balance sheet. Features of operating costing: Transport costing (Standard charge, running and operating cost, maintenance charges and log sheet), Canteen, Hospital and hotels costing.

**Unit IV: Ratio Analysis:** Introduction, Meaning of Ratio; Mode of Expression; Steps in Ratio Analysis; Importance of Ratio Analysis; Nature of Ratio Analysis; Limitations of Ratio Analysis; Classification of Ratios; Balance Sheet Ratios; Revenue Statement Ratios; Activity of Turnover Ratios; Profit Cover Ratios; Du pont Chart; Miscellaneous Practical Problems.

**Unit V: Marginal Costing:** Introduction, Application of Marginal costing in terms of cost control , profit planning, Closing down a plant, dropping a product line, charging general and specific fixed costs, fixation of selling price, make or buy decisions, key or limiting factor, selection of suitable product mix, desired level of profits, diversification of products, closing down or suspending activities, level of activity planning- Break-even-analysis: Application of BEP for various business problems. Inter-firm comparison: Need for inter-firm comparison, types of comparisons, advantages.

**Unit VI: Budgets and Budgetary Control:** Concept of Budget; Objectives of a Budget; Budgetary Control; Characteristics, Advantages and Limitations of Budgetary Control; Master Budget; Classification of Budgets; Long Term Budget; Short Term Budget; Fixed and Flexible Budget; Sales Budget; Production Budget; Material Budget; Labour Budget; Capital Expenditure Budget; Cash Budget; Preparation of Flexible Budget and Cash Budget; Zero Base Budgeting.

### Suggested Readings:

1. Cost and Management Accounting V. K. Saxena & C. D. Vashist, Sultan Chand & Sons Publication.
2. Management Accounting, Bhagwati & Pillai, Second Edition, S. Chand & Company Ltd.
3. Cost Accounting Theory and Practice, Bhahatosh Banerjee, PHI
4. Cases In Management Accounting & Control System, Allen, Pearson
5. Cost & Management Accounting, Ravi M Kishore, Taxmann Publications Pvt. Ltd.
6. Management Accounting: Theory and Problems, M.Y. Khan, P.K. Jain, TMH

## **E29- PROFICIENCY MANAGEMENT**

**Course Objectives:** To make budding managers aware about themselves so as to help them find the strength and weaknesses (deficiencies) within the self, To prepare them to meet with the expectations of different roles they will perform as a manager or as an entrepreneur, To equip them with essential skills required for effective and efficient performance that will ensure personal and career growth, To ensure smoother and faster adaptation (accommodation and assimilation) to corporate culture & changing demands of the work environment.

**Unit I: Self Awareness / Know thyself:** Methods of Introspection- SWOT analysis, Johari Window, Transactional analysis Individual Peculiarities- Life Positions, Personality Types, Defence Mechanisms. Perceptions – perceived risks, Attitude formation, Motivations. Introduction to Personality Assessment & Testing tools (MBTI, FIRO-B, 16 PF)

**Unit II: Role of different Intelligence: Intellectual** Intelligence – factor theories and process – oriented theories of intelligence (Sp. G-factor theory, Multifactor theory, Information processing theory), Emotional Intelligence, managing self and other's emotions.

**Unit III: Role of a Manager:** Tasks and responsibilities of a Professional Manager, Efficient performance of managerial functions, Organisational Hierarchies & reporting systems, Introduction to various Management Systems and Processes, Management by Objectives, Management by Exception.

**Unit IV: Self Development:** Thinking – Thinking process, Lateral thinking and Creative thinking, Logical thinking (inductive and deductive logic) Learning–Levels of learning, Honey & Mumford's learning styles, Cognitive learning, Social learning, Experiential Learning. Memory–levels of Forgetting, causes of forgetting, memory techniques. Understanding Organisational Culture, Creating and managing personal identity at work place.

**Unit V: Self Management :** Goal setting, Time management, Stress Management – effective coping strategies, Conflict Management – types, conflict resolution techniques, Negotiation skills, Problem solving & Decision making skills, Knowledge management, '5 S' Organizational skills, Leadership Styles and their application, Situational Leadership.

**Unit VI: Other's Management :** Social Skills – Interpersonal relations, Empathy, Management of Work Life Balance, Foundations of Group Behaviour - group decision making techniques, work teams, virtual teams, Getting and Giving Information, Understanding group needs and characteristics, Knowing and understanding group resources, Controlling the Group members, Counselling, Setting the Example.

### **Suggested Readings:**

1. Wallance, Masters, Personality Development, Cengage, 2009
2. Ramesh & Ramesh, The ACE of Soft Skills: Attitude, Comm. and Etiquette for Success, Pearson, 2010
3. Lewis, Body Language, Sage Publication, 2008
4. Hurlock, Personality Development, Tata McGraw hill, 2010
5. Bhatti, the Dynamics of Personality, Pearson, 2009
6. BELBIN R. M., Management teams: why they succeed or fail, Oxford, Butterworth-Heinemann, 1981
7. Morgan, King, Weiss & Schopler, Introduction to psychology, Tata McGraw Hill.

## E29- TAXATION

**Unit I: Basics of taxation and income from salary:** Previous year, Assessment year, assesses, types of assessee, person, income, Gross total income, Total taxable income, Residential status and incidence of tax liability, Agricultural income, income exempted from tax u/s 10, Computation of Income under the head salary, assessment of Individual.

**Unit II: Income from Business & Profession & Capital gains:** concept of business, profession and vocation, computation of income from business and profession (including professionals) and concept of Minimum Alternative Tax (MAT), Income from capital gains.

**Unit III: Deductions and other provisions:** Deductions under section 80C to 80U (Chapter VI). Set of & Carry forward of losses, Tax deducted at source, Return of Income, Authorities and Assessment Procedure

**Unit IV: Central Excise laws:** Basis of chargeability of duties of Central Excise, Goods, Excisable goods, Manufacture and manufacturer, Classification, Valuation of excisable goods, Related Person, Captive Consumption, registration and procedure in central excise law. Basic procedures, Export, SSI, Job Work, CENVAT credit rules.

**Unit V: Customs laws:** Basic concepts of customs law; Types of custom duties., Anti-Dumping Duty, Safeguard Duty; Valuation of custom duty; Customs Procedures., Baggage, Exemptions, Warehousing, Demurrage, Duty Drawback., Special Economic Zones.

**Unit VI: VAT Act and Service Tax:** VAT, Salient feature of State VAT Acts; Treatment of stock & branch transfer under State VAT Acts, Filing & Return under State VAT Acts. Introduction, Nature of Service Tax; Service Provider and Service Receiver; Registration procedure; Records to be maintained; Classification of taxable services; Valuation of taxable services. Exemptions and Abatements. Payment of service tax, Return and Taxable Services.

*NB: Numerical shall be based on Unit I Unit II, Unit III, Unit IV, Unit V and Unit VI*

### **Suggested Readings:**

1. Ahuja, G. K. & Gupta, Ravi, Systematic Approach to Income Tax. Allahabad, Bharat Law House.
2. Datey V. S.: Indirect Taxes, Taxmann Publications, New Delhi
3. Bhagwati Prasad, Direct Taxes Law & Practice, Wishwa Prakashan.
4. N Hariharan, Income Tax – Law and Practices, Tata Mc Graw Hill, New Delhi
5. Singhanian V. K., Singhanian Kapil, Singhanian Monica, Students Guide to Income Tax, Taxmann Publications, New Delhi.

## **E20- OPERATIONS RESEARCH**

**Unit I: LPP - Resource Allocation:** Introduction to Linear Programming Problems, Graphical Method - Assumptions, Formulation and Solution by Graphical Method: Feasibility Region, Unboundedness, Infeasibility, Multiple Optimum Solutions. Simplex method of solution. Use of primal-dual computational formulas to find a solution of an LPP.

**Unit II: LPP – Transportation & Assignment** – Transportation: Formulation and Solution by North West Corner Rule (NWC), Least Cost Method (LCM) and Vogel’s Approximation Method (VAM); Optimization by Modified Distribution Method (MODI). Assignment: Formulation and Solution.

**Unit III: Queuing Theory** - Queuing model, Static and Dynamic Arrivals, Single Server and Multiple Server Queues. Transition-rate diagrams. Role of the exponential distribution in queuing models, Introduction to Simulation Process, Monte Carlo Simulation, Generation of Random Numbers, Queuing Model [M/M/1: ( $\infty$ /FCFS)], Simulation of Queuing System.

**Unit IV: Replacement & Inventory models** - Replacement Policies: Equipment Deteriorate Gradually, Time Value of Money Considered. Equipment Fail Suddenly (Group Replacement), Staff Replacement. Inventory Models with Probabilistic & Deterministic Demand. Classic EOQ, EOQ with bulk purchasing, EOQ with storage limitations, Simulation on Inventory System.

**Unit V: PERT/CPM** - Rules of Network Construction, Network Analysis (Forward Pass, Backward Pass, Critical Paths and Floats). Resource Analysis and Allocation (Crashing), Probability in PERT, PERT vs. CPM. Limitations and Difficulties in Network Methods.

**Unit VI: Game Theory** - Terminology, Game Models, Two Person Zero Sum Games and their Solutions, Graphical Method, Algebraic Method, Arithmetic Methods, Methods of Matrices. Sequencing - Introduction, Terminology & Assumptions, Processing ‘n’ jobs through 2, 3 and ‘m’ machines. Idle time minimization through sequencing models.

### **Suggested Readings:-**

1. Introduction to Operations Research- Hillier & Liberman – McGraw Hill
2. Quantitative Techniques in Management by N. D. Vohra – Tata McGraw Hill
3. Operations Research - Paneersevam – Prentice Hall of India
4. Operations Research – J. K. Sharma - McMillan
5. Operations Research – Hira and Gupta – S. Chand & Co.
6. Operations Research – V.K. Kapoor – Sultan Chand & Sons, New Delhi.

## **E20- BUSINESS ETHICS**

**Unit I: Business Ethics:** Introduction, Concepts and theories : Introduction, definitions, importance and need for Business ethics, Values and morals. Management and ethics, Normative Theories, – Gandhian Approach, Friedman’s Economic theory, Kant’s Deontological theory, Mill & Bentham’s Utilitarianism theory.

**Unit II: Business & Organisational Ethics:** The Indian Business scene, Ethical Concerns, LPG & Global trends in business ethics, Business ethics rating in India. Organizations & Organisation culture, Types of Organization, Corporate code of ethics – Formulating, Advantages, implementation Professionalism and professional ethics code.

**Unit III: Corporate Governance:** Introduction, mechanisms and systems of corporate governance, Indian model of Corporate Governance, OECD principles, World Bank on Corporate Governance, McKinsey Survey on CG, Indian Committees and guidelines.

**Unit IV: Corporate social Responsibility:** Introduction, Models for implementation of CSR, Advantages, Scope, and steps to attain CSR, Prestigious awards for CSR, CSR & Indian Corporations-A Score Card, Future of Indian CSR

**Unit V: Environment Ethics, Marketing Ethics & Ethics in HRM:** India’s Environment Policy, Environment Risk Management, Environment Audit, Areas in Marketing Ethics, Beyond the 4P’s, Role of HR in creating an ethical organisation.

**Unit VI: Globalisation & Business ethics:** Growth of Global Corporations, Factors facilitating Globalisation, Impact of globalization on Indian corporate and social culture, Advantages and disadvantages of MNC’s to the Host Country, International codes of Business Conduct, Whistle blowing and its codes.

### **Suggested Readings:**

1. Business Ethics – Concept & Practice - B. H. Agalgatti & R. P. Banerjee – (Nirali Publication)
2. Ethics in Business & Management - R. P. Banerjee (Himalaya Publication)
3. Business Ethics. by Crane – Pub. By Oxford Press
4. Corporate Governance & Business Ethics – (Text & Cases), U. C. Mathur, Macmillan India Ltd.
5. Business Ethics, C S V Murthy, Himalaya Publishing House
6. Business Ethics & Corporate Governance, by A.C. Fernando

## **SEMESTER-III**

### **C31- STRATEGIC MANAGEMENT**

**Unit I: Strategic management** - Introduction to strategic management, Strategic decision making, Strategic management process; Difference between Policy, Strategy and Tactics. Vision, Mission & goals, Preparation of Vision & Mission Statement; Organisational objectives, Hierarchy of objectives & strategies, setting of Objectives.

**Unit II: Internal & Resource analysis** - SWOT analysis, Resource analysis- a) Organisation capabilities & competitive advantage b) Value chain analysis; Concept of synergy - Core competency, Competitive analysis - Interpreting the five forces model, Competitors analysis. External analysis - Environment analysis a) Components of External environment b) Components of Internal environment c) Environmental scanning. Industry Analysis a) A Framework for industry analysis b) Michael Porter's Analysis c) Usefulness of industry analysis.

**Unit III: Strategy Formulation - Corporate level strategy:** A) Growth-Concentration, Horizontal, Vertical, B) Diversification- Concentric, conglomerate. C) Expansion through Cooperation; Merger, Acquisitions, Joint ventures & strategic alliances D) Stability - Pause/proceed with caution, No change, Profit strategies. E) Retrenchment –Turnaround, Captive Company Strategy, Selling out Bankruptcy, Liquidation.

**Unit IV: Portfolio Approach & analysis** - a) Portfolio analysis, advantages & disadvantages, b) BCG Matrix c) General Electric's Business Screen, d) Life cycle or Arthur D Little matrix, e) Balance scorecard. 7s Framework, Strategic Business Unit (SBUS), Merits & Demerits of SBU; Leadership, Power & organisation culture.

**Unit V: Business Level strategy & Functional level strategy** - A) Business Level strategy- Competitive advantage, Low cost strategy, Differential strategy and Focus strategy, B) Functional level strategy - Operations strategy, Marketing strategy, Financial strategy, Human Resource strategy. Global strategy - Reasons for globalization, Global expansion strategy, International Portfolio Analysis; Market entry strategy, International strategy & competitive advantage.

**Unit VI: Strategic Implementation Strategic evaluation, Control & continuous Improvement** - Establishing strategic evaluation & control; The quality imperative: continuous Improvement to build customer value, Fundamentals of Six sigma approach for continuous improvement.

#### **Suggested Readings:**

1. Strategic Planning & Formulation of Corporate Strategy, V S Ramaswami, S Namaumari, Publication- Macmillan, India.
2. Strategic Management ,9 th Edition – John A Pearce II, Richard B Robinson, Jr Publication-Tata McGraw- Hill Publishing Company Limited, New Delhi.
3. Understanding Strategic Management, Henry, Oxford University Press
4. Crafting & executive strategy -14 th edition, Arthur A. Thompson Jr, A.J. Strickland III, Publication- Tata McGraw- Hill Publishing Company Limited, New Delhi.
5. Management Policy & strategic Management – R.M. Srivastava Publication – Himalaya Publishing House.
6. Global Strategic management – Kamel Mellahi, J. George Frynas, Paul Finlay Publication- Oxford University Press, New Delhi.
7. Strategic Management, Chandrasekara, Anant Narayanan, Oxford University Press

## **C32- INTERNATIONAL BUSINESS**

**Unit I: International Trade** – Concepts And Theories: International Trade, Origin, Need & Importance, Historical Background, Barter Trade, Factor Endowment Theory, Comparative Cost Theory, Opportunity Cost Theory, Modern Theory Of International Trade.

**Unit II:** Global Trade Scenario Overview., Trading Blocs, (Eu, Nafta Etc), Trade Agreements, Trade & Tariff Barriers, Specific & Advalorem Tariff, Non Tariff Areas Quota, Subsidies, Gatt & Unctad, Impact Of Globalisation And Wto On World Trade

**Unit III: International Business Environment** – Factors Affecting Environment – Economic, Social, Cultural Commercial, Competitive., Political, Legal, Technological Etc.

