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 22nd July, 1994.

AND

WHEREAS the amendment to the said Act came to be effected from 12th 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 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

<table>
<thead>
<tr>
<th>Group 1</th>
<th>Specialization-I</th>
<th>Specialization-II</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marketing Management</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Financial Management</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Human Resource Management</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Group 2</th>
<th>Specialization-II</th>
</tr>
</thead>
<tbody>
<tr>
<td>Information Technology Management</td>
<td></td>
</tr>
<tr>
<td>HealthCare Management</td>
<td></td>
</tr>
<tr>
<td>International Business Management</td>
<td></td>
</tr>
<tr>
<td>Operations Management</td>
<td></td>
</tr>
<tr>
<td>Banking &amp; Financial Services Management</td>
<td></td>
</tr>
<tr>
<td>Agri Business Management</td>
<td></td>
</tr>
<tr>
<td>Power Management</td>
<td></td>
</tr>
<tr>
<td>Environment Management</td>
<td></td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Name</th>
<th>Internal / University Examination Hours</th>
<th>Instruction Hours</th>
<th>Tutorial Hours</th>
<th>Total Hours</th>
<th>Marks</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>C11</td>
<td>Principles of Management</td>
<td>Uni. 30</td>
<td>10</td>
<td>40</td>
<td>70</td>
<td>30</td>
<td>100</td>
</tr>
<tr>
<td>C12</td>
<td>Managerial Economics</td>
<td>Uni. 30</td>
<td>10</td>
<td>40</td>
<td>70</td>
<td>30</td>
<td>100</td>
</tr>
<tr>
<td>C13</td>
<td>Financial Accounting</td>
<td>Uni. 25</td>
<td>15</td>
<td>40</td>
<td>70</td>
<td>30</td>
<td>100</td>
</tr>
<tr>
<td>C14</td>
<td>Environment Management</td>
<td>Uni. 30</td>
<td>10</td>
<td>40</td>
<td>70</td>
<td>30</td>
<td>100</td>
</tr>
<tr>
<td>C15</td>
<td>Quantitative Techniques</td>
<td>Uni. 25</td>
<td>15</td>
<td>40</td>
<td>70</td>
<td>30</td>
<td>100</td>
</tr>
<tr>
<td>C16</td>
<td>Business Legislation</td>
<td>Uni. 30</td>
<td>10</td>
<td>40</td>
<td>70</td>
<td>30</td>
<td>100</td>
</tr>
<tr>
<td>E17</td>
<td>Communication Skills-I</td>
<td>Int. 15</td>
<td>25</td>
<td>40</td>
<td>70</td>
<td>30</td>
<td>100</td>
</tr>
<tr>
<td>E17</td>
<td>Foreign Language</td>
<td>Int. 15</td>
<td>25</td>
<td>40</td>
<td>70</td>
<td>30</td>
<td>100</td>
</tr>
<tr>
<td>E18</td>
<td>Computers for Managers</td>
<td>Int. 15</td>
<td>25</td>
<td>40</td>
<td>70</td>
<td>30</td>
<td>100</td>
</tr>
<tr>
<td>E18</td>
<td>Field Study</td>
<td>Int. 15</td>
<td>25</td>
<td>40</td>
<td>70</td>
<td>30</td>
<td>100</td>
</tr>
</tbody>
</table>