**Unit IV: Foreign Trade Of India** – Direction, Flow And Trends, Exim Policy, Institutional Support For Foreign Trade – Dgft, Exim Bank, Ecgc, Export Promotion Councils, Epz, Eou, Sez Etc.

**Unit V: Exchange Rate Management** – Basic Concepts – Balance Of Trade, Balance Of Payments, Exchange Rate Theory (Purchasing Power Parity), Working Of Foreign Exchange Markets, Determination Of Rate Of Exchange, Role Of Rbi, Introduction To Fema.

**Unit VI:** International Economic Organisations And International Monetary/ Financial System – World Bank, Imf, Ifc, Adb Etc., Settlement Of International Financial Transactions, Balance Of Payments, Exchange Rate Theories, International Liquidity.,

### **Suggested Readings:**

1. International Business – Subba Rao, Himalaya Publications
2. International Business – R.M. Joshi, Oxford University Press
3. International Business Strategy – A. Nag, Vikas Publishing House
4. Global Business Management – M. Adhikary, Macmillan Publishers

## C33- ENTREPRENEURSHIP DEVELOPMENT

**Unit I: Entrepreneurship** – Entrepreneurship and its Relationship with the Economic Development, Barriers to Entrepreneurship (Factors affecting Growth of Entrepreneurship), Theory of Achievement Motivation, McClelland's Experiments, Women Entrepreneur's. Entrepreneurship Development in India: Issues and Opportunities, Small-Scale Sector in India.

**Unit II: Entrepreneurship Trends** - Forms of Ownerships, Franchising, Types of Entrepreneurship, Career Planning, Choice of Entrepreneurship as a Career, Cases from Indian Industry. The ED Cycle, Identifying & Developing Entrepreneurial Potential, Techno economics innovation and entrepreneurship, Socio-psychological factors influencing entrepreneurship development.

**Unit III: Business Idea and Business Plan** -, Creativity and Innovation, Business Ideas Generation Process, Evaluation of Business Idea. Building the Business Plan, Venturing an Enterprise, Financial Considerations (Cash Flow Management, Financial Plan, Business Plan). Role of chamber of commerce, industries associations and other bodies like, FICCI, CII, TIE, DICCI etc.

**Unit IV: - Registration of new venture and Support Systems** - Steps and processes involved in setting up a manufacturing unit and a service unit. Process of registration and formalities; Activities of SIDBI, EDI, NIESBUD, DIC, NABARD Government policy, Agency supporting entrepreneurial development Industrial estates. Role of MSME, MITCON, MIDC and MCED.

**Unit V: The Industry and Ancillarization:** Role of Intrapreneurship in Indian industry; Success cases, Ancillarization, Ancillarization in India, Ancillaries & Industrial Development, Ancillary Opportunities in different Economic Sectors: Agro Industries, Logistics, BPO, Banking and Finance, Sub-contracting System, Supplier Organization Network Global Aspect of Entrepreneurship. NGOs and entrepreneurship.

**Unit VI: DPR and Financial incentives:** Preparation of DPR, Format and contents of a DPR, Bank financing and formats, Document and clearances required by nationalized banks, SCBA; Schemes for educated unemployed, Fiscal incentives, Procurement of industrial equipment, marketing support. Role of KVIC and Government schemes of financing.

### Suggested Readings:

1. Entrepreneurship 6 th edition. Robert D Hisrich , Tata McGraw-Hill.
2. Kuratko- Entrepreneurship – A Contemporary Approach, (Thomson Learning Books)
3. Small-Scale Industries and Entrepreneurship. Desai, Vasant (2003). Himalaya Publishing House, Delhi.
4. Chary – Business Gurus speaks ( Macmillan)
5. S.S. Khanka – Entrepreneurial Development (S. Chand & Co.)
6. Exploring Entrepreneurship,Blundel & Lockett, Oxford University Press
7. Entrepreneurship, Roy, Oxford University Press
8. Entrepreneurship,Barringer & Ireland, Pearson Publication
9. Entrepreneurship Small Business Enterprises, Charantimath, Pearson Publication

## C-34 SUMMER INTERNSHIP PROJECT

### E35- COMMUNICATION SKILLS- II

**Objective:** This course aims train students on all important aspects of Business Communications, which can be professionals through The basic objective is to sharpen the communication skills of students for getting ready for efficient and effective management

**Unit I: Communications in Business:** Systems approach, forms of business communication, management and communication, factors facilitating communications, Business applications of Communication.

**Unit II: Dimensions of Communications:** The Cross Cultural Dimensions of Business Communication, Technology and Communication, Ethical & Legal Issues in Business Communication, Mass Communications and its role in Business, Negotiation Process Management, Communications and its impact on Business

**Unit III: Business Correspondence:** Etiquettes of Business writing, Business letters: Memos, minutes, agendas, enquiries, orders, sales letters, notice, tenders, letters of application, letter of complaints, Job applications/ Covering letters

**Unit IV: Group communication:** Role of Communications in Committees, conference, Seminar, Symposia and other formal communications; Meeting - types of meetings, agenda and minutes of the meeting, Mass Communications -Publicity, Press Releases, Marketing Communications, Public Relations, business writing in media and social networking platforms, Newsletters.

**Unit V: Report Writing:** TECHNICAL REPORTS: Product manuals, User Guides and statutory communications, Format, Choice of vocabulary, coherence and cohesion, paragraph writing, organization of Report. PROJECT REPORTS: Writing a Summer Project Report, Components of a Project Report, Project proposal, Executive Summary writing, appraisal reports, Presentation of a Report, Fundamentals of Open-defense.

**Unit VI: Exercise in Communications:** Exercises on Corporate Writing, Group Discussion and Employment Interviews, Designing Visual Communication, Creating and Delivering Sales Pitch / Presentations, E-mail writing.

#### Suggested Readings:

1. Sharan J. Genrson and Steven M. Gerson – "Technical Writing – Process and Product" – Pearson Education, 2000
2. Baugh, Frayer & Thomas How to write first class Business Correspondence-Viva Books.
3. Raymond V. Lesikar, John D. Pettit and Mary E. Flatley – Lesikars Basic Communication Tata McGraw Will 8th Edition,1999
4. Herta A Murphy & Herbert W Hildebrandt - Effective Business Communication - Mc Graw - Hill international Edition.
5. Boove, C.L., Thill, J.V. & Chaturvedi, M. (2009). Business Communication Today, Pearson.
6. Stevel. E. Pauley, Daniel G. Riordan – Technical Report Writing Today – AITBS Publishing & Distributors, India 5th edition ,2000.
7. How to Do well in GDs and Interviews,Trishna, Pearson Education

## **E35- FAMILY BUSINESS MANAGEMENT**

**Course Objective:** To make the student understand the competencies and commitment required for a successful career in a Family business. To develop analytical skills to deal with the issues and conflict that arise in family business relationships and to develop management skills that can positively impact the success of family business. To learn how to integrate the strategic plans of the business with those of the family

**Unit I:** Defining the family business, Promoting trust among family members and among non-family members, family culture, beliefs & values and their impact on business, rediscovering and re orientating family business for new environment, change management for family businesses, leading the change, understanding the role of role of non-family managers.

**Unit II:** Issues, Problems and Unique concerns of family business, involvement in management, family management and control of business, interactions between the family and business systems, Long term success of the family business, Promoting Professionalism in family business, Business ethics, Governance and entrepreneurship, succession planning and effective conflict resolution.

**Unit III:** Venture Growth strategies: Venture growth strategic issues, entrepreneurial management, and innovation in family business, professional Management, Estate and ownership planning, acting as a venture capitalist for next generation, Exit Strategies in family business

**Unit IV:** Family business start-up, licensing, buyout opportunities & franchising, Maintaining competitiveness, Buying new business, expansion of business, , Board meetings, communications, Separation of ownership in family business, strategic implications & challenges in separation.

**Unit V:** Terms and conditions for effective control by the family, legal issues in family business, Tax Planning and Owner Compensation, Provisions of law relating to termination, resignation, or death of the principal family member, Legal documentation process. Planning and control, performance review, job assignments, Social entrepreneurship in family Business.

**Unit VI: Family Business Case Writing:** (Discussion & Format for obtaining interview and Case writing) Interview family members and obtain stories about major events that have helped to establish your family firm. Write a report that summarizes the vision, mission, values, and beliefs that guide the family enterprise; include a brief summary of stories that shaped or represent family business. Present an Analysis of the problems/challenges and strategies to overcome them.

### **Suggested Readings:**

1. Exceptional Entrepreneurship (Real Life Lessons from Business Leaders) by LPP (2006)
2. The Keys to Family Business Success-Leslie, Sam Lane, Joe Paul, Darrell Beck and William Roberts: Aspen Family Business Group
3. Rebuilding the American Dream, Restoring American Jobs and Competitiveness Through Innovation and Entrepreneurship by Bob
4. Family business in India- Sudipt Dutta, Sage (1997)
5. Generation to Generation: Life Cycles of the Family Business Gersick , Davis , Hampton, Lansberg

## **E36- BUSINESS PLAN/ FIELD REPORT**

**Objective:** To equip students with the skills of writing a business plan and to effectively deploy the conceptual knowledge for creating a practical, rational and real business proposal.

**Unit I: Opportunity / Competition Analysis:** Analysis of the business opportunity, SWOT, Risk analysis, the four Cs of credit: Character, Cash flow, Collateral and equity contribution. Description of Venture Product(s), Service(s), Size of business, Background of entrepreneurs, Writing Vision / Mission statements, Using information from sources like Trade associations, Government reports, Published studies, Searching the Net for information, Information filtering

**Unit II: Target Market:** Industry Analysis , PESTEL, Future outlook and trends, Industry forecasts ,Analysis of competitors, Differentiation, Market Segmentation; Define the market - its total potential and approximate size, Demographic information; Psychographic Information of Customers & Businesses.

**Unit III: Marketing & Sales plan:** Industry Trends, Product/Service, Target Market, Competitive Analysis; Marketing Mix- Pricing, Distribution, Promotion, Product forecasts, Controls; Marketing Budgets & Promotion mix.

**Unit IV: Production / Operations Plan:** Manufacturing process, Subcontracted work, Land & Building, Physical plant, Machinery and equipment, raw materials suppliers and alternative suppliers, Suppliers comparison chart, Regulatory & Tax environment - Central, State & Local; Organizational structure; Human Resource - Analysis of availability , Compensation, Benefits, facilities etc.

**Unit V: Development plans:** Future growth and expansion plans, strategies for expansion, resource requirements and source of generation of resources, assumptions made, Explanation of growth variables.

**Unit VI: Financials & Backup Documents:** Proforma income statement, Cash flow projections, Proforma balance sheet, Break-even analysis, Sources and applications of funds, Detailed calculations of various financial figures (Depreciation, Interest, Salaries & Wages, other Overheads); Backup material-letters, Market data, Leases or contracts, Price lists from suppliers etc.

### **Suggested Readings:**

1. The Definitive Business Plan: The Fast Track to Intelligent Business Planning for Executives and Entrepreneurs (Financial Times Series), Sir Richard Stutely
2. How to Write a Great Business Plan (Harvard Business Review Classics), William A Sahlman.
3. How to Write a Business Plan, Third Edition, Brian Finch, Replika Press Pvt. Ltd. India

## E36- APTITUDE DEVELOPMENT

**Objective:** The objective of this course is to enhance the Numerical ability and Aptitude of the students by acclimatizing them with the various analytical techniques. By improving Verbal and Non-verbal ability of students, the course will help them in acquiring the skills to solve placement papers of Companies.

**Unit I: Arithmetic Aptitude:** Mathematical Solutions: Simplification, Square Root and Cube Root, Surds and Indices, H.C.F, L.C.M, Decimal Fraction, Permutation and Combination, Number System, Percentage , Average , Speed & Distance, Probability, Mensuration, Volume. Spatial: Trains, Time and Distance, Height and Distance, Time and Work, Boats and Streams. Interests: Simple Interest, Compound Interest, Profit and Loss, Partnership & Percentage. Time: Problems on Ages, Calendar & Clock. Area: Averages, Area, Volume and Surface Area. Ratio and Proportion: Stocks and Shares. Alligations: Chain Rule, Pipes and Cistern, Mixture, Races and Games, Probability, Odd Man Out and Series.

**Unit II: Data Interpretation:** Table Charts, Data Sufficiency, Bar Charts, Tables, Pie Charts, Graphs and Line Charts

**Unit III: Logical Reasoning:** Number Series, Letter and Symbol Series, Verbal Classification, Analogies, Artificial Language, Matching Definitions, Making Judgments, Verbal Reasoning, Logical Problems, Logical Games, Analyzing Arguments, Statement and Assumption, Course of Action, Statement and Conclusion, Cause and Effect, Statement and Argument, Logical Deduction

**Unit IV: Verbal Reasoning:** Logical Sequence of Words, Blood Relation Test, Syllogism, Series Completion, Cause and Effect, Dice, Venn Diagrams, Cube and Cuboids, Analogy, Seating Arrangement, Character, Puzzles, Direction Sense Test, Classification, Arithmetic Reasoning, Verification of Truth.

**Unit V: Non Verbal Reasoning :** Series Analogy, Classification, Analytical Reasoning, Mirror Images, Water Images, Embedded Images, Pattern Completion, Figure Matrix, Paper Folding, Paper Cutting, Rule Detection, Grouping of Images, Dot Situation, Shape Construction, Image Analysis, Cubes and Dice.

**Unit VI: Verbal Ability:** Comprehension, One Word Substitutes, Idioms and Phrases, Change of Voice, Change of Speech, Verbal Analogies, Spotting Errors, Synonyms, Antonyms, Selecting Words, Spellings, Sentence Formation, Ordering of Words, Sentence Correction, Sentence Improvement, Completing Statements, Ordering of Sentences, Paragraph Formation

### Suggested Readings:

1. Quantitative Aptitude by R.S. Agarwal
2. Verbal & Non-verbal Reasoning by R.S. Agarwal
3. English Grammar, Wren & Martin
4. Cracking the Test of Reasoning & Data Interpretation, Prof. Jagdeep Vaishnav, Nishant B. Patel, Biztantra
5. Test of Reasoning, Edgar Thorpe, Tata-McGraw Hill, 2007

# **ROUP 1: MARKETING MANAGEMENT**

## **Paper I: RETAIL & SERVICES MARKETING**

**Unit I:** Retail marketing and retail management, strategic retail marketing, retail marketing mix, CRM and retail marketing, CBB & retail marketing

**Unit II:** Retail location & related strategies, retail store operations, retail organizations & structure, applications of IT in retail, retail distribution and SCM

**Unit III:** Retail pricing and promotional pricing, retail branding strategies, store & non-store brands, merchandising and warehousing, global retailing, modern trade and new trends in retailing

**Unit IV:** Services, nature, characteristics, service product & pricing, service positioning, pricing services

**Unit V:** CRM and services, managing service quality, CBB and services marketing, service demand management, promoting & services

**Unit VI:** MIS & research for services, demand analysis for services, managing service processes, service distribution, employees (people) and services marketing

### **Suggested Readings:**

1. Retail Marketing Management – David Gilbert
2. Retail Marketing – A Sivakumar
3. Retail Marketing – P Mcgoldrick
4. Retail Management – Barry Berman/ Joel R Evans/ Mini Mathur
5. Services Marketing – K Rama Mohan Rao
6. Services Marketing - Alan Wilson, Valarie Zeithaml, Mary Jo Bitner, Dwayne Gremler
7. Services Marketing – Christopher Lovelock/ Jochen Wirtz/ Jayanta Chatterji
8. Services Marketing – Harsh Verma
9. Principles of Services Marketing – Adrian Palmer
10. Services Marketing, Apte, Oxford University Press

## **Paper II: PRODUCT MANAGEMENT & BRAND MANAGEMENT**

**Unit I:** Product Life Cycle and its variants, levels of a product, product mix, product portfolio decisions, BCG matrix and its applications.

**Unit II:** Product planning, new product development process, Innovation and Creativity, product testing, product placement & commercialisation, conducting financial cost benefit analysis and its tools.

**Unit III:** Introduction to brands, branding and brand management, brand research and brand equity, branding for different product categories, branding & differentiation, brand image, brand element and brand association.

**Unit IV:** Brand equity measurement, competitive analysis, brand positioning, brand hierarchies and brand portfolio analysis.

**Unit V:** CBBE (Customer based brand equity), Branding & IMC, branding and marketing mix, branding and product mix, brand attributes, branding and segmentation.

**Unit VI:** Developing brand strategies, brand image and awareness, brand equity systems, brand value, brand extensions, brand roadmap, sustaining and managing brand equity and global branding.

### **Suggested Readings:**

1. Product Strategy & Management – M Baker & S Hart
2. Strategic Brand Management – K Keller, MG Parameswaran, Isaac Jacob
3. Expert Product Management – Brian Lawley
4. 42 Rules of Product Management – Greg Cohen
5. The Product Manager's Handbook – Linda Gorchels
6. Building Strong Brands – David Aaker
7. Managing Strong Brands – David Aaker
8. Branding Unbound – Mathieson
9. United we Brand – Moser
10. Strategic Brand Management, Elliott & Percy, Oxford Publication

## **Paper III: CONSUMER BUYING BEHAVIOUR & INTEGRATED MARKETING COMMUNICATIONS**

**Unit I:** Concept of consumer personality & brand personality as related to STP, buying influences on consumers and organizational buyers, consumer motivation, perception, learning & attitudes.

**Unit II:** Reference groups, buying process, factors influencing buying decisions, models of buying behaviour, post purchase behaviour.

**Unit III:** Marketing research, methods of research and research process, data collection techniques, sources of secondary data for marketing decisions, relevance of secondary data, marketing metrics.

**Unit VI:** IMC definition, scope, elements, role, etc., models of IMC, media and media planning, IMC strategy and process, new media

**Unit V:** IMC and brand communication process, role of advertising in branding process BTL, OOH, etc., promotions in IMC – consumer, trade sales, co-branding, in-branding, etc.

**Unit VI:** Creativity and innovation in IMC, packaging and labelling in IMC, PR and ethics in PR, corporate communications, International communications, cross cultural issues in IMC.

### **Suggested Readings:**

1. Consumer Behaviour – Schiffman, Kanuk & Kumar
2. Consumer Behaviour & Branding – Kumar
3. Integrated Advertising, Promotion & Marketing Communications – Clow & Baack
4. Advertising – Jafkins
5. Advertising Management – R Batra, J Myers, D Aaker

## **Paper IV: ADVANCED MARKETING TECHNIQUES**

**Unit I:** Global marketing, country analysis & study of global /emerging markets, market entry and global sourcing strategies, global marketing using internet.

**Unit II:** Strategic Marketing Process, types of strategies like follower, leader, etc., value chain analysis and value creation strategies, growth strategies.

**Unit III:** Nature & scope of rural markets, characteristics of rural customers and buyer profile, marketing to cooperatives, channels of distribution in rural India.

**Unit IV:** Marketing Engineering: Customer value assessment and valuing customers, marketing response models.

**Unit V:** Inbound marketing, qualification of opportunities, reverse marketing, up-selling, down-selling and cross selling techniques.

**Unit VI:** Business marketing, characteristics of business markets, organizational buying behaviour, pricing and negotiations, B2B channel management, IMC for B2B marketing

### **Suggested Readings:**

1. Global Marketing – Douglas Lamont
2. Global Marketing Management – Warren J Keegan
3. Strategic Marketing – David W Cravens & Nigel Piercy
4. Rural Marketing – Pradeep Kashyap
5. Marketing Strategy – A Ranchhod & Calin Gurau
6. Marketing Strategy & Competitive Positioning – G Hooley, Nigel Piercy, B Nicouland
7. Contemporary Direct & Interactive Marketing – L Spiller & M Baier
8. Marketing Engineering – Gary L Lilien, Arvind Rangaswamy & Arnaud De Bruyn
9. B2B Marketing – Steve Minett
10. The DNA of Marketing – Ira Kalb

# **GROUP 1: FINANCIAL MANAGEMENT**

## **Paper I: ADVANCED FINANCIAL MANAGEMENT**

**Unit I: Capital structure & Value of firm** - Assumptions & definitions, NI approach, NOI approach, Traditional Position, MM position, Taxation & capital structure, Trade off theory, Signaling theory. EBIT-EPS Analysis.

**Unit II: Cash & Receivables Management** - Motives of holding cash, factors determining the cash balance, managing the cash flow, Options for investing surplus funds & strategies for managing surplus funds, Cash Management Models- the Baumol model, The Beranek Model, The Miller-Orr Model. Credit policies, Evaluating the debtors, Credit analysis & decision, Credit terms & collection policies, Control of accounts receivables, Heuristic approach

**Unit III: Leasing, Hire-purchase & Project Finance** - Types of leases, rationale for leasing, Mechanics of leasing, Operating lease, Leasing as financial decision, Lease Vs borrow & buy evaluation, Hire-purchase arrangement, Choice between leasing & hire purchase, Project finance – Private Equity, Venture Capital.

**Unit IV: Risk Analysis in Capital Budgeting** - Sources & perspective of risk, Sensitivity analysis, Scenario analysis, Breakeven analysis, Miller Model, Simulation analysis, Decision tree analysis, Corporate risk analysis, Managing risk, Project selection under risk, Risk analysis in practice.

**Unit V: Valuation of business and Mergers & Acquisitions** - Valuation of business- Adjusted book value method, value of shares and debt method, comparison method, DCF method. M&A – Exchange ratio Financial evaluation of mergers, M&A as capital budgeting decision, Economic value added & market value added Taxation aspects.

**Unit VI: Contemporary issues in Financial Management** –Public offerings - IPO, FPO, ASBA, book building, Reverse book building, private placement, Green shoe option, Red Herring Prospectus. ESOP, ESPP, Refinancing, Securitization, Private equity, venture Capital, Carbon Credit, Sarbanes Oxley Act, Balanced score card, Sub-prime crisis, P notes, GDR, ADR, ECB, Indian Depository Receipts, Hundi, Parta system,

*NB: Numerical shall be based on Unit I, Unit II, Unit III, Unit IV, and Unit V only*

### **Suggested Readings:**

1. Financial Management- Ravi Kishore, Taxmann's, New Delhi.
2. Financial Management: Problems and Solutions, Ravi Kishore, Taxmann, New Delhi
3. Financial Management – Theory & Practice by Prasanna Chandra, TMH Publishers 2004
4. Financial Management-I.M. Pandey, Vikas publishing house, New Delhi.
5. Financial Management & Policy – V. K. Bhalla – (Anmol Publication, New Delhi)
6. Strategic Financial Management – Dr. J.B. Gupta – Taxmann's, New Delhi
7. Financial Management – Rajiv shrivastava, Anil Misra – Oxford Higher Education.
8. Financial Management – M. Y. Khan & P. K. Jain – Tata McGraw Hill Education Pvt. Ltd. 6<sup>th</sup> Edition

## **Paper-II: RISK MANAGEMENT AND DERIVATIVES**

**Unit I: Risk, Return and Market Indices-** Types of Risk; Significance of Beta, Beta versus Standard Deviation; Risk – Return Trade-Off, Understanding Interest rates, Understanding the Stock Index, Economic Significance of Index Movements, Index Construction Issues, Desirable Attributes of an Index – impact cost, Applications of Index. Construction and composition - Sensex and Nifty, Calculation of indices. Free float Market capitalization.

**Unit II: Introduction to Derivatives Trading and Settlement-**Types of Derivative Contracts, History of Financial Derivatives Markets, Participants in a Derivative Market, Economic Function of The Derivative Market; Trading of Derivatives Contracts Futures and Options Trading System, The Trader Workstation, Futures and Options Market Instruments, Criteria for Stocks and Index Eligibility for Trading, Charges ; Clearing and Settlement - Clearing Entities, Clearing Mechanism, Settlement Procedure, Risk Management, Margining System

**Unit III: Option Derivatives and Trading Strategies using options** – Types of Options - Call Options, Put Options; Option Pay-Offs; Terminologies used in the Options Market; Option Pricing – Binomial Model and Black & Scholes Model; Trading Strategies using options- caps, collars, butterfly, straddle, strangle etc. Option Greeks.

**Unit IV: Futures Derivatives and Trading Strategies using futures** – Types of Futures – On the basis of Maturity, On the basis of the underlying asset; Margining in the Futures market; Terminologies used in the Futures Market; Futures Pricing – Cost of Carry Model; Trading Strategies using futures.

**Unit V: Foreign Exchange risk & Corporate Exposure Management** – Types of Exposure – Transaction, Economic and Translation; Foreign Exchange Risk – Types, Risk Management Techniques – External and Internal. International portfolio diversification and transfer pricing, Risk Management practices in India.

**Unit VI: Swaps and Credit Derivatives** – Concept and Characteristics; Types of Swaps – Interest Rate Swaps and Currency Swaps; Structure of Interest Rate Swaps and Intermediated Interest Rate Swaps; Relation between Interest Rate Swaps and Forward Rate Agreements; Calculations on Swaps. Concept of Credit Derivatives; Evolution and the Global Scenario; Types – Credit Default Swaps, Total Return Swaps, Credit Options, Credit Linked Notes. RBI guidelines.

*NB: Numerical shall be based on Unit I, Unit III, Unit IV, Unit V and Unit VI only.*

### **Suggested Readings:**

1. Derivatives and Risk Management, Rajeev Shrivastava, Oxford Higher Education
2. Derivatives and Risk Management, Janakiramnan, Pearson Education Asia
3. Financial Management – Rajiv Shrivastava , Anil Misra – Oxford Higher Education
4. Financial Management- Ravi Kishore, Taxmann's, New Delhi.
5. Financial Management: Problems and Solutions, Ravi Kishore, Taxmann, New Delhi
6. Financial Management – Theory & Practice by Prasanna Chandra, TMH Publishers 2004
7. Financial Management-I.M. Pandey, Vikas publishing house, New Delhi.
8. Options Futures and other Derivatives – John C.Hull, PHI-EEE, 2011
9. Reference Material of NCFM from [www.nseindia.com](http://www.nseindia.com)

## Paper-III FINANCIAL SERVICES MANAGEMENT

**Unit I: Financial System-** Financial markets [Money, Debt and Equity Markets]- structure, regulatory bodies- Role and functions-(RBI, IRDA, PFRDA and SEBI); Product features and uses (CP/CD, T bills, REPO, reverse REPO, dated securities, rated securities, equity shares) and participants – Role and functions (CCIL, FIMMDA, PDs, NSCCL, NSDL, CDSL. )

**Unit II: Banking Services and Operations** -Definition of banks, Functions of Commercial Banks, Banking Structure in India, Role of RBI vis-a-vis other commercial banks, Introduction to Bank Deposits, Types of Deposit Accounts, Common guidelines of opening and operating accounts and KYC, Deposit Insurance, Principles of Lending and Loan Policy, Basics of Loan Appraisal, Credit decision-making and Review, Types of Advances- lien, pledge, hypothecation, mortgage, and charge, Management of Non Performing Assets; Bank Investment Policy, Statutory Reserve Requirements, Non-SLR Requirements, Concept of PLR, Base rate.

**Unit III: Insurance Services** - Concept of insurance, principles of insurance, Traditional and Unit linked policies, individual and group policies, with profit and without profit policies, Different type of insurance products – whole life products, interest sensitive products, term assurance annuities, endowment, assurance. Medi-Claim and health insurance products - Different types of products available in the market, Salient features, Tax treatment General Insurance Products - Different types of products available in the market, Salient features.

**Unit IV: Underwriting, Premium, and Claims** – Insurance underwriting, underwriters Vs. Actuaries, factors to be considered in insurance underwriting, underwriting philosophy and guidelines, individual and group underwriting; risk analysis and evaluation, Classification of risks, methods of acceptance of risk, underwriting process, recent trends in underwriting; Claims – introduction, types, claim procedure – maturity, death, Surrender and rider; Other precautions during settlement

**Unit V: Credit Rating Services** – Introduction, regulatory framework, SEBI Credit Rating Agencies Regulation, Credit rating agencies in India, Credit rating process and methodology, CAMEL model, Rating symbols and grades, Significance, advantages and Limitations of credit rating.

**Unit VI: Mutual Funds** – Organization Structure, Classification of Funds –Types of Funds – Equity Funds, Debt Funds, Liquid Funds, Balanced Funds, Monthly Income Plans, ETFs, Commodity Funds, Fund of Funds, Real-Estate Funds; Calculation of NAV; Systematic Investment Plans; Concept of Cost Averaging and Value Averaging; AMFI; AGNI. Recent developments in the Mutual Fund industry.

*NB: Numerical shall be based on Unit IV, and Unit VI only*

### Suggested Readings:

1. Strategic Financial Management – Dr. J.B. Gupta – Taxmann's, New Delhi
2. Financial Management – Rajiv Shrivastava , Anil Misra – Oxford Higher Education
3. Financial Management- Ravi Kishore, Taxmann's, New Delhi.
4. Financial Management: Problems and Solutions, Ravi Kishore, Taxmann, New Delhi
5. Financial Management – Theory & Practice by Prasanna Chandra, TMH Publishers 2004
6. Financial Management-I.M. Pandey, Vikas publishing house, New Delhi.
7. Options Futures and other Derivatives – John C. Hull, PHI-EEE, 2011
8. Financial Institutions and Markets – L. M. Bhole – 4<sup>th</sup> Edition
9. Reference Material of NCFM from [www.nseindia.com](http://www.nseindia.com)
10. Reference Material of NISM Mutual Fund Module from [www.nseindia.com](http://www.nseindia.com)

## **Paper IV: SECURITY ANALYSIS & PORTFOLIO MANAGEMENT**

**Unit I: Shares and their valuation** – Features of equity, Methods of valuation, Valuation of goodwill, valuation of shares- asset backing method, EPS method, Market value, Yield based methods, Fair value of shares, Dividend discount models- with constant dividend, with constant growth, multistage growth models. P/E based valuation.

**Unit II: Bond Valuation and Management** – Types Of Bonds - Dated Securities And Zero Coupon Bonds; Strips, Bond Risks – Systematic And Unsystematic; Yield, Current Yield, YTM, Yield To Call, Term Structure Of Interest Rates, Theories Of Term Structure - Yield Curve, Sensitivity Of Bond Prices, Convexity Tenure, Term To Maturity, Duration And Modified Duration, Bond Management Strategies.

**Unit III: Portfolio Theory** - Risk and return for one security, two security and portfolio. Efficient frontier, Investor utility, Capital Market theory - Background, risk free asset, the market portfolio; capital asset pricing Model, systematic and unsystematic risk, CML, SML; Arbitrage pricing theory – empirical test of APT, Sharpe's Single Index Model.

**Unit IV: Equity Portfolio Management** - Passive v/s. Active, Value v/s. Growth, Fundamental analysis - Concept, process, Economy analysis, sector analysis, company analysis; Tools and techniques of fundamental analysis, business cycle and industry analysis. Preparation of equity research report.