**Total**  | 200  | 120  | 320  | 560  | 240  | 800  | 32     |

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

### Semester-II

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Name</th>
<th>Internal / University Examination Hours</th>
<th>Instruction Hours</th>
<th>Tutorial Hours</th>
<th>Total Hours</th>
<th>Marks</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>C21</td>
<td>Marketing Management</td>
<td>Uni. 30</td>
<td>10</td>
<td>40</td>
<td>70</td>
<td>30</td>
<td>100</td>
</tr>
<tr>
<td>C22</td>
<td>Financial Management</td>
<td>Uni. 25</td>
<td>15</td>
<td>40</td>
<td>70</td>
<td>30</td>
<td>100</td>
</tr>
<tr>
<td>C23</td>
<td>Human Resource Management</td>
<td>Uni. 30</td>
<td>10</td>
<td>40</td>
<td>70</td>
<td>30</td>
<td>100</td>
</tr>
<tr>
<td>C24</td>
<td>Operations Management</td>
<td>Uni. 25</td>
<td>15</td>
<td>40</td>
<td>70</td>
<td>30</td>
<td>100</td>
</tr>
<tr>
<td>C25</td>
<td>Research Methodology</td>
<td>Uni. 25</td>
<td>15</td>
<td>40</td>
<td>70</td>
<td>30</td>
<td>100</td>
</tr>
<tr>
<td>C26</td>
<td>Organizational Behaviour</td>
<td>Uni. 30</td>
<td>10</td>
<td>40</td>
<td>70</td>
<td>30</td>
<td>100</td>
</tr>
<tr>
<td>C27</td>
<td>Business Environment</td>
<td>Uni. 30</td>
<td>10</td>
<td>40</td>
<td>70</td>
<td>30</td>
<td>100</td>
</tr>
<tr>
<td>C28</td>
<td>Cost &amp; Management Accounting</td>
<td>Uni. 25</td>
<td>15</td>
<td>40</td>
<td>70</td>
<td>30</td>
<td>100</td>
</tr>
<tr>
<td>E29</td>
<td>Proficiency Management</td>
<td>Int. 15</td>
<td>25</td>
<td>40</td>
<td>70</td>
<td>30</td>
<td>100</td>
</tr>
<tr>
<td>E29</td>
<td>Taxation</td>
<td>Int. 15</td>
<td>25</td>
<td>40</td>
<td>70</td>
<td>30</td>
<td>100</td>
</tr>
<tr>
<td>E20</td>
<td>Operations Research</td>
<td>Int. 15</td>
<td>25</td>
<td>40</td>
<td>70</td>
<td>30</td>
<td>100</td>
</tr>
<tr>
<td>E20</td>
<td>Business Ethics</td>
<td>Int. 15</td>
<td>25</td>
<td>40</td>
<td>70</td>
<td>30</td>
<td>100</td>
</tr>
</tbody>
</table>

**Total**  | 250  | 150  | 400  | 700  | 300  | 1000 | 40     |

**Note:** Two Soft core courses are to be selected: One each from E29 and E20.
### Semester-III

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Internal / University Examination Hours</th>
<th>Tutorial Hours</th>
<th>Total Hours</th>
<th>Marks</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>C31 Strategic Management</td>
<td>Uni. 30</td>
<td>10</td>
<td>40</td>
<td>70</td>
<td>30 100</td>
</tr>
<tr>
<td>C32 International Business</td>
<td>Uni. 30</td>
<td>10</td>
<td>40</td>
<td>70</td>
<td>30 100</td>
</tr>
<tr>
<td>C33 Entrepreneurship Development</td>
<td>Uni. 30</td>
<td>10</td>
<td>40</td>
<td>70</td>
<td>30 100</td>
</tr>
<tr>
<td>C34 Summer Internship Project</td>
<td>Int. 00</td>
<td>10</td>
<td>00</td>
<td>70</td>
<td>30 100</td>
</tr>
<tr>
<td>E35 Communication Skills- II</td>
<td>Int. 15</td>
<td>25</td>
<td>40</td>
<td>70</td>
<td>30 100</td>
</tr>
<tr>
<td>E35 Family Business Management</td>
<td>Int. 15</td>
<td>25</td>
<td>40</td>
<td>70</td>
<td>30 100</td>
</tr>
<tr>
<td>E36 Field project/Business Plan</td>
<td>Int. 15</td>
<td>25</td>
<td>40</td>
<td>70</td>
<td>30 100</td>
</tr>
<tr>
<td>E36 Aptitude Development</td>
<td>Int. 15</td>
<td>25</td>
<td>40</td>
<td>70</td>
<td>30 100</td>
</tr>
<tr>
<td>SP-I-1 Specialization –I-1</td>
<td>Uni. 30</td>
<td>10</td>
<td>40</td>
<td>70</td>
<td>30 100</td>
</tr>
<tr>
<td>SP-I-2 Specialization –I-2</td>
<td>Uni. 30</td>
<td>10</td>
<td>40</td>
<td>70</td>
<td>30 100</td>
</tr>
<tr>
<td>SP-II-1 Specialization –II-1</td>
<td>Uni. 30</td>
<td>10</td>
<td>40</td>
<td>70</td>
<td>30 100</td>
</tr>
<tr>
<td>SP-II-2 Specialization –II-2</td>
<td>Uni. 30</td>
<td>10</td>
<td>40</td>
<td>70</td>
<td>30 100</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>240</strong></td>
<td><strong>130</strong></td>
<td><strong>370</strong></td>
<td><strong>630</strong></td>
<td><strong>1000</strong></td>
</tr>
</tbody>
</table>

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

### Semester-IV

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Internal / University Examination Hours</th>
<th>Tutorial Hours</th>
<th>Total Hours</th>
<th>Marks</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>SP-I-3 Specialization –I-3</td>
<td>Uni. 30</td>
<td>10</td>
<td>40</td>
<td>70</td>
<td>30 100</td>
</tr>
<tr>
<td>SP-I-4 Specialization –I-4</td>
<td>Uni. 30</td>
<td>10</td>
<td>40</td>
<td>70</td>
<td>30 100</td>
</tr>
<tr>
<td>SP-II-3 Specialization –II-3</td>
<td>Uni. 30</td>
<td>10</td>
<td>40</td>
<td>70</td>
<td>30 100</td>
</tr>
<tr>
<td>SP-II-4 Specialization –II-4</td>
<td>Uni. 30</td>
<td>10</td>
<td>40</td>
<td>70</td>
<td>30 100</td>
</tr>
<tr>
<td>PR Project</td>
<td>Int. 40</td>
<td>40</td>
<td>80</td>
<td>200</td>
<td>320 600</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>120</strong></td>
<td><strong>80</strong></td>
<td><strong>200</strong></td>
<td><strong>280</strong></td>
<td><strong>320</strong></td>
</tr>
</tbody>
</table>

### Summary of the Total Marks and Credits

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Instruction Hours</th>
<th>Tutorial Hours</th>
<th>Total Hours</th>
<th>Marks</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>200</td>
<td>120</td>
<td>320</td>
<td>560</td>
<td>800</td>
</tr>
<tr>
<td>2</td>
<td>250</td>
<td>150</td>
<td>400</td>
<td>700</td>
<td>1000</td>
</tr>
<tr>
<td>3</td>
<td>240</td>
<td>130</td>
<td>370</td>
<td>630</td>
<td>1000</td>
</tr>
<tr>
<td>4</td>
<td>120</td>
<td>80</td>
<td>200</td>
<td>280</td>
<td>600</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>810</strong></td>
<td><strong>480</strong></td>
<td><strong>1290</strong></td>
<td><strong>2170</strong></td>
<td><strong>3400</strong></td>
</tr>
</tbody>
</table>
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:

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

- 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 = ΣCG: Sum of Product of Credits & Grades points / ΣC: 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.….  