**Unit V: EMH and Technical Analysis** - Need, EMH – forms, tests and results, Implications of efficient capital markets; Dow Theory, Random walk Hypothesis, Indian Markets and Efficiency. Technical Analysis – Fundamental Principles; Charts – Line Charts, Bar Charts, Japanese Candlestick Chart; Trends – Reversal of Trend, Flat Trends, Chart Patterns/Price Patterns – Reversal Patterns, Continuation Patterns; Moving averages – Simple and Exponential; Momentum analysis/Relative Strength Index (RSI); Bollinger Bands. MACD

**Unit VI: Wealth Management** - Investor life cycle and investment goals, Investment options available and their comparison, Portfolio management process. Rule of 72, Rule of 69, Asset Allocation Strategies – Integrated, Strategic, Tactical, Insured; Selecting appropriate allocation, Benjamin Graham's and Bogle's Strategic Asset Allocation Model, Jacob's 4 Step Program to developing a Model Portfolio, Evaluation of Portfolio performance - Treynor, Sharpe, Jensen, Sortino measure, Fama's Performance Measure, Fama's 3-Factor Model, Carhart's 4-Factor Model, Portfolio Style Evaluation and Portfolio Attribute Analysis. Strategies of Great Masters.

*NB: Numerical shall be based on Unit I, Unit II, Unit III, Unit V and Unit VI only.*

### **Suggested Readings**

1. Security analysis and Portfolio management, Rangnatham, Pearson Education Asia
2. Investment Analysis and Portfolio Management by Prasanna Chandra, Tata McGraw Hill Publishers 1/E, 2002
3. Security Analysis and Portfolio Management, V.A.Avadhani,2007, Himalaya Publishing House
4. Investment Science, David G.Luenberger, Oxford Univeristy Press.
5. Financial Management, R.P.Rustagi, Galgotia Publication House.
6. Investment – William Sharpe (PHI)
7. Financial Management by S. M. Inamdar, Everest Publishing house, 12<sup>th</sup> Edition 2004.

# **GROUP 1 : HUMAN RESOURCE MANAGEMENT**

## **Paper I: PERFORMANCE MANAGEMENT & COMPENSATION**

**Unit I: Job Evaluation / Grade Structure** - a. Purpose and Methods of Job Evaluation, Ranking Systems, Job Classification / Grading method, Points System, Factor Comparison Method, Packaged Point Plans, Implementation; b. Job Analysis; Nature/Use, Methods, Job Identification Summary, Relationships, Responsibilities and Duties, Writing Job Specifications and Descriptions – Judgmental and Statistical Methods.

**Unit II: Compensation Planning** - Concepts, Nature and objectives of Compensation, Wages, Wage Fixation, Wage differentials, legal Status of Wages (basics), Wages – Variable Compensation and Supplementary Compensation – Perks, Fringe Benefits, Pay for Performance – Incentives.

**Unit III: Competency Mapping / Workflow Mapping** - Concept, Practical Application, Implementation HR Scorecard / Balanced Scorecard - Introduction, Concept, Structure, Practical Application

**Unit IV: Performance Management System** - Introduction, Objectives, Tools, Methods of PA, Graphic Rating Scales, BARS, Alternation Ranking, Forced Distribution Method, Critical Incident Method, MBO, Assessment Centers, Group Appraisal; 360 deg Feedback, Appraisal Interview; Performance Planning and Potential Appraisal – Trait Based, Behavior Based and Result Based, Pitfalls.

**Unit V: Career Management** - Career Development Plan - Employee's and Employer's Role, Career Anchors, Nature of Careers, Career Problems – Low ceiling Careers, Career Mapping, Career Counseling, Succession Planning.

**Unit VI: Ancillary Topics** - Goal Setting, Promotions and Transfers; Separations- Retirement, VRS, Deputation, Death, Retrenchment, Pink Slips.

### **Suggested Readings**

1. Human Resource Management, by Snell / Bohlander Publication – Thomson
2. Compensation by Milkovich & Neman, 8 th edition. Publication – McGraw –Hill
3. Human Resource Management, by Gary Dessler Publication – Thomson
4. Accounting Practices in HRM by M. Kolay
5. Managing Human Resources by Monappa Publication – Macmillan
6. Performance Management, Herman Aguinis, Pearson Publication
7. Compensation Management, Dipak Kumar Bhattacharya, Oxford University Press.

## **Paper- II: TRAINING & DEVELOPMENT PRACTICES**

**Unit I: Training and Development** - What is training? Nature of training, Significance of training, Importance of training, Scope & Objectives of training, Benefits of training, Philosophy of training.

**Unit II: Training Need Analysis and Design** - Identification of training needs, Environment for training, Areas of training, Responsibilities for providing training, Training Calendar, Facilities for training. Training Design - Perspectives for Designing Training, Designing a training programme, Objectives, components and methods of training designs, Training Process, Training of trainers (TOT).

**Unit III: Training & Development Methods and Techniques** - Approaches to Training, On the Job Training & Off the Job Training, Training Methodology – Case Study, Management Games, Brain Storming, Role Play, In- Basket exercises, Group Discussion; Teaching aids and techniques, Audio-visual aids, Cross cultural training. Concept & Importance of MDP's, Steps in MDP's, Methods and Techniques of MDP's.

**Unit IV- Evaluation of Training** - Feedback from participants, Measurement of training effectiveness, Types of evaluation techniques, Evaluation of trainers and facilities for training.

**Unit V-Introduction to HRD** - Field of HRD: A multi dimensional and new concept, Goals and challenges, Objectives and determinants, Approaches to HRD. Issues in HRD - Strategy for HRD: Diversify in work force, exit strategy, competitive advantage and relationship management; Human Resource Planning for diversification, expansion, mergers, acquisitions and takeovers.

**Unit VI- HRD In Different Sectors:** - HRD Organizations, Government Agencies and their role in HRD, Rural development through HRD, Emerging Sectors: I.T. and I.T.E.S.

### **Suggested Readings**

1. Personnel Management and Human Resources – N.C. Jain & Saakshi (Allied Publisher)
2. Effective Human Resource Training and Development Strategy – Dr. B. Rathan Reddy Publication –Himalaya Publication House
3. Human Resource and Personnel Management – Text and cases, K. Aswathappa, Publication - McGraw- Hill Publishing co. ltd
4. Human Resource Management , Tenth Edition, Gary Dessler, Publication- Pearson Education
5. Human Resource Management , Ninth Edition, R.Wayne Mondy, Robert M, Noe, Publication- Pearson Education
6. Human Resource and Personnel Management, by K Aswathapha, Publisher: Mc-Graw Hill.
7. Strategic Human Resource Management, by Tanuja Agrawal, Publisher: Oxford University Press.
8. Personnel and Human Resource Management: Text and Cases, By P. Subba Rao, Publisher: Himalaya Publishing House.
9. Knowledge Management and the Role of HR by Chris Harman, Publisher: FT Prentice Hall
10. HR Interventions in the Global Competitive Regime: Strategies for Leadership by Charles Xavier, C.S. Adhikary and Ramana Murty, Publisher: Excel Books
11. Effective Training,P. Nick. Blanchard, James W. Thacker, Pearson Education

## **Paper-III: INDUSTRIAL RELATIONS & LABOUR REGULATIONS**

**Unit I: Industrial Relation & Democracy** - Definition and concept of industrial relation, basic facts, scope, aspects & ideologies of Industrial relations, Approaches to Industrial relations.

(A) COLLECTIVE BARGAINING, definition, importance, types ,prerequisites of effective collective Bargaining & Collective Bargaining in India; (B) WORKERS PARTICIPATION: Concept & meaning, Aims & objective, Forms & levels of participation, conditions essential of working of the scheme.

**Unit II: Grievances & Disputes** - Nature & causes, settlement machinery, social obligations, Industrial Disputes, causes, remedial & prevention measures. Consequences of Industrial disputes on Industry & Society, Significance of Peace & Harmony to Industrial Productivity & progress.

**Unit III: Labour Welfare & Social Security Concept** - Meaning & scope, Labour welfare & welfare officer in Indian Industry, his role, perceptive, limitations, role perception and role performance, New challenges & expectations, Training of welfare officers; Aims of social security measures, methods of providing social security, benefits to workers-social assistance and social insurance, origin and growth of the idea of social security.

**Unit IV: Labour Legislations & ILO** - Nature, Scope, character growth & development of labour legislation In India, Legislation & the constitution of India; Constitution, working & impact of ILO on Labour Legislations in India, ILO convention & recommendations

**Unit V- Normative Labour Legislations** - Factories Act, 1948, Bombay shop & Establishment Act 1948, PULP Act 1971. **Wage Legislation** - Minimum wages Act, Payment Of wages Act 1936, Payment of Bonus Act 1965. **Industrial Relations Legislations** - Trade Union Act 1926, Industrial Employment standing order Act 1946, Bombay Industrial Relations Act, Industrial Dispute Act 1947. **Social Security Legislations** - Workmen's compensation Act, Employees state Insurance Act 1948, Provident Fund Act 1952 and Payment of Gratuity Act 1972.

**Unit VI: Functions & Working Of Offices Attached To Labour Ministry** - Directorate – General of Employment & Training; Labour Bureau; Welfare Commissioners; Various committee constitute by the Government of India (Ministry Of Labour).

### **Suggested Readings**

1. Dynamics of Industrial Relations by Mamoria & Mamoria – Publisher: Himalaya Publishing House.
2. Industrial Jurisprudence & Labour Legislation by A.M. Sarma, 9 th revised edition – Publisher: Himalaya Publishing House
3. Labour Laws --- Taxman's
4. Essentials of Human Resource Management & Industrial Relations by P. Subbha Rao – Publisher: Himalaya Publishing House.
5. Industrial Relations by C. S. Venkata Ratnam – Publisher: Oxford University Press.
6. Employee Relations Management, Singh, Kumar ,Pearson Publication

## **Paper-IV: GLOBAL HRM SCENARIO & PRACTICES**

**Unit I: Introduction - Business Management of Global Companies** - Characteristics of global companies, Difference between domestic and global companies, H.R. strategy planning for global organizations, HRM approaches in global companies objectives an scope of international HRM, cultural and reality shock.

**Unit II: Comparative Employment Policy** - Concept, significance, convergence theory, Marxist theory, the cultural approach power Distance (PDI), Uncertainty avoidance (UAI), Individuality (INV), Masculinity (MASC).

**Unit III: Social Environment ,Staffing and Compensation** - Concept, Social environment and HR practices, Staffing: International recruitment, selection, training and hiring policies, Staff retaining and motivating techniques, **International Compensation** - Principles of International Compensation, Methods and practices of International Compensation, International Compensation and employee satisfaction, case study.

**Unit IV: Cultural Literacy and HR Information System in Global Business** - Cultural awareness: essentials, advantages, cultural skills for co-operative advantages, HR information system: Concept, limitations and Uses, Designing of HRIS, Computerized skill inventories.

**Unit V: Developing Global Managers** - Global literate leader: concept, essential qualities, communication and interpersonal Relations, Training, Career development, succession planning, managerial stimulation's; case study.

**Unit VI: HRM in Europe Japan And America** - Background of Europe, the institutions of the European Community (E.C.): the council of ministers, the commission, the court of justice, the parliament, the social charter, E.C. legislation procedure, case study; Japans Employee management: Introduction, lifetime employment, characteristics, importance, limitations, the seniority wage system, relevance of Japanese Management in Indian Context, case study.

### **Suggested Readings:**

1. Strategic Human Resource Management by RANDALL S. SCHULER and SUSAN E JACKSON Publisher:Blackwell Publishing,
2. Human Resource Champions by Dave Ulrich, Publisher: Harvard Business School Press.
3. International Human Resource Management by Randall Schuler & Dennis Briscoe, (Routledge Global Human Resource Management Series
4. International Human Resource Management by Monir Tayeb, Publisher: Oxford University Press.
5. Corporate HRD by Biswajeet Pattanayak, Publisher: Excel Books
6. International Human Resource Management,Tony Edwards & Chris Rees, Pearson Publication

# **GROUP 2: INFORMATION SYSTEM MANAGEMENT**

## **Paper I: DATABASE MANAGEMENT SYSTEMS**

**Unit I: Introduction to Database Management System** - DBMS (Database Management System), FMS(File Management System), FMS Versus DBMS, Over view of DBMS, DBMS Model, DBMS Architecture. Design Consideration, Decomposition, Functional Dependency, Normalization, 1NF(First Normal Form), 2NF(Second Normal Form),3NF(Third Normal Form),BCNF(Boyce-Codd Normal Form) (First Normal Form),4NF(Fourth Normal Form),5NF(Fifth Normal Form), De-normalization.

**Unit II: Entity / Relationship (ER) Modeling** - Aspects of ER modeling, Types of Relationship, Practical Applications, Developing of ER Diagrams of various systems (e.g. Organizations, Educational Institutions and any live entity examples). Relational Model - Relational Database Primer, Relational Database Characteristics, Relational Algebra, Relational Calculus, Database Integrity, Keys, Entity & Referential Integrity, Views, Joins.

**Unit III: Brief Introduction to SQL** - History & standardization of SQL, Benefits of SQL, Elements of SQL languages, Database Objects, Reserve words, Variables, data types, DDL commands(CREATE, DROP, MODIFY, ALTER), DML COMMANDS (INSERT, UPDATE,DELETE, SELECT), DCL commands, Embedded SQL, Dynamic SQL.

**Unit IV: Data Mining & Data Warehousing** - Data Mining- Concept, Terminology, Functions, Applications, Types (Text, Concept, Graph, Sequence, Tree), Techniques, Software. Data Warehousing - Concept, History, Storage Methods, Success Parameters, Software Evaluation, Architecture, Developing Strategy, Use in Strategic Decision Making, Maintenance Issues, Web Data Analysis.

**Unit V: Object Technology** - Introduction to Object Technology, Abstraction, Encapsulation, Inheritance, Object Technology & RDBMS, Object Oriented Database Management System (OODBMS).

**Unit VI: Advanced Topics in DBMS** - Deductive Databases: features, Overview of Logic, knowledge representation, Internet & DBMS, Multimedia Database, Digital Libraries and Mobile Databases. Database Security - Threats & Risk, Cryptography, Digital Signature, Database Control, User & Database Privileges.

### **Suggested Readings:**

1. Introduction to Database Management Systems,Atul Khate, Oxford Higher Education
2. Database Processing; Fundamentals, Design, and Implementation: David Kroenke, McMillan
3. An Introduction to Database Systems,C. J. Date,A. Kannan, S. Swamynathan, Oxford Higher Education
4. Systems and Developers Manual for a RDBMS such as ORACLE
5. Data Warehousing,Thareja,Oxford Higher Education
6. Guide to SQL: Philips Pratt, Boston Boyd and Fraser, 1990
7. Data Mining,Vikram Pudi,P.Radhakrishna, Oxford Higher Education
8. Object Oriented Analysis: Peter Coad and Yourdon Edward, 2nd Ed, Eaglewood Cliff, New Jersey Yourdon Press
9. Database Management: Fred McFadden and Jeffery Hooper, 3rd Ed., Redwood City, Benjamin – Cummins, 1991
10. Data Mining Techniques: For Marketing, Sales, and Customer Relationship Management by Michael J. A. Berry

## **Paper II: E-BUSINESS**

**UNIT- I: Introduction**-Definition of E-commerce, Unique Features of E-commerce Technology: Ubiquity, Global Reach, Universal Standards, Richness, Interactivity, Information Density, Personalization/Customization, Social Technology: User Content Generation and Social Networking, Web 2.0, Play My version; Growth of the Internet and the Web, Origins and Growth of E-commerce, Insight on Technology: Spider Webs, Bow Ties, Scale-Free Networks and Deep Web Technology and E-commerce in Perspective

**Unit – II: E-Business Technologies**-The Internet: Key Technology Concepts: Packet Switching, Transmission Control Protocol/Internet Protocol (TCP/IP), IP Addresses, Domain Names, DNS, and URLs, Client/Server Computing The Internet Today: The Internet Backbone, Internet Exchange Points, Campus Area Networks (CANs), Internet Service Providers, Intranets and Extranets, Who Govern the Internet? Building an E-commerce Website: Planning: The Systems Development Life Cycle, Systems Analysis/Planning: Identify Business Objectives, System Functionality and Information Requirements. , System Design: Hardware and Software Platforms, Building Your-Own versus Outsourcing, Host your Own versus Outsourcing,

**UNIT – III: E-Business Models**- Eight Key Elements of a Business Model: Value Proposition, Revenue Model, Market Opportunity, Competitive Environment, Competitive Advantage, Market Strategy, Major Business to-Consumer (B2C) Business Models: Portal, E-tailer, Insight on Technology: Search, ads and Apps: The future for Google, (and Microsoft), Content Provider, Transaction Broker, Market Creator, Service Provider, Community Provider, Major Business-to-business (B2B) Business Model: E-distributor, E-Procurement, Exchanges, Insight on Business: Onvia Evolves, Industry Consortia, Private Industrial Networks, Business Models in Emerging E-commerce Areas: Consumer-to-consumer (C2C) Business Models, Peer-to-peer (P2P) Business Models, M-commerce Business Models , E-Commerce Enablers: The Gold Rush Models, Insight on Society: Is Privacy Possible in a Wireless World?, How the Internet and the Web Change Business: Strategy, Structure, and Process, Industry structure , Industry Value Chains, Firm Value Chains, Firm Value Webs, Business Strategy.