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

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

<table>
<thead>
<tr>
<th>CGPA</th>
<th>Grade</th>
<th>Division</th>
</tr>
</thead>
<tbody>
<tr>
<td>9.0-10</td>
<td>O</td>
<td>Distinction</td>
</tr>
<tr>
<td>8.0-8.9</td>
<td>A</td>
<td>Distinction</td>
</tr>
<tr>
<td>7.0-7.9</td>
<td>B</td>
<td>Distinction</td>
</tr>
<tr>
<td>6.0-6.9</td>
<td>C</td>
<td>First</td>
</tr>
<tr>
<td>5.5-5.9</td>
<td>D</td>
<td>Second</td>
</tr>
<tr>
<td>5.0-5.4</td>
<td>E</td>
<td>Second</td>
</tr>
<tr>
<td>00-4.4</td>
<td>F (Fail)</td>
<td>Fail</td>
</tr>
</tbody>
</table>

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-

<table>
<thead>
<tr>
<th>Head of Passing</th>
<th>Marks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Report</td>
<td>100</td>
</tr>
<tr>
<td>Seminar and open defense evaluation</td>
<td>50</td>
</tr>
<tr>
<td>Viva-voce</td>
<td>50</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>200</strong></td>
</tr>
</tbody>
</table>
(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

<table>
<thead>
<tr>
<th>Admission to Semester</th>
<th>Candidate should have passed in following examinations</th>
<th>Candidate should have completed the term and filled examination form</th>
<th>Candidate should have passed at least 50% courses of following examinations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Semester-I</td>
<td>Degree examination</td>
<td>------</td>
<td>------</td>
</tr>
<tr>
<td>Semester-II</td>
<td>------</td>
<td>Semester-I</td>
<td>------</td>
</tr>
<tr>
<td>Semester-III</td>
<td>Semester-I</td>
<td>------</td>
<td>Semester-II</td>
</tr>
<tr>
<td>Semester-VI</td>
<td>Semester-I &amp; II</td>
<td>Semester-III</td>
<td>Semester-III</td>
</tr>
</tbody>
</table>

   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:

<table>
<thead>
<tr>
<th>Semester Examination</th>
<th>Attempt-1</th>
<th>Attempt-2</th>
<th>Attempt-3</th>
<th>Attempt-4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Semester-I</td>
<td>Summer 2012</td>
<td>Winter 2012</td>
<td>Summer 2013</td>
<td>Winter 2013</td>
</tr>
<tr>
<td>Semester-II</td>
<td>Winter 2012</td>
<td>Summer 2013</td>
<td>Winter 2013</td>
<td>Summer 2014</td>
</tr>
<tr>
<td>Semester-III</td>
<td>Summer 2013</td>
<td>Winter 2013</td>
<td>Summer 2014</td>
<td>Winter 2014</td>
</tr>
<tr>
<td>Semester-IV</td>
<td>Winter 2013</td>
<td>Summer 2014</td>
<td>Winter 2014</td>
<td>Summer 2015</td>
</tr>
</tbody>
</table>

   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.
<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Subjects of New Syllabus</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Communication Skills -I/ Foreign Language</td>
</tr>
<tr>
<td>2</td>
<td>Operations Management</td>
</tr>
<tr>
<td>3</td>
<td>Business Environment</td>
</tr>
<tr>
<td>4</td>
<td>Cost &amp; Management</td>
</tr>
<tr>
<td>5</td>
<td>Taxation/ Proficiency Management</td>
</tr>
<tr>
<td>6</td>
<td>Operations Research/ Business Ethics</td>
</tr>
</tbody>
</table>

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 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:
3. Management (A Global Perspective), Heinz Weihrich & Harold Koontz, 10th Tata McGraw Hill
5. Fundamentals of Management, Robins,3rd Pearson Education Asia
6. Management, 6e, Stoner, Pearson Education Asia
C12: MANAGERIAL ECONOMICS


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 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
6. Managerial Economics, Suma damodaran, Oxford University Press
7. Mathematical Methods and Economic Theory, Anjan Mukerji, Oxford University Press
C13- FINANCIAL ACCOUNTING


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 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:

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 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

2. Environment management by N K Uberoi”, published by Excel Books
5. Gupta & Dass - Environmental Accounting- (S. Chand & Co.)
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 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


Suggested Readings:
1. Akhileshwar Pathak: Legal Aspects of Business, TMH, 3/e, 2009
7. Business Law, Seth, Pearson Education Asia
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 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:

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
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.

<table>
<thead>
<tr>
<th>TOPIC</th>
<th>LANGUAGE FUNCTIONS</th>
<th>LANGUAGE STRUCTURES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introductions</td>
<td>☐ Greetings; hellos and goodbyes</td>
<td>☐ Pronunciation</td>
</tr>
<tr>
<td>Unit 1</td>
<td>☐ Asking/ Telling how people feel</td>
<td>☐ Gender differences</td>
</tr>
<tr>
<td></td>
<td>☐ Attracting attention</td>
<td>☐ Imperatives of common actions</td>
</tr>
<tr>
<td></td>
<td>☐ Apologising</td>
<td>☐ Forms of address: <em>tu, vous</em></td>
</tr>
<tr>
<td></td>
<td>☐ Classroom instructions</td>
<td>☐ Numbers 0-10</td>
</tr>
<tr>
<td></td>
<td>☐ French alphabet</td>
<td></td>
</tr>
<tr>
<td></td>
<td>☐ Counting</td>
<td></td>
</tr>
<tr>
<td></td>
<td>☐ Culture: Francophonie</td>
<td></td>
</tr>
<tr>
<td></td>
<td>☐ Gender differences</td>
<td></td>
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<tr>
<td></td>
<td>☐ Imperatives of common actions</td>
<td></td>
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<tr>
<td></td>
<td>☐ Forms of address: <em>tu, vous</em></td>
<td></td>
</tr>
<tr>
<td></td>
<td>☐ Numbers 0-10</td>
<td></td>
</tr>
<tr>
<td>Self introduction</td>
<td>☐ Introducing yourself</td>
<td>☐ Negatives: <em>ne...pas</em></td>
</tr>
<tr>
<td>Unit 2</td>
<td>☐ Asking / Stating in which country and town people live</td>
<td>☐ Possessive adjectives</td>
</tr>
<tr>
<td></td>
<td>☐ Asking about/ Stating nationality</td>
<td>☐ Present tense: <em>être, avoir, -er verbs</em></td>
</tr>
<tr>
<td></td>
<td>☐ Asking / Stating age</td>
<td>☐ C’est / il est</td>
</tr>
<tr>
<td></td>
<td>☐ Asking about / Stating professions</td>
<td>☐ Numbers 11-69</td>
</tr>
<tr>
<td></td>
<td>☐ Agreeing / disagreeing</td>
<td></td>
</tr>
<tr>
<td></td>
<td>☐ Culture: Europe</td>
<td></td>
</tr>
<tr>
<td></td>
<td>☐ Negatives: <em>ne...pas</em></td>
<td></td>
</tr>
<tr>
<td></td>
<td>☐ Possessive adjectives</td>
<td></td>
</tr>
<tr>
<td></td>
<td>☐ Present tense: <em>être, avoir, -er verbs</em></td>
<td></td>
</tr>
<tr>
<td></td>
<td>☐ C’est / il est</td>
<td></td>
</tr>
<tr>
<td></td>
<td>☐ Numbers 11-69</td>
<td></td>
</tr>
<tr>
<td>Likes and Dislikes</td>
<td>☐ Asking about / Expressing opinions</td>
<td>☐ Pronouns: subject forms</td>
</tr>
<tr>
<td>Unit 3</td>
<td>☐ Leaving messages</td>
<td>☐ The use of <em>on</em></td>
</tr>
<tr>
<td></td>
<td>☐ Talking about future plans</td>
<td>☐ <em>faire</em> + activities</td>
</tr>
<tr>
<td></td>
<td>☐ Filling out forms and cheques</td>
<td>☐ *Present tense: *aller</td>
</tr>
<tr>
<td></td>
<td>☐ Culture: Family life in France</td>
<td>☐ *Tenses: *le future proche</td>
</tr>
<tr>
<td></td>
<td>☐ Pronouns: subject forms</td>
<td>☐ Numbers 70 and over</td>
</tr>
<tr>
<td></td>
<td>☐ The use of <em>on</em></td>
<td></td>