**UNIT- IV: Back Office Automatics For E-Business** - Basics of Enterprise Resource Planning, ERP Decision, Enterprise Architecture Planning, ERP Implementation, ERP Architecture and Toolkit Evolution, Implementation Supply Chain Management And E-Fulfillment: The Basics of Supply Chain Management, Internet-Enabled SCM, E-Supply Chain Fusion, Management Issues in e-supply Chain Fusion, The continuing Evolution of e-Supply Chains, A Roadmap for Managers, Demystifying E-Procurement: Buy-Side, Sell-Side, Net Markets And Trading Exchanges: Evolution of e-Procurement Models, Evolution of Procurement Processes, e- Procurement Infrastructure Integrating Ordering, Fulfillment, and payment, E-Procurement, Analysis and Administration Applications, Marketplace Enables, A Roadmap for e-Procurement Managers.

**UNIT-V: Moving To E-Business** - Spotting E-Business Trends, Trends Driving E-Business, Customer-Oriented Trends, E- Service Trends, Organizational Trends, Employee Megatrends, Enterprise Technology, Trends, General Technology Trends, What These 20 Trends Have In Common, Digitizing The Business: E-Business Patterns, E-Business Patterns: The Structural Foundation, The E-Channel Pattern, The Click-And-Brick Pattern, The E-Portal Pattern, The E- Market Maker Pattern, The Pure-E “Digital Products” Pattern, Thinking E-Business Design: More Than Technology, The Race To Create Novel E-Business Designs, Step: 1: Self – Diagnosis, Step: 2: Reverse The Value Chain, Step: 3: Choose A Focus, Step 4: Execute Flawlessly, Lessons From E-Business Design.

**UNIT – VI: Ethical, Social And Political Issues** -Understanding Ethical, Social, and Political Issues in E-commerce, A Model for organizing the issues, Basic Ethical Concepts: Responsibility, Accountability, and Liability, Analyzing Ethical Dilemmas, Candidate Ethical Principles, Privacy and Information Rights, Information Collected at Ecommerce Sites, Profiling and Behaviourial Targeting, The Internet and Government Invasions of Privacy:, E-commerce Surveillance, Legal Protections, Informed Consent, Intellectual Property Rights, Types of Intellectual Property Protection, Copyright: The Problem of Perfect Copies and Encryption, Patents: Business Methods and Processes, Trademarks: Online Infringement and Dilution, Challenge: Balancing the Protection of Property with other values.

**Suggested Readings:**

1. E-Business & E-Commerce for Managers, Deitel, Pearson Education
2. Michael Allen's E-Learning Library: Creating Successful E-Learning: A Rapid System For Getting It Right First Time, Every Time (Michael Allen's E-Library) by Michael W. Allen
3. E-Business A management Perspective, Reynolds, Oxford Higher Education
4. Harvard Business Review on Corporate Governance (Harvard Business Review Paperback Series) by Walter J. Salmon, Jay William Lorsch, Gordon Donaldson, and John Pound
5. E-Commerce: Business, Technology, Society (3rd Edition) by Kenneth Laudon and Carol Traver
6. Knowledge Management by Carl Frappaolo

## **Paper III: SOFTWARE ENGINEERING & MANAGEMENT**

**Unit I: Introduction:** The Software Engineering Discipline – Evolution And Impact; Programs Vs. Software Products; Why Should Software Engineering; Emergence Of Software Engineering: Early Computer Programming, High-level Language Programming, Control Flow-based Design, Data Structure-oriented Design, Data Flow-oriented Design, Object-oriented Design; Software Life Cycle Models; Classical Waterfall Model; Iterative Waterfall Model; Prototyping Model; Evolutionary Model; Spiral Model

**Unit II: Software Project Management;** Responsibilities Of A Software Project Manager; Project Planning; Materials For Project Size Estimation: Lines Of Code (LOC), Function Point Metric; Project Estimation Techniques: Empirical Estimation Techniques, Heuristic Techniques, Analytical Estimation Techniques; Empirical Estimation Techniques: Expert Judgment Technique, Delphi Cost Estimation; Cocomo – A Heirostoc Estimation Technique: Basic Cocomo Model, Staffing Level Estimation: Norden’s Work, Putnam’s Work Risk Management: Risk Identification, Risk Assessment, Risk Containment

**Unit III: Classical Analysis And Design Of Software** Requirements Gathering And Analysis; Software Requirements Specification (SRS): Contents Of The Srs Document, Functional Requirements, Traceability , Characteristics Of A Good Srs Document; Software Design; Cohesion And Coupling, Classification Of Cohesiveness, Classification Of Coupling; Software Design Approaches: Function-oriented Design, Object-oriented Design; Function-oriented Software Design; Overview Of SA/SD Methodology; Structured Analysis; Data Flow Diagrams (DFDs): Primitive Symbols Used For Constructing DFDs, Some Important Concepts Associated With Designing DFDs; Structured Design: Flow Chart Vs. Structure Chart, Transformation Of A DFD Model Into A Structure Chart;

**Unit IV: Object Oriented Software Analysis And Design -** Object Modeling Using UML; Unified Modeling Language (UML): UML Diagrams Use Case Model: Representation Of Use Cases, Use Case Packaging; Class Diagrams; Interaction Diagrams; Activity Diagrams; State Chart Diagram Object-oriented Software Development; Design Patterns

**Unit V: Software Quality -** Software Reliability And Quality Management: Software Reliability: Reliability Metrics, Statistical Testing; Software Quality; Software Quality Management System: Evolution of Quality System; SEI Capability Maturity Model: Comparison between ISO 9000 Certification And SEI /CMM; Six Sigma

**Unit VI: Software Testing -** Coding: Coding Standards And Guidelines; Code Review: Code Walk-through, Code Inspection; Testing: Verification Vs. Validation, Design Of Test Cases; Unit Testing; Blackbox Testing; White-box Testing; Debugging; Integration Testing; System Testing: Performance Testing; Software testing fundamentals-Testing-related terminology like Errors, Bugs, Defect, Objectives of the testing, Test techniques, Testing types, Defect Analysis and Defect reports, Overview of Testing Tool ‘Winrunner’.

**Suggested Readings:**

1. Software Engineering - A Practitioner's Approach by Roget Pressman
2. System Analysis and Design by Elias Awad
3. Software Engineering (7th Edition) (International Computer Science Series) by Ian Sommerville
4. The Engineering of Software: A Technical Guide for the Individual by Dick Hamlet and Joe Maybee
5. Schaum's Outline of Software Engineering by David Gustafson

## **Paper IV: ENTERPRISE RESOURCE PLANNING**

**Unit I: Introduction to ERP** - Concepts: Enterprise System, Resource Planning, Enterprise Potential, Total Enterprise Solution, ERP-II. History & Evolution of ERP, Benefits of ERP, Critical Success Factors for ERP. Estimation Procedures - System Evaluation, RFI, FRS, RFP, Evaluation Components, Build / Buy Decisions.

**Unit II: ERP Life Cycle** - ERP Project, Stages of Project Life Cycle, System Requirements for ERP Implementation, Pre-Implementation, Implementation And Post-Implementation, ERP Product Life Cycle, Risks in ERP / SAP Implementation. ERP Architecture - Client Server, Distributed, Web Enabled.

**Unit III: Product Selection** - ERP Market, Market share of various Companies: Oracle E-Business Suite, SAP R/3, PeopleSoft, BaaN, JD Edwards One World and IFS, Vendor Comparison, Market Analysis, ERP Packages for SME. Project Management - Scope, Skill-sets, Teams, Leaders, Consultants, Vendors etc, Change Management in ERP, Need / Value / Strategy / Layers / Standards of System Integration.

**Unit IV: ERP Modules I** - Finance (FICO), Sales and Distribution (S&D)-Features, Benefits and Overall Functionality

**Unit V: ERP Modules II** - HRM, CRM and ABAP- Features, Benefits and Overall Functionality

**Unit VI: ERP Market** - Reasons for high demand of ERP, Emerging Standards, Managing Change in ERP; Role of ERP in Industries like: Automotive, Process, Capital Goods, Project Engineering and Pharmaceuticals, Best Business Practices. ERP Cases - TISCO, Mahindra & Mahindra, HLL, L & T, Escorts, Electrolux, BPCL.

### **Suggested Readings:**

1. Textbook of Enterprise Resource Planning: Jaiswal / Vanapalli, McMillan
2. Concepts in Enterprise Resource Planning by Joseph Brady, Ellen Monk, and Bret Wagner
3. From Underdogs to Tigers: The Rise and Growth of the Software Industry in Brazil, China, India, Ireland, and Israel by Ashish Arora and Alfonso Gambardella
4. Countdown 2000, Leon Alexix, TATA McGraw Hill

## **GROUP 2: HEALTHCARE MANAGEMENT**

### **Paper -I: HEALTHCARE AND SOCIAL POLICY**

**Unit I:** Social Welfare, Social policy, Factors in Social Policy: Situational, Structural, Ideological and Environmental, Health Policy formulation: Factors, Determinants and other sectoral issues.

**Unit II:** Health care and Social development.

**Unit III: National health policy:** Review of different committees. Health policy: Input, Output and Performance; Role of Private and Voluntary groups; Role of national and International agencies. Health and Social Policy: International Perspective; Health policy the Disadvantaged.

**Unit IV:** Concept of Health Care Planning, Health Expenditures, Hospitals as a Health Care Delivery System. Management of Health Care Systems. Dimensions of Health Care Management.

**Unit V:** Concepts of Environmental Health Care; Microbiological considerations; Laundries, CSSD, Insect, Rodent Control, Emergency and Disaster Planning; Safety Management; Patients and Personnel Safety, Fire Safety, General Sanitation.

**Unit VI:** Hazardous Waste Management; Solid Waste Handling & Disposal; Liquid Waste Handling, Collection & Disposal; Water Treatment and Distribution, Planning and Organising for Safety and Waste management. Legal and Social Aspects of Waste Management; Trends and Practices.

### **Suggested Readings**

1. Chatterice, Meera, "Implementing Health Policy". 1988, Manohar, New Delhi,
2. Djunkanovic, V and Mach, E P. ed "Alternative Approaches to Meeting Basic Health Needs in Developing Countries", 1975. WHO, Geneva.
3. Lee, Kenneth and Mills, Anne. "Policy making and Planning in Health Sector". 1987, Oxford University Press, Oxford.
4. Leichter, HM. "A comparative approach to Policy Analysis: Health Care Policies in Four Nations", 1979. Cambridge University Press, Cambridge.
5. Roemer, M I. "Comparative National Policies on Health Care". 1977. Mareel Dekker, New York.
6. Ferry, Ted Safety & Health Management Planning, Van Nostrand Reinhold, New York. 1990.
7. Journal of Hazardous Waste Management. U.S.A.
8. Zweife, Peter I and Friedrich Breyer Health Economics, Oxford University Press, New York, 1997.
9. Kurt. Darr & Jonathan S R, Hospital Organization and Management Text and Brading, CBS Publishers & Distributors, 1992
10. Goyal, R.C Handbook of Hospital Personnel Management, Prentice Hall of India, New Delhi, 1993

## **Paper -II: COMMUNITY HEALTH, EPIDEMIOLOGY & POPULATION MANAGEMENT**

**Unit I:** Meaning and scope of epidemiology.

**Unit II:** Health statistics and health indicator, Morbidity, Mortality. Data sources, collection, analysis and uses, Health Information System, Use of Computers.

**Unit III:** Primary health care and community participation. Models and factors associated with health and diseases.

**Unit IV:** Organizational aspects of community health. Clinical care.

**Unit V:** Physical aspects of community health, Psychological aspects of community health. Special aspects of community health, Drugs, Alcoholism etc. Preventive and promotive health care.

**Unit VI:** Population policy, Planning and management.

### **Suggested Readings**

1. Alderson, M. "An Introduction to Epidemiology". 2nd,ed. 1983. MacMillan, London.
2. Hill, A B. "A short textbooks of Medical Statistics". 1~84. UNI Books
3. Jolly, K G. "Family Planning in India 1969-84: A District Level Study", 1986. Hindustan, Delhi.
4. Abelln, T Brzenski, Z J and Carstals, V D. "Measurement in Health Promotion and Protection", 1987, WHO, Copenhagen.
5. Pollard, A H. etc. "Demographic Techniques", 1981. Pergamon, Oxford.

## **Paper -III: HEALTH SYSTEMS MANAGEMENT**

**Unit I:** Systems analysis and systems dynamics in health care. Health systems: Characteristics, Planning methodologies, Goals and functions.

**Unit II:** Quantitative foundations of health services management.

**Unit III:** Health Systems research: Uses and applications; Evaluation methodologies for monitoring the performance and needs in health services, Operational planning and management Issues in health care. Health care decision making for mega problems: Approaches.

**Unit IV:** Contemporary trends in health care; Health Manpower policy.

**Unit V:** Planning and management. Management of Costs; Health care Budgeting; Cost Containment.

**Unit VI:** Project Management in Health care.

### **Suggested Readings**

1. Ferrer, H P. ed. "The Health Services Administration Research and Management", 1972. Butterworths, London
2. Hodgetts, R M and Cascio, D M. "Modern Health Care Administration", 1983. Academic Press, New York
3. Hornby, P. etc. "Guidelines for Health Manpower Planning", 1981. WHO, Geneva
4. "National Conference on Evaluation of Primary Health Care Programmes", '1980. ICMR, New Deihl.
5. Wortman P M. ad "Methods for Evaluating Health Services". 1981. Sage, London.

## **Paper -IV: HEALTH AND HOSPITAL INFORMATION SYSTEMS**

**Unit I:** Concept of Health; Health Care and Hospitals, Indian Health Care System.

**Unit II:** Government- Health Care Interface; Hospital as a Subsystem of Health Care System. Hospital Functions; Hospital Organization, Classification of Hospitals; Components of a Hospital System; Changing Role of Hospital Administration; Need for Managerial Functional Specialists.

**Unit III:** Decision making in Hospitals, Understanding Decision making Process; Drawbacks of Hospital Communication System; Need for Systems approach to Hospital; Concepts of Computers and Communication Technology. Database Concepts, Networks and Communication; Types of Networks, Network Topologies, Information Technology in Hospitals; Information System Concepts, Types of Information Systems. Hospital Information System; Systems Analysis and Design of Hospital Information Systems; Design Considerations; Development Approaches.