</tr>
<tr>
<td></td>
<td>☐ <em>faire</em> + activities</td>
<td></td>
</tr>
<tr>
<td></td>
<td>☐ *Present tense: *aller</td>
<td></td>
</tr>
<tr>
<td></td>
<td>☐ *Tenses: *le future proche</td>
<td></td>
</tr>
<tr>
<td></td>
<td>☐ Numbers 70 and over</td>
<td></td>
</tr>
<tr>
<td>Intentions and past</td>
<td>☐ Asking favours</td>
<td>☐ Nouns: formation of plurars</td>
</tr>
<tr>
<td>events</td>
<td>☐ Requesting</td>
<td>☐ Pronouns after <em>avec/chez</em></td>
</tr>
<tr>
<td>Unit 4</td>
<td>☐ Accepting / Declining a request</td>
<td>☐ Verbs: present tense of <em>pouvoir, vouloir, venir et connaître</em></td>
</tr>
<tr>
<td></td>
<td>☐ Reading emails</td>
<td>☐ *Tenses: passé compose with *avoir</td>
</tr>
<tr>
<td></td>
<td>☐ Writing postcards</td>
<td>☐ Articles: definite and indefinite</td>
</tr>
<tr>
<td>Unit 5</td>
<td>Socialising</td>
<td></td>
</tr>
<tr>
<td>--------</td>
<td>-------------</td>
<td></td>
</tr>
<tr>
<td>Extending, accepting, declining invitations</td>
<td>Formulaic use of <em>pourrais/pourriez</em></td>
<td></td>
</tr>
<tr>
<td>Making appointments by phone and email</td>
<td><em>Il y a</em> construction</td>
<td></td>
</tr>
<tr>
<td>Asking / Telling time</td>
<td>Pronouns: direct object</td>
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<tr>
<td>Asking / Telling days and dates</td>
<td>Present tense: forms of <em>savoir, finir</em></td>
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<tr>
<td>Asking for / Providing reasons</td>
<td>Question words</td>
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<tr>
<td>Culture: Leisure time in France</td>
<td>Questions using <em>est-ce que</em></td>
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<table>
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<tr>
<th>Unit 6</th>
<th>Directions</th>
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<tr>
<td>Asking / Giving the way</td>
<td>Articles: contractions (<em>au, du</em>)</td>
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<td>Following directions</td>
<td>Prepositions</td>
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<td>Describing a position or location</td>
<td>Present tense: <em>faire</em></td>
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<td>Culture: Architecture and nature</td>
<td>Tenses: <em>Passé composé</em> with <em>être</em></td>
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<td>Agreement of past participle</td>
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<td>Command forms (<em>impératif</em>)</td>
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<td></td>
<td>Numbers: ordinals</td>
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<tr>
<td></td>
<td>Negatives: <em>ne...plus, ne...jamais</em></td>
</tr>
</tbody>
</table>