**Unit IV:** Issues and Challenges of Hospital Management. Implementation Strategies; Functionality of Computerized Hospital Information Systems.

**Unit V:** Merits and Demerits of CHIS, Trends in HIS.

**Unit VI:** HIS as a Control System; Resource Utilization & Control in Hospitals.

### **Suggested Readings**

1. Lele, R D Computers in Medicine, Tata McGraw Hill Publishing Co. Ltd, New Delhi. 1988.
2. Panko, Raymond R Business Data Communications. Prentice Hall Inc. London. 1997.
3. Hospital Information Systems - The Next Generation, Velde, Rudi Van de Springer Verlag, 1992
4. Health Information In India, Central Bureau of Health Intelligence, Ministry of Health & Family Welfare, Govt. Of India, New Deihl. .
5. Awad, Elias M..Systems Analysis & Design, Prentice Hall of India, New Delhi. 1990

## **GROUP 2: INTERNATIONAL BUSINESS MANAGEMENT**

### **Paper I: EXTERNAL SECTOR IN INDIA – POLICY, PROCEDURES & PRACTICES**

**Unit I:** Composition, Growth And Direction Of Exports & Imports From India (Countries & Commodities/ Products) Major Export & Import Products & Services, Iec Codes Importance And Procedures, Export Incentives, Thrust Areas For Export Promotion.

**Unit II:** Role Of Government/ Institutions In Export Promotion – Commerce Ministry, Dgft, Chambers Of Commerce, Export Promotion Councils, State Trading Corporations, Commodity Boards, Eou Etc.

**Unit III:** Export Quality & Packaging Standards, Customs And Excise Regulations Applicable To Exports & Imports, Role Of Clearing & Forwarding Agents.

**Unit IV:** Exim Documentation, Preparation of Contracts, Processing Export Order, Introduction To Letters Of Credit, Incoterms & Ucp 600, Ispm-15 (Fumigation)

**Unit V:** Logistics Management, Shipping Cargo, Vessels and Charters, Multi Modal Transport, Shipping Documents.

**Unit VI:** Marine / Air Insurance, Export Risk Coverage (Ecgc) Settlement of International Trade Disputes, Arbitration,

#### **Suggested Readings:**

1. International Business Environment– V.K. Bhalla, Anmol Publications
2. Export Management – Khurana, Galgotia Publications
3. Export Import Procedures & Documentation – K.S. Jain, Himalaya Publishing
4. International Business, Sumati Varma, Pearson Education

## **Paper II: FOREIGN EXCHANGE MANAGEMENT & EXPORT FINANCE**

**Unit I:** Foreign Exchange Framework – Exchange Rate Systems, Foreign Exchange Markets (Nature, Functions & Participants) , Determination Of Exchange Rates.

**Unit II:** Foreign Exchange Arithmetic – Types Of Exchange Rates, (Spot / Forward Etc. ) Direct Quotation, Calculation Of Rate Of Exchange, Cross Rates & Chain Rule.

**Unit III:** Overview of Fema – General Provisions Applicable For Export / Import Transactions

**Unit IV:** Finance Of Foreign Trade – Need, Importance Of Export Finance, Funded And Non Funded Facilities, Pre-Shipment, Post Shipment Credit Principles And Procedures, Preshipment Credit In Foreign Currency (Pcfc), Factoring And Forfaiting, Role Of Financing Bank In Export Finance, Concept Of Central Bank & Its Control On International Trade In Country.

**Unit V:** Risk Management In Foreign Exchange – Foreign Exchange Risk Nature And Implications, Transaction, Translation And Economic Exposure, Hedging, Forward, Future, Swaps And Options

**Unit VI:** Foreign Exchange Inflows (Major Sources) - Nri Accounts Types, Eefc Accounts, Fdi And Fii, Ecb, Adrs And Gdrs, Nastro & Vastro Accounts.

### **Suggested Readings:**

1. Foreign Exchange – Jeevanandam C. Sultan Chand & Sons
2. International Financial Management – V.K. Bhalla, Anmol Publications
3. Foreign Trade & Foreign Exchange – Chaudhari & Agrawal, Himalaya Publishing House

### **Paper III: INTERNATIONAL MARKETING**

**Unit I:** Globalisation and International Business – Concepts And Features Of Globalisation And International Business, Transformation Of International Business Due To Globalisation

**Unit II:** International Marketing – Basic Concepts, Difference between International Trade and International Marketing, Relevance of Marketing Mix (7p's) In International Marketing

**Unit III:** International Marketing Environment –Study of Environmental Factors, Analysis And Identification Of Target Markets.

**Unit IV:** Product Design and Development for Global Markets, Adaptation And Product Positioning, Technology Issues, Competitiveness Of Products

**Unit V:** Marketing Strategies Of Multinational Corporations, Global Outlook, Local Orientation, Promotional And Pricing Strategies, For International Markets.

**Unit VI:** Entry And Operating Decision In International Markets, Agency Arrangements, International Distribution, Setting Marketing Setup Abroad, Collaborations, Joint Ventures, Mergers, Acquisitions For Global Expansion, Home & Host Country Approach,

#### **Suggested Readings:**

1. International Marketing – Rathor & Jani, Himalaya Publishing
2. International Marketing – Rajagopal, Vikas Publishing House
3. International Marketing – Varshney & Bhattacharya, Sultan Chand & Sons

## **Paper IV: INTERNATIONAL FINANCE & HUMAN RESOURCE MANAGEMENT**

**Unit I:** International Financial Markets, And Instruments - Indian Legal System Governing The International Financial Markets & Supporting The International Trade, Special Reference Eu, Origin And Development Of Euro Currency Markets, Importance And Features Of Euro Markets , Equity And Debt Instruments In Euro Markets

**Unit II:** Long Term And Short Term Fund Sources In International Financial Markets - Features Of Euro Bonds, Syndicated Credit, Equity,, Euro Notes, Euro Commercial Paper.,

**Unit III:** International Finance - Contemporary Issues and Challenges Currency Risks, Currency Fluctuations, Domestic Interest Rates Affecting International Trade Libor/Mibor. Transfer Pricing, Derivatives, International Accounting and Taxation, Transfer Pricing, Tax Treaties, Oecd.

**Unit IV:** International Human Resource Management, Concept, Need And Importance In Global Operations.

**Unit V:** International Human Resource Management – Strategy and Practices - Organisational Structure Decision, Orientation of Policies and Procedures, Cross Cultural Issues.

**Unit VI:**International Human Resource Management Functions - Recruitment, Selection, Training, Placement And Compensation Of Expatriates And Local Staff Of Foreign Branches.

### **Suggested Readings:**

1. International Business – Subba Rao, Himalaya Publications
2. International Business – R.M. Joshi, Oxford University Press
3. International Financial Management – V. Sharan Prentice Hall India
4. Textbook of International Hrm – S.C. Gupta, Macmillan Publishers India

# **GROUP 2: OPERATIONS MANAGEMENT**

## **Paper I: SUPPLY CHAIN MANAGEMENT**

**Unit I: Understanding the Supply Chain, Supply Chain Performance and Drivers:** What is Supply Chain, Objectives of a Supply Chain, Importance of Supply Chain Decision, and Decision Phases in a Supply Chain, Competitive and Supply Chain Strategies, Achieving Strategic Fit, Drivers of Supply Chain Performance, Framework for Structuring Drivers, competitive advantages through supply chain management?

**Unit II: Designing the Supply Chain Network Designing Distribution Networks and Applications to e-Business:** Role of distribution in a supply chain, Factors influencing distribution network design, design options for a distribution network, e-Business and the distribution network, **Network Design in the Supply Chain:** the role of network design in the supply chain, factors influencing network design decisions, framework for network design decisions, models for facility location and capacity allocation, **Network Design in an Uncertain Environment:** Impact of uncertainty on network design.

**Unit III: Planning Demand and Supply in a Supply Chain Demand Forecasting in a Supply Chain:** The role of forecasting in a supply chain, Characteristics of forecast, Components of forecast and forecasting methods, Basic approach to demand forecasting, managing, Impact of Bullwhip effect **Predictable Variability:** Responding to predictable variability in a supply chain, Managing supply and demand, Managing predictability and implementing solutions to predictable variability in practice, Integrated Supply Chain

**Unit IV: Planning and Managing Inventories in a Supply Chain Managing Economies of Scale in a Supply Chain:** Role of Cycle Inventory, Economies of Scale to exploit fixed cost and quantity discount, Short term discounting, Managing Multi-echelon Cycle Inventory, **Managing Uncertainty in a Supply Chain:** Role of Safety Inventory in a supply chain, Determining Appropriate Level of Safety Inventory, Managing Safety Inventory in a multi-echelon supply chain.

**Unit V: Designing and Planning Transportation Networks Transportation in a Supply Chain:** Role, Modes of transportation, transportation Infrastructure, Design options for a transportation network, trade-offs in transportation design, Risk management in transportation.

**Unit VI: Managing Information Flow in Supply Chains** The Role of IT in a Supply Chain, The Supply Chain IT framework, Customer Relationship Management, Supplier Relationship Management, Internal Supply Chain Management, Supply Chain Technologies: Bar Code, RFID, EDI, e-business suites etc.

### **Suggested Readings**

1. Supply Chain Management, Chopra, Meindl and Kalra, Pearson Education, 3<sup>rd</sup> edition and after
2. Designing and Managing the Supply Chain, David, Kaminsky, Edith, TMH Edition, 2<sup>nd</sup> Edition and after
3. Supply Chain Management Text & Cases, Vinod V Sople, Pearson Education
4. Supply Chain Management, Janat Shah, Pearson Education
5. Supply Chain Management, Ballau and Srivastava, Pearson Education
6. Operations Management, Krajewski, Malhotra, Ritzman, Srivastava, Oxford Higher Education
7. Supply Chain Management, Sharma, Oxford Higher Education

## **Paper II: TOTAL QUALITY MANAGEMENT**

**Unit I: Understanding Quality and Quality Philosophies** - Definition of Quality, Dimensions of Quality, Quality Planning, Quality costs, Quality Philosophy of Deming, Joseph Juran, Philip Crosby, Genich Taguchi.

**Unit II: TQM Principles** - What is TQM?, What Does TQM Cover?, Guiding Principles of TQM, Managerial Perspective to TQM

**Unit III: Statistical Process Control (SPC) and Other Quality Improvement Techniques** – Process Control Charts, Control Charts for variables and attributes, Pareto Diagrams, Scatter Diagrams, Run Charts, Cause and Effect Diagrams, Concept of six sigma.

**Unit IV: TQM Tools** - Benchmarking – Reasons to Benchmark, Benchmarking Process, Quality Function Deployment (QFD), QFD Process, Benefits, Taguchi's Quality Loss Function, Total Productive Maintenance (TPM) – Concept, Improvement Needs, FMEA – Stages of FMEA.

**Unit V: Quality Improvement Systems** - Kaizen, Lean, Poka-Yoke, 5S, 3M, Quality Circles, Value Analysis and Value Engineering.

**Unit VI: Business Process Reengineering** - What is BPR? Need for BPR, BPR in USA, Europe, India.

### **Suggested Readings**

1. Total Quality Management, Dale H. Besterfield, et al., Pearson Education Asia, 1999. (Indian reprint 2002)
2. The Management and Control of Quality, James R. Evans & William M. Lidsay, (5<sup>th</sup> Edition), South-Western (Thomson Learning), 2002 (ISBN 0-324-06680-5).
3. Total Quality Management, Feigenbaum, McGraw-Hill, 1991
4. Total Quality Management, Poornima M. Charantimath, 2<sup>nd</sup> Edition, Pearson Education
5. TQM an Integrated Approach, Shailendra Nigam, Excel Books
6. Total Quality Management, Kanishka Bedi, Oxford Higher Education

## **Paper III: PRODUCTION AND MATERIALS MANAGEMENT**

**Unit I: Introduction to Materials Management** - Operating environment, Supply chain concept, what is material management? Supply chain metrics

**Unit 2: Production Planning System and Master Scheduling** – Manufacturing Planning and Control System, Sales and Operations Planning, MRP, ERP, Making the Production Plan, Developing a MPS, Production Planning, Master Scheduling and Sales

**Unit 3: Capacity Management and Production Activity Control** - Definition, Capacity Planning, Capacity Requirements Planning, Capacity Available, Capacity Required, Scheduling Orders, Making the plan, Load Leveling, Scheduling Bottlenecks, Theory of constraints

**Unit 4: Order Quantity and Independent demand Ordering System** – EOQ and its variations, Quantity Discount, Fixed Period and Fixed Quantity Ordering Systems, Order Point System, Safety Stocks, Determination of Service Levels, Periodic Review System, Dependent Demand Ordering System, Kanban system.

**Unit 5: Purchasing** - Introduction, Establishing Specifications and Functional Specification Description, Selecting Suppliers, Price Determination, Impact of Material Requirement planning on purchasing, Expansion of purchasing into supply chain management and its organizational implications

**Unit 6: JIT Manufacturing and Lean Production** - JIT Philosophy, JIT Environment, Manufacturing Planning and control in JIT Environment, Lean Production, Difference between Kanban, JIT and Lean, 5S.

### **Suggested Reading:**

1. Introduction to Materials Management-J.R. Tony Arnold, Stephen Chapman, Pearson Education 6<sup>th</sup> Edition
2. Procurement-Principles and Management, Baily, 10<sup>th</sup> Edition, Pearson
3. Purchasing and Materials Management, Gopalakrishnan, McGraw-Hill
4. Purchasing and Materials Management, Anand Kumar Mishra, D K Publishers and Distributors
5. Purchasing and Materials Management, K.C. Jain, S. Chand
6. Productions and Operations Management, Kanishka Bedi, Oxford Higher Education

## **Paper IV: PROJECT MANAGEMENT**

**Unit 1: Introduction, Structures and Frameworks of Project Management** - Introduction of the project, Historical Perspective, Definition, Current Issues, Relationship between general Management and Project Management, Project Management, Knowledge Management Base, Project Model, 4 phase of project management, 7-S of Project Management, The project environment, Complexities of project,

**Unit 2: Strategy, Project Management and Project Definition** - Why Strategy, Organizational Strategy and Projects, Project Management as a strategic capability, Resource Coordination, Project and organizational goals, project performance measurement, Developing the concept, Scope Management, Project Process, Work Breakdown Structure, Process Mapping, Establishing Check Points, Stakeholder Management, Project Management Software

**Unit 3: Time Planning and Critical Chain Project Management** - The Process, Gantt Charts, Estimating, Activity on Arrow and Critical Path Analysis, Activity on Node Diagrams, Activity on Arrow vs. Activity on Node, Scheduling, Computer Assisted Project Planning, Fast Track Projects, Project Evaluation and Termination

**Unit 4: Cost and Quality Planning** - Cost Planning, Cost Estimating, Cost Build up, Cost Budget, Quality Planning Process, Quality Conformance and quality performance planning

**Unit 5: Plan Analysis and Risk Management** - Analyzing Time Plan, Analyzing Cost Plan, Analyzing Quality Plan, Risk Management, and Risk Quantification Technique

**Unit 6: Project Organization: Structure and Teams** - Role of team, Pure Project Organization, Matrix Management, Structure Selection, Team Work, Life Cycle of Team, Managing personalities in a team, Effective Team Work

### **Suggested Readings:**

1. Project Management, Maylor 3<sup>rd</sup> Edition,
2. Project Management: Achieving Competitive Advantage & MS Project, Pinto (Publisher)
3. Project Management, Meredith, Mantek, 7<sup>th</sup> Edition, Wiley India
4. Project Management and Control, Narendra Singh, Himalaya Publishing House
5. Project Management; Strategic Decision and Implementation, David Cleland, McGraw-Hill

## **GROUP 2: BANKING & FINANCIAL SERVICES** **MANAGEMENT**

### **Paper I – BANKING OPERATIONS AND SERVICES**

**Unit I: Overview** - Definition-utility of banks – banks and economic development -types of banks with their individual functions –Role of RBI – Monetary management –business in the globalized era, Rights of a banker, Clayton's case, Banker's Obligation to honour cheques, Secrecy of customers' accounts. Customers' Accounts -.Introduction for opening new accounts, opening of savings, current and fixed deposit accounts Minor's accounts, Club accounts, Partnership accounts, Joint stock company's account. Attorney's account, Joint accounts, Insolvency of the customer

**Unit II: Payment and Collection of Cheques** - Form of Cheque, Date, Amount, Insufficiency of funds, customer's signature, Countermanding payment of cheque, Crossing, Not Negotiable Crossing, Endorsements and Effect of Material Alterations. Liability for conversion, Protection to the collecting Banker, Duties of Collecting Banker.

**Unit III: Bills of Exchange** - Definition, Parties, Accommodation Bill, Calculation of Date of Maturity, Dishonour of Bills, Noting and Protesting, Drawee in Case of Need. Bank Drafts - salient features

**Unit IV: Advances** - Advances against various securities, Life Policy, Fixed Deposit Receipt, Goods, Shares, Advances against Guarantees, Advances to Small-scale industries, Registration of Charge under Companies Act, 1956. Accounts Receivable financing Advances for priority sectors—Hypothecation, Documentation.

**Unit V: Investment Banking services:** Fee based and Fund based services: Credit Cards, Debit Cards, , Venture Capital, Factoring, Forfeiting and Bill Discounting. Leasing and Hire Purchase, Housing Finance, Other investment banking a services including distribution of Insurance and Mutual fund products, PMS – Process and monitoring.

**Unit VI: Merchant Banking Services** - Merchant Banking: An Introduction, Issue Management, Corporate Restructuring and Mergers and Project Financing. Securitization. Credit Rating.

#### **Suggested Readings:**

1. Management of Banking and Financial Services, Padmalatha Suresh & Justin Paul, Pearson Education
2. Basics of Banking IIBF, Mumbai Taxmann Publications – paper I
3. Banking Law & Practices by H.C. Agarwal, Siwan Publications. –paper I
4. Indian Financial System & Commercial Banking by Shri B. Raviramchandran, Dr. Dwivedi et al, IIBF, Mumbai Paper I
5. An introduction to documentary Credit – RupNarayan Bose, Macmilan India Ltd. New Delhi –paper I
6. Financial Institutions, Markets & money by David S. Kidwell & others, John Willy & Sons
7. The Indian Financial System, 3<sup>rd</sup> Edition, Bharati V. Pathak, Pearson Education

## **Paper II – BANK FINANCIAL MANAGEMENT**

**Unit I: Objective of bank management** - Raising financial resources of different types at most competitive rates; deployment of funds profitably in various avenues such as loans, securities, project finance, etc.; management of various risks accompanying these functions; compliance with various regulations; keeping expenses under control and optimizing the value to the shareholders.

**Unit II: Bank Profitability and Productivity**-Analysis of Bank profits - computation of profit -various components of casts and yields and their parameters - indicators of return to shareholders. Need for growth – inter-dependability of growth in profits and in assets - growth of profits through improvement in efficiency (operating profitability and asset utilization) and through growth in assets (equity multiplier) - limitations on growth (regulation - risk management - technology and other costs - economic cycles)

**Unit III: Bank capital and Treasury Management** - Need for Bank Capital, Ideal Characteristics of Bank Capital, Common Stock, Financial Flexibility, Capital Adequacy. Treasury Management - Concept and Practice .Role of Treasury and ALCO in asset-liability management Risk Management - Credit Risk Definition, Credit Risk and its underlying risks -Default risk, Exposure risk, Recovery risk, Collateral risk, Third party guarantee risk

**Unit IV: Liquidity Issues** - Structuring of timing of cash flows - inflow / outflow. Identification of availability of liquidity sources to match specific liquidity needs over the time horizon of short, intermediate and long-term needs, Sourcing liquidity from the money market and dependence on Liquidity Adjustment Facility of the Central Bank. Tying up back stop facilities / line of credit for contingent needs; Use of other on-balance sheet and off-balance sheet instruments for liquidity; Developing suitable investment management strategies to synchronize with liquidity needs

**Unit V: Liquidity Management** - Objective of Liquidity Management - i) Liquidity management policies and plans, ii) Recognizing distinct liquidity needs - short, intermediate and long, iii) Recognizing distinct group of liquidity sources: liquidity through fresh borrowings, liquidity through repayments from borrowers, liquidity through statutory reserves. Determination of optimal level of liquidity in terms of CRR and SLR.

**Unit VI: Interest rate management** -Fundamental factors affecting interest rates - Concept of interest, time, liquidity preferences, role of expectation in the interest rate formation, nominal and real interest rates, interest rate theories, role of the central bank in liquidity management, Role of Money Market and sources of liquidity in the Indian money market, RBI's policy and impact of Liquidity Adjustment Facility (LAF)

### **Suggested Readings**

1. Financial Management- Theory and Practice, 6th Ed., - Prasanna Chandra
2. Financial Management- Theory and Practice, Khan & Jain
3. Finance for Managers - Harvard Business Essentials
4. BUSINESS MASTERMINDS: WARREN BUFFETT by heller robert
5. Financial Management- I M Pandey
6. Treasury Management & Risk Management by Trivedi & Hasan, Genesis Publishers, Mumbai. – Paper V

## **Paper III – LAWS AND REGULATIONS TO BANKING**

**Unit I:** RBI Act, BR Act, NI Act, FERA, FEMA, Laws relating to NRI Accounts.

**Unit II:** Clearing House for settlement between banks; Transfer of funds between different places including places in foreign countries.

**Unit III:** Laws relating to gross real Time Settlement System. Universal Banking, Core Banking Services, International Standard Practices for Bankers

**Unit IV:** Foreign Bills, Export Finance, Laws pertaining to settlement of Export Bills. Laws relating to shipment, letter of credit and Operation of UCPDC 500.

**Unit V:** NASTRO and VASTRO accounts SWIFT, CHIPS, CHAPS, FEDWIRE.

**Unit VI:** Cyber Laws as applicable to Banks; Various other laws relating to Banking transactions and procedures. Know Your Customer; Bankers relation with customers; Need for better services; Consumer Protection Act 1986 as applicable to banking transactions.

### **Suggested Readings**

1. Law & Practice Relating to Author: M.R. Umarji, Securitisation of Fimamcail Assets & Publishers: Taxmann Allied Services, Enforcement of Security Interest. New Delhi
2. Practical Approach to Securitisation and Reconstruction of Financial and Enforcement of Security Management in Banks/FIs by B.C. Kohli, Taxmann Allied Services, Delhi.
3. S.K. Krishnamurthi Aiyar's law relating to Negotiable Instruments Act, by S.K. Savaria, Universal Law Publishing Co.
4. User's Manual on foreign exchange Management Act, 1999 by R.R. Beedu, Snowwhite.
5. Banking Regulation Act 1949
6. Reserve Bank of India Act, 1935.

## **Paper IV – BASICS OF FINANCIAL ACCOUNTING FOR BANKERS**

**Unit I: Basics of Business Accounts-** Calculation of Simple Interest, Bank Discount, Compound Interest, Ordinary Annuities, Other Annuities, Amortization and Sinking Funds; Bonds, Calculation of YTM, Duration, Bond Pricing, Premium and Discount.

**Unit II:. Subsidiary Books-** Maintenance of Cash/Subsidiary Books and Ledger Record Keeping Basics, Account Categories, Debit and Credit Concepts, Account and Columnar Accounting Mechanics, Journalizing - Writing Cash Books, etc.

**Unit III: Reconciliation of Statements-** Bank Reconciliation Statement, Trial Balance, Adjusting and Closing Entries; Capital & Revenue Expenditure/Depreciation/Inventory Valuation/Bills of exchange/Consignment/Joint Venture.

**Unit IV: Special Accounts** – Leasing and Hire Purchase Company Accounts, Accounts of Non-Trading Concerns – Receipts and Payments.

**Unit V: Final Accounts-** Balance Sheet Structure, Accounts, Categories, Assets, Liabilities and Net Worth Components/Partnership Accounts, Partner's Fixed Capital Accounts, Current Accounts, Loan Accounts, Treatment of Intangible like Goodwill etc. Final Accounts of Banking Companies, Accounting in a computerized environment, Methods, Procedures.

**Unit VI: Norms of Corporate Governance in Banking** - Preparation of statement of accounts as per the revised norms in the globalized context, Submission of Returns to RBI and Government Authorities as per the Legal Provision of various Acts. CG reporting Study of recent annual reports of public and private sector banks

### **Suggested Readings**

1. Taxmann's risk based internal audit in banks by D.P. Gupta & R. k. Gupta, Taxmann.
2. Options, Futures and Other Derivatives, John C. Hull Prentice-Hall of India, 2006. (With CD)
3. Management Accounting & Financial Management by Shri K. Ganesan et al, IIBF, Mumbai.
4. Finance of International Trade by Paul Cowdell et al., A.I.T.B.S Publishers
5. Inflation Accounting in a Developing Economy: A Study of India by L. S. Porwal and N. Mishra
6. Financial Accounting for Bankers (Edge Development Group Credit Skills)

## **GROUP 2: AGRI-BUSINESS MANAGEMENT**

### **Paper I: AGRO-INPUT MANAGEMENT**

**Unit I: Fertilizers:** Introduction, Concept of Agricultural Inputs; Role of fertilizer in agri production, raw materials needed for and principles of manufacture of nitrogen, phosphatic, and potassic fertilizers, secondary nutrient sources and micronutrients formulation; infrastructures for marketing and distribution of fertilizers; fertilizer quality control and pricing policy, constraints in fertilizer use and emerging scenario of fertilizer use, scope of bio-fertilizers; environmental pollution due to fertilizers. fertilizer sampling, quality evaluation, formulation of fertilizer mixture, and methods of fertilizer recommendation for crops, study of fertilizer marketing systems.

**Unit II: Agro-Input Management:** Demand and supply scenario of major agro inputs seed, fertilizers, agrochemical tractor and other farm machines, pricing agro inputs; information system for agro-input marketing, Role of trade fairs like Agro Vision.

**Unit III: Agro-Chemicals & Technology Management:** Role, status and organisation of agro-chemical industry in the Country; alternate of novel methods of pest control, integrated pest management; role of biological controls as plant protection methods; methods of quality control qualitative and quantitative agrochemicals and residue analysis; guidelines for the use of agrochemicals, environment; adulteration and legal requirements.

**Unit IV: Seed Production Technology:** Importance of quality seeds in agriculture; principles and methods of seed production of cereals, pulses, oilseeds and miscellaneous field crops; principles of seed certification and certification agency, seed laws and seed law enforcement; seed processing drying, cleaning, grading, treatment, weighing, bagging and handling of seeds;

**Unit V: Seed Processing:** Installation and management of seed processing plants- Seed storage; loss of seed viability during storage; seed packaging storing breeder, foundation and certified seeds; Seed industry in India-present status and future prospects;

**Unit VI: managing seed industry:** Role of public, private and cooperative sectors; national policy and programmes seed demand and supply; forecasting seed demands; seed trade and export potential, organization of seed industry in India; Human resource development in seed industry, managing seed industry efficiently.

#### **Suggested Readings**

1. Agri Business Management/Himanshu. Jaipur, Ritu
2. Encyclopedia of Agricultural Marketing : Marketing of Farm Inputs Seed, Fertilizer and Irrigation, Vo. IX/Jagdish Prasad
3. Advances in Seed Science and Technology, Vol. I : Recent Trends in Seed Technology and Management/edited by K. Vanangamudi, N. Natarajan, K. Natarajan, A. Bharathi, R. Umarani and T. Saravanan
4. Seed Technology/Dhirendra Khare and Mohan S. Bhale
5. Plant Compost-Manure and Agro-Chemicals Analysis : A Laboratory Manual/P.K. Behera
6. Agro Based Hand Book of Cultivation, Plantation and Farming : With Directory of Manufacturers/Suppliers of Agricultural Equipments & Implements and Suppliers of Agricultural Fertilizer, Seeds, Chemicals etc
7. Industrial Agriculture/Payman Mahasti

## **Paper II: LIVESTOCK MANAGEMENT**

**Unit I: Livestock Industry:** Present status of livestock products industry in India-dairy, meat, poultry, skin, hides,- wool; selection of livestock type, production and processing units; processing industry in India; alternate production and processing technology; demand scenario for livestock products in domestic and global markets; improvement in products through disease control;

**Unit II :Feed Business Management:** Role of management in feed manufacturing industry, organizing and planning feed manufacturing unit with special emphasis on design of manufacturing processes, equipment, material handling and physical facilities, control procedures in feed manufacturing units with emphasis on inventory management, developing and evaluation of purchasing organisations system, planning and production of good quality feeds, quality control of raw material and finished products, regulations relating to the manufacture and sale of feed stuff

**Unit III: Storage and transport:** Veterinary advisory services, extension activities, quality control system; packaging, preservation and storage systems for livestock products; transport means for domestic and global markets; quality control during storage & transit; extent of losses during storage and transport and ways to minimize the same; slaughtering and processing-plant design and operations; treatment of by- products; marketing and distribution of animal products existing and desired; quality standards for various products, and environmental and legal issues.

**Unit IV: Poultry and Hatchery Management:** Poultry and hatchery industry, role of management in poultry industry establishing a poultry and hatchery unit -location, size and construction, equipment and physical facilities, organizing and managing poultry. Incubation and hatching, production of quality chicks and eggs, factors affecting hatchability, bio security and hatchery sanitation, handling of hatching eggs,

**Unit V: maintaining chick quality:** chick grading, sexing, packing, dispatch, transportation and chick delivery, franchise hatcheries, custom hatching, brooding, growing and laying management, crises management, industrial feeding, housing and disease management, waste management, record management accounting and budgetary control, risks and insurance, personnel management including wages and salaries, job evaluation and employee appraisal,

**Unit VI: Marketing of Livestock:** Direct sale and sale through franchisees/ agents, advertisement, sale and after sale services, other innovative sales strategies. Management-direct sale and sale through franchisees/agents, advertisement, sale services, other innovative sales. Recent trends

### **Suggested Readings**

1. Livestock Feeding Strategies for Dry Regions/edited by P.S. Pathak and S.S. Kundu
2. Trends in Livestock Research/S.K. Kaushish
3. Livestock Economy of India/P.C. Bansil and S.P. Malhotra
4. Sustainable Agriculture: Status and Prospects/P.N. Kalla, Anita Singh, S.S. Pareek, Shanti K. Sharma and Hanuman Ram
5. Hand Book of Poultry Farming and Feed Formulations
6. The Complete Technology Book of Dairy and Poultry Industries : With Farming and Processing
7. Fertility and Hatchability of Chicken and Turkey Eggs/Lewis W. Taylor

### **Paper III: FLORICULTURE, BIOTECH AND FOOD PROCESSING UNITS**

**Unit I: Management of Floriculture and Landscaping:** Recent advances in floriculture industry; evolution of new cultivators and production technology of ornamental plants; commercial cultivation of flower crops: rose, gladiolus, tuberose, marigold, aster, carnation, ciliun chrysanthemum special techniques for forcing of dehydration of flowers; response of flowers to environmental conditions; landscape gardening; style of gardening,

**Unit II: Flower Management:** An aesthetic and Socio- aesthetic newly developed towns and cities; use of plant sircquors flower production, extraction, purification and storage of essential oils and perfumes; post harvest changes in cut flowers, storage and packing of cut flowers determining optimum time harvesting of flowers for export and home use.