**Suggested Readings:**

1) **EN ECHANGES**, Encore, Oxford University Press

# 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.

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<table>
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<tr>
<th>TOPIC</th>
<th>LANGUAGE FUNCTIONS</th>
<th>LANGUAGE STRUCTURES</th>
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</table>
| Unit 1 - Introductions | - Greeting and leave taking  
- Introducing  
- Expressing thanks and gratitude  
- Apologising and excusing  
- Asking and giving permission  
- Welcoming  
- Asking for repetition | - Question words  
- Formal/informal: Wie heißt du? Wie heißen Sie?  
- Present tense: Ich komme aus Australien |
| Unit 2 - Personal Information | - Asking and giving permission  
- Offering and responding to invitations and suggestions  
- Affirming or negating statements  
- Asking how to say, spell, write and pronounce  
- Expressing understanding and lack of understanding | - Numbers up to 200  
- Personal pronouns (singular): ich, du, er/sie/es  
- Yes/No questions |
| Unit 3- Shopping | - Expressing and asking about wants, wishes and intentions  
- Expressing and asking about needs  
- Identifying and asking about situations, activities and events  
- Requesting goods and services  
- Expressing interest or a lack of interest | - Nouns and articles  
- Indirect/direct articles: der/die/das; ein/eine/ein  
- Numbers up to 1 million |
| Unit 4- Time   | - Identifying and asking when  
- Describing and asking about routines, habits and procedures  
- Making arrangements | - Separable verbs: aufstehen  
- Ich stehe um 7 Uhr auf  
- Nouns  
- Word order: time/manner/place- Ich fahre am Montag immer in die |
### Unit 5- Food and Drinks
- Expressing and asking about likes and dislikes
- Asking for and giving directions and locations
- Asking for assistance

### Unit 6- Family
- Identifying and asking about people, places and things
- Describing people, places and things
- Describing situations, activities and events

### Stadt
- Accusative case: Ich mag einen Hamburger. Ich mag keine Bananen
- Plural of nouns
- Imperative mood

### Suggested Readings:

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 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 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
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
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
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 – 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.
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 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

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, Crossby, 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 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 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:

2. Operations Management, William J. Stevenson 8th 2005 edition,
3. Operations Management, Richard B Chase11theditionTMH,
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 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)
6. Research Methodology: Concepts and Cases, Dr. Deepak Chawla & Dr. Neena Sondhi (Vikas Publications)
7. Business Research Methods,Naval Bajpai,Pearson Publication
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.


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
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 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 21st 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:

3. Cost Accounting Theory and Practice, Bhabatosh Banerjee, PHI
4. Cases In Management Accounting & Control System, Allen, Pearson
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 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
5. Bhatti, the Dynamics of Personality, Pearson, 2009
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:

2. Datey V. S.: Indirect Taxes, Taxmann Publications, New Delhi
E20- OPERATIONS RESEARCH


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 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 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:-

3. Operations Research - Paneersevam – Prentice Hall of India
E20- BUSINESS ETHICS


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 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.


Suggested Readings:

2. Ethics in Business & Management - R. P. Banerjee (Himalaya Publication)
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 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 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, SNamaumari, Publication-Macmillan, India.
3. Understanding Strategic Management, Henry, Oxford University Press
7. Strategic Management, Chandrasekara, Anant Narayanan, Oxford University Press
C32- INTERNATIONAL BUSINESS


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


Suggested Readings:

1. International Business – Subba Rao, Himalaya Publications
2. International Business – R.M. Joshi, Oxford University Press
C33- ENTREPRENEURSHIP DEVELOPMENT


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:
4. Chary – Business Gurus speaks ( Macmillan)
5. S.S. Khanka – Entrepreneurial Development (S. Chand & Co.)
7. Entrepreneurship, Roy, Oxford University Press
8. Entrepreneurship,Barringer & Ireland, Pearson Publication
C-34 SUMMER INTERNSHIP PROJECT

E35- COMMUNICATION SKILLS- II

Objective: This course aims to 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 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, Symposium 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 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:

2. Baugh, Frayer & Thomas How to write first class Business Correspondence-Viva Books.
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:

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


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
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, Eliott & 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
3. Strategic Marketing – David W Cravens & Nigel Piercy
4. Rural Marketing – Pradeep Kashyap
5. Marketing Strategy – A Ranchhod & Calin Gurau
7. Contemporary Direct & Interactive Marketing – L Spiller & M Baier
8. Marketing Engineering – Gary L Lilien, Arvind Rangaswamy & Arnaud De Bruyn
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 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 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:

2. Financial Management: Problems and Solutions, Ravi Kishore, Taxmann, New Delhi
Paper-II: RISK MANAGEMENT AND DERIVATIVES


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 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
5. Financial Management: Problems and Solutions, Ravi Kishore, Taxmann, New Delhi
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 System 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
4. Financial Management: Problems and Solutions, Ravi Kishore, Taxmann, New Delhi
Paper IV: SECURITY ANALYSIS & PORTFOLIO MANAGEMENT


**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
6. Investment – William Sharpe (PHI)
GROUP 1 : HUMAN RESOURCE MANAGEMENT

Paper I: PERFORMANCE MANAGEMENT & COMPENSATION


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


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

Suggested Readings

4. Accounting Practices in HRM by M. Kolay
5. Managing Human Resources by Monappa Publication – Macmillan
6. Performance Management, Herman Aguinis, Pearson Publication
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)
7. Strategic Human Resource Management, by Tanuja Agrawal, Publisher: Oxford University Press.
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
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 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 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.
3. Labour Laws --- Taxman’s
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 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,
4. International Human Resource Management by Monir Tayeb, Publisher: Oxford University Press.
5. Corporate HRD by Biswajeet Pattanayak, Publisher: Excel Books.
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).


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
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
10. Data Mining Techniques: For Marketing, Sales, and Customer Relationship Management by Michael J. A. Berry
Paper II: E-BUSINESS


Suggested Readings:
1. E-Business & E-Commerce for Managers, Deitel, Pearson Education
6. Knowledge Management by Carl Frappaolo
Paper III: SOFTWARE ENGINEERING & MANAGEMENT


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


Suggested Readings:
1. Software Engineering - A Practitioner’s Approach by Roget Pressman
2. System Analysis and Design by Elias Awad
5. Schaum's Outline of Software Engineering by David Gustafson
Paper IV: ENTERPRISE RESOURCE PLANNING


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:

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
GROUP 2: HEALTHCARE MANAGEMENT

Paper-I: HEALTHCARE AND SOCIAL POLICY


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 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,
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 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

2. Hill, A B. "A short textbooks of Medical Statistics". 1-84. UNI Books
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

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

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.
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
4. International Business, Sumati Varma, Pearson Education
Paper II: FOREIGN EXCHANGE MANAGEMENT & EXPORT FINANCE


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


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

Suggested Readings

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 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:

4. Purchasing and Materials Management, Anand Kumar Mishra, D K Publishers and Distributers
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 4: Cost and Quality Planning - Cost Planning, Cost Estimating, Cost Build up, Cost Budget, Quality Planning Process, Quality Conformance and quality performance planning


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 3rd Edition,
2. Project Management: Achieving Competitive Advantage & MS Project, Pinto (Publisher)
3. Project Management, Meredith, Mantek, 7th Edition, Wiley India
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 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.


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
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
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 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
2. Financial Management- Theory and Practice, Khan & Jain
4. BUSINESS MASTERMINDS: WARREN BUFFETT by heller robert
5. Financial Management- I M Pandey
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 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

5. Banking Regulation Act 1949
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 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 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**

2. Options, Futures and Other Derivatives, John C. Hull, Prentice-Hall of India, 2006. (With CD)
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
4. Seed Technology/Dhirendra Khare and Mohan S. Bhale
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
5. Hand Book of Poultry Farming and Feed Formulations
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, cillum 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 sircquuors 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 biodiversity 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. Food 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
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 Arahatis (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 Cooperative 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 VI: Agricultural commodities on Commodity 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 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

2. Elements of Power system design by M.V. Deshpande
3. Power Stations by Domkundwar
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

3. Power Stations by Domkundwar
Paper III: ENERGY SYSTEMS PLANNING

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


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
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.
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 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 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
Paper III: SOCIAL ISSUES IN ENVIRONMENT


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 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. Environmantal 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. Environmentl 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 Management, 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