**Unit III: Management of Biotech Industries:** Agricultural needs & application of biotechnology for agricultural uses and benefits; tissue culture, disease surveillance and diagnostics industries bioprocess engineering and quality products and productivity based industries, their structure, quality parameters, marketing, Intellectual Property Rights bio-diversity concepts and social and legal implications.

**Unit IV: Food Technology :** Present status of food industry in India; organisational structure of agro industry; major dimensions of agro based industries; risk management; unit operations of food industry; deteriorative factors and their control; laws and regulation related to food industry; quality management in food industry-quality standards and ISO:

**Unit V: Processing Management:** Principles of food preservation and' processing; preservation through temperature reduction, water removal, radiation, heat processing, fermentation and use of preservatives, technology of extrusion, solvent extraction, refining and hydrogenation; processing of dairy products; cereals milling; pulse milling; oil seeds crushing; processing of fruits and vegetable; confectionery; tea and coffee processing; food additive and toxicology; protection of food during storage, and transportation; packaging distribution of food products.

**Unit VI: Fruit Production & Post-Harvest Management:** Present status of fruit industry in India and emerging scenario; major fruit growing zones, management of fruit production technology for domestic and global market; post harvest handling technology harvesting, pre-cooling, grading, packing, storage and transportation for cooling, grading, packing, storage and transportation, pre and post harvest management for quality and shelf life; fruit processing industry; international trade in fruits problems and prospects and global marketing of fruits, and government policy, incentives *domestic and global trade*.

#### **Suggested Readings**

1. vFood Processing and Preservation/Neelam Khetarpaul
2. Modern Technology of Food Processing and Agro Based Industries
3. Fruit Production : Problems and Solutions/R.R. Sharma
4. Post-Harvest Management of Horticultural Crops/edited by M.A. Mir, G.M. Beigh, Hafiza Ahsan, Qazi Nissar Ahmad, H.R. Naik and Abdul Hamid Rather
5. Emerging Trends in Post Harvest Processing and Utilization of Plant Foods/Neelam Khetarpaul, R.B. Grewal, Sudesh Jood and Umaid Singh
6. Post Harvest Technology of Vegetables/Manoranjan Kalia
7. Food Processing/Vikas Ahlluwalia

## **Paper IV: RURAL MARKETING**

**Unit I: Introduction to Rural Marketing** - Meaning, Scope, definition & importance, Rural versus urban mindsets, Growth of rural markets, Basic differences between rural, semi urban and urban markets. **Rural Market Research & Profile of Rural Consumer** - Research, Location for Conducting Research, Classification of Rural Consumer based on economic Status, Profile of Rural Consumer, Rural Consumer Behaviour.

**Unit II: Rural Market Segmentation** - Basis of Market Segmentation, Multi-Attribute Segmentation Classification of Markets - Regulated Market, Defects/Problems of Regulated Market, Role of Regulated Markets on Marketing of Agricultural Produce, Significance of Regulated Markets to Agriculturists Prevalence of Beoparis and Arahatias (Rural Mandi's, APMC's, etc.).

**Unit III: Rural Communications** - Rural Communication, Role of Media in Rural Markets, Conventional Media, the Main Problems in Rural Communication Rural Marketing Strategies - Product Strategies, Pricing Strategies, Distribution Strategies, Production Strategies, Methods of Sale, Hatha System, Private Negotiations, Quotations on Samples, Dara and Moghum Sale Methods, Open Auction Method. Modern techniques for rural distribution. Case Study of ITC's "e-choupal" Initiative

**Unit IV: Role of Government in the Development of Agricultural Marketing** - Government Intervention in Marketing System, Role of agencies like, Council of State Agricultural Marketing Boards, (COSAMB), State Trading, Cooperative Marketing, Types of Cooperative Marketing Societies, Cooperative Processing, National Agricultural Co-operative Marketing Federation (NAFED), National Co-operative Development Corporation (NCDC), Public Distribution system (PDS), Food corporation of India, Directorate of Marketing and Inspection (DMI), National Institute of Agricultural Marketing (NIAM), Self help Groups (SHG's).

**Unit V: Agricultural Credit, Crop Insurance and Commodity Markets** - Agricultural Credit Policy, Institutional Agreements for Agricultural Credit, Crop Insurance, Agricultural Insurance. Commodity derivatives evolution of commodity exchanges Commodity Exchange Role of Commodity Exchanges , Commodity Derivative Markets in India, Indian Commodity Exchanges.

**Unit VI: Agricultural commodities on Commodities markets:** Difference between commodity and financial derivatives physical settlement, warehousing, and quality of underlying, Commodity derivatives – evolution of exchange, role, Indian commodity exchanges, NCDEX platform- structure, Commodities traded and Instruments available for trading, Using commodity futures, trading and settlement process.

### **Suggested Readings**

1. Rural marketing – Rajagopal
2. New perspectives on rural marketing – Ramkishen Y
3. Rural Marketing in India – K S Habeeb Rahman (Himalaya Publishing)
4. Rural Marketing in India by R. V. Bedi, (Himalaya Publishing)
5. Integrated Rural Development – R. C. Arora (S. Chand & Co.)
6. NCFM Commodity module Study Material.

## **GROUP 2: POWER MANAGEMENT**

### **Paper I: CONVENTIONAL AND NON-CONVENTIONAL RENEWABLE ENERGY SYSTEMS**

**Unit I:** Steam power stations: - Site selection, Prime movers, Arrangement of plant and principle auxiliaries, Operating costs.

**Unit II:** Hydro power stations: - Site selection, Prime movers, Arrangement of plant and principle auxiliaries, Operating costs, Surge tank and penstock.

**Unit III:** Nuclear power stations: - Fission and fusion technology fundamentals, Layout and reactors, Prospects and limitations.

**Unit IV:** Major non-conventional energy sources: - Solar energy, Wind Energy: - Principles, Scope and Availability.

**Unit V:** Other non-conventional/Renewable energy sources: - Ocean thermal energy, Tidal and wave energy, Geothermal energy, Principles, Scope and Availability.

**Unit VI:** Bio-energy: - Biomass and its uses, Classification of biomass as energy sources, Characteristics of bio-mass and its conversion process.

#### **Suggested Readings**

1. Generation of electrical energy by B.R. Gupta.
2. Elements of Power system design by M.V. Deshpande
3. Power Stations by Domkundwar
4. Renewable energy sources by Twidell and Weir, engineering language book society, London.
5. Energy Technology by S. Rao and Parulekar

## **Paper II: ENERGY AUDIT AND MANAGEMENT**

**Unit I:** General energy problem, energy use pattern of various types of consumers, scope for energy conservation.

**Unit II:** Energy Audit, Energy monitoring, energy accounting and analysis.

**Unit III:** Auditing and targeting of electrical energy, electrical energy conservation in building and industries.

**Unit IV:** Load curve analysis and load management, energy efficient drives, Tariffs and power factor improvement.

**Unit V:** Economic operation of power plant operation, Economic scheduling of power stations.

**Unit VI:** Economic operation of power system, Demand side management: - Concepts, planning and implementation methods.

### **Suggested Readings**

1. Generation of electrical energy by B.R. Gupta.
2. Energy and energy resource management by Mahajan, Agnihotri, Atparia. Deep and Deep publication P. Ltd.
3. Power Stations by Domkundwar
4. Energy Management by Paul W. and O'Callaghan, McGraw Hill, N.D.

### **Paper III: ENERGY SYSTEMS PLANNING**

**Unit I:** Energy, economy and environment interaction, environmental repercussions and the economic structure, Criteria for economic growth.

**Unit II:** Energy Models: - Econometric models, Techno-economic models. Energy analysis using input-output models

**Unit III:** Models for energy policy: - Introduction, Systems perspective on energy.

**Unit IV:** Data base requirements and survey of energy requirements at National, Regional and Settlement level.

**Unit V:** Energy planning process at National, Regional and Settlement level.

**Unit VI:** Energy planning for Industries and Agriculture.

#### **Suggested Readings**

1. Renewable energy by A.K.N. Reddy and Johanson, Earth Scan Publication
2. Tata Energy Research Institute Journals
3. Energy and Economic development: What Next : Jyoti Parikh
4. Energy and energy resource management by Mahajan, Agnihotri, Atparia. Deep and Deep publication P. Ltd.
5. Energy consumption in India (Pattern & Determinants) by Raikhy and Singh, Deep and Deep publication P. Ltd.

## **Paper IV: POWER PRICING & POWER PURCHASE AGREEMENTS**

**Unit I:** Present energy pricing scenario in India and world, Coal Pricing, Gas pricing, Oil pricing, history of energy pricing mechanism- Indian and world.

**Unit II:** Basic theory of energy pricing models, pricing under various environments, cost and supply analysis, price and output determination.

**Unit III:** Types of electricity, Tariff structure- fixed tariff, availability based tariff, time of the day tariff, long term tariff, etc., Regulatory frame work and aspects of tariff setting.

**Unit IV:** Requirements of PPA, Risk and responsibilities in a power purchase agreement, Desirable principles of power purchase agreements.

**Unit V:** Assessment of Tariff levels Scope of the PPA, Articles and schedules of a model PPA Definition and interpretation of terms of a model PPA.

**Unit VI:** Negotiating Power purchase agreements PPA- Financial and legal issues, Drafting of a model PPA.

### **Suggested Readings**

1. Document of CERC-2000 CERC Publisher.
2. Managerial economics by GS Gupta, Tata McGraw Hill publishing Co. Ltd.
3. Energy pricing in India by Herry sarkar and Gopal K. Kadekoli-publisher- United National Development Program & Economic commission for Pacific and Asia.

## **GROUP 2: ENVIRONMENT MANAGEMENT**

### **Paper I: RENEWABLE AND NON-RENEWABLE RESOURCES**

**Unit I:** Introduction: Renewable and Non-Renewable Resources, Concepts, Types, Comparison, Advantages and Disadvantages

**Unit II:** Forest and Mineral Resources: Biodiversity, Use and Over-exploitation, Deforestation, Timber Extraction, Mining, Dams and their effects on Forest and Tribal People. Mineral Resources: Use and Exploitation, Environmental Effects of Extracting and Using Mineral Resources

**Unit III:** Land and Water Resources: Land Resources: Land as a Resource, Land Degradation, Man Induced Landslides, Soil Erosion and Desertification. Use and over-utilization of Surface and Ground Water, Floods, Drought, Conflicts over Water, Dams-Benefits and Problems.

**Unit IV:** Renewable Energy: Growing Energy Needs, Renewable and Non Renewable Energy Sources, Use of Alternate Energy Sources, Biomass, Geothermal Energy, Ocean Thermal Energy, Solar Energy, Tidal Energy, Wave Energy, Wind Energy, Bio-fuels

**Unit V:** Trends in Renewable and Non-renewable Resources: Municipal Waste, Demand Side Management, Solid Waste Management: Causes, effects and control measures of Urban and Industrial Wastes, Wasteland Reclamation, Consumerism and Waste Products

**Unit VI:** Disaster Management: Concepts and Measures in disasters like Floods, Earthquakes, Cyclones and Landslides.

#### **Suggested Readings:**

1. Renewable Energy, 2/e, Boyle, Oxford University Press
2. Environmental Studies: From Crises to Cure, 2/e, Rajgopalan, Oxford University Press
3. Environmental Studies, N.K.Uberoi, Excel Books
4. Environment Management, G.N.Pande, Vikas Publication

## **Paper II: ENERGY AND ENVIRONMENT**

**Unit I:** Introduction: Concept of Energy and Environment, Effect of Climate Change on Environment, Energy Scenario in India

**Unit II:** Sources of Energy: Concepts, Advantages and Limitations of Fossil, Electrical, Nuclear, and Renewable Sources of Energy

**Unit III:** Pollution: Causes, Effects and Control Measures of Air, Water, Soil, Marine, Noise Thermal and Nuclear Pollution

**Unit IV:** Energy Conservation: Interior Lighting, Office Equipments, Computer & Electronic Equipments, Air Conditioning, Domestic Refrigeration, Heating & Ventilation, Cooking, Domestic Equipment, Energy Conservation in Industry

**Unit V:** Carbon Credits: Carbon Emission Reductions; CER Trading; CDM Projects in Renewable Energy Projects, Fuel substitution, Energy Efficiency Improvement, Carbon Sequestration Projects, Management of Methane Emissions from Municipal Landfills, Management of Methane Emissions from Agriculture and Cattle Manure Management; and Fuel Shift from Liquid Fuel to CNG/LPG in Transport Sector.

**Unit VI:** Energy Audits: Principal, Types (Benchmarking, Walk-through or preliminary audit, General Audit, Investment-grade audit), Home and Industrial Energy Audits, Pollution Audits, Building Energy Rating Systems

### **Suggested Readings:**

1. Environment Management, H.B.Behera, Himalaya Publication
2. Environmental Accounting, n.Das Gupta, S.Chand Publication
3. Environmental studies, Anindita Basak, Pearson Publication
4. Ecology, Chemistry & Management of Environment pollution, M.C.Dash,Mc Millan Publication

### **Paper III: SOCIAL ISSUES IN ENVIRONMENT**

**Unit I:** Population Growth: Variation among Nations, Population explosion – Family Welfare Programme, Problems related to Energy and Pollution

**Unit II:** Water Conservation: Need, Rain Water Harvesting in Rural and Urban Areas, Watershed Management, Government Schemes, Role of NGO's

**Unit III:** Resettlement and Rehabilitation: Problems and Concerns, Issues in construction of Dams, Displacing Villages in Forests, Land Reforms

**Unit IV:** Environmental Ethics: From Unsustainable to Sustainable development, Role of Individuals in Prevention of Pollution., Corporate Social Responsibility

**Unit V:** Social Issues: Environment and Human Health, Human Rights, Value Education, HIV/AIDS, Women and Child Welfare, Role of Information Technology in Environment and human health.

**Unit VI:** Global Environmental Issues: Climate Change, Global Warming, Acid Rain, Ozone Layer Depletion, Nuclear Accidents and Holocaust, Wasteland Reclamation, Sea Level Rise, Environmental Management of Offshore Oil and Gas Development, Global Sustainable Development

#### **Suggested Readings:**

1. Man & Environment, Dash M.P., Mc Millan Publication
2. Environmental Economics, Lick Hanley, Mc Millan Publication
3. Core Module Syllabus for Environmental Studies, Erach Bharucha, UGC Publications
4. Environmental Management, Jadhav H.V., Himalaya Publication
5. Environmental Education, R.A.Sharma, Surya Publication

## **Paper IV: ENVIRONMENTAL LAWS**

**Unit I:** Environment Protection Act 1986: Definition, Rules to Regulate Environmental Pollution, Offences by Companies and Government Departments

**Unit II:** Air (Prevention and Control of Pollution) Act 1981: Definition, Central Pollution Control Board, State Pollution Control Board, Power of Central and State Government to make rules

**Unit III:** Water (Prevention and control of Pollution) Act 1974: Definition, Constitution of Central, State and Joint Boards, Power of Central and State Government to make rules

**Unit IV:** Wildlife Protection Act 1972: Definition, Hunting, Ownership and Penalties

**Unit V:** Forest Conservation Act 1980: Definition, Restriction on the preservation of forests or use of forest land, Constitution of advisory committee, Offences by authorities and Government departments, Power to make rules, Repeal and Saving

**Unit VI:** Constitutional Perspective (Directive Principal – Status and Role), Issues involved in enforcement of environmental legislation, Public awareness, ISO 14000

### **Suggested Readings:**

1. Global Pollution & Environmental Monitoring, H.V.Jadhav, S.H.Purohit, Himalaya Publications
2. Environment Managment, Anand S.Bal, Himalay Publications
3. Fundamental Concept in Environmental Studies, D.D.Mishra, S.Chand Publication
4. Environment Management, Joseph P.M., Himalaya Publication

