



Faculty of Management, Osmania University.

BBA/MBA 5 year Integrated Course in Management

1.1 Objective:

- i) To educate and groom the students to get entry level managerial positions in manufacturing/services organizations or to start and run own ventures with good business knowledge.
- ii) To facilitate the development of students to take up growing challenges, find and implement solutions those are environmentally viable, ethically correct, socially relevant and acceptable.
- iii) To provide for job opportunities at different levels of management within organizations starting at supervisory level in SME segment and middle level management in large PSUs and MNCs.

1.2 Degrees awarded:

The Student who would be completing five (05) Year without exit option at end of Third Year will be awarded a Dual Degree of BBA/MBA (Integrated)

1.3 Duration of the course:

The course shall be for a total period of 5 years spread over ten semesters.

1.4 Entry Qualifications/students eligibility:

For admission to this course, a student should have passed:

- i) Two Year Intermediate Examination conducted by the Government of Andhra Pradesh or Higher Secondary Certificate examination of the Government of Andhra Pradesh (XII standard) or Pre – University Examination of this University or any other examination recognized as equivalent thereto and obtained at least 45% (40% marks for reserved category students, i.e., SC/ST/students)  
(Or)
- ii) The ITI certificate holders are not eligible for admission into this course. However, a candidate who passed any Diploma course through Polytechnic of Andhra Pradesh is eligible for admission into this course.
- iii) A candidate who completed (10+2) from National Open School or a diploma in any course from any polytechnic or (10+2) other than one in Andhra Pradesh should obtain equivalent certificate from Board of Intermediate, Govt. of AP., Hyderabad, to the effect that they are eligible for admission into the 5 year dual degree course.

Admission taken at the first year shall be admission to “5 year dual degree course” and he/she will not be required to take re-admission at any stage of the course

1.5 Sanctioned Intake and Admission:

The following are the details of intake:

Science stream	Commerce stream	Arts stream
20 Seats	20 Seats	20 Seats

Admission to this course will be on the basis of Separate Merit Tests list of students passed in various streams at 12<sup>th</sup> standard as, In case of non availability of students

from one stream, remaining seats in that stream may be allotted to students from other two streams on equal basis. In case of non availability of students from two streams, remaining seats in those stream may be allotted to students from third stream.

1.6 Medium of Instruction: The Medium of instruction will be English only except the language courses.

1.7 Instruction Schedule:

Instruction will be provided as per the work load indicated in structure of syllabus. The almanac will be provided by the university incorporating various details like commencement of the course and internal test from time to time.

- i) Duration of instruction: 14-16 weeks per semester
- ii) Preparation Holidays: 7-10 days per semester

1.8 Rules of attendance:

Students must attend 75% of the total classes conducted for all the courses put together in a semester. Relaxation of 10% of attendance might be given to a student on medical grounds on the basis of a valid medical certificate and payment of condonation fee prescribed by the university.

- i) For all language courses (first and second language subjects) the relevant syllabus of UG programme offered by Osmania University shall be adopted.
- ii) For all the Non Credit courses the syllabus will be as per OU/Government norms.
- iii) For the remaining courses syllabus shall be designed and developed by Chairman-BOS in Business Management and get it approved by the BOS and the Faculty of Management, Osmania University.

1.9 Promotion Rules

A student will be promoted subject to the following rules:

I Semester to II Semester:

A student should put in a minimum of 75% of attendance in aggregate in all the courses put together of the Term (65% in the case of medical exemption) and should be registered for the University examination for the I semester.

II Semester to III Semester

A student should put in a minimum of 75% of attendance in aggregate in all the courses put together of the Term (65% in the case of medical exemption) and should register and have passed at least 50% of Theory courses of I & II Semesters put together. (Viva Voce and Lab courses not considered for this purpose)

III Semester to IV Semester:

A student should put in a minimum of 75% of attendance in aggregate in all the courses put together of the Term (65% in the case of medical exemption) and having registered for the III semester examination of the University.

IV Semester to V Semester:

A student should put in a minimum of 75% of attendance in aggregate in all the courses put together of the Term (65% in the cases of medical exemption) and should register and have passed at least 50% of Theory courses of I, II, III & IV Semesters put together. (Viva Voce and Lab courses not considered for the purpose)

V Semester to VI Semester:

A student should put in a minimum of 75% of attendance in aggregate in all the courses put together of the term (65% in the cases of medical exemption) and having registered for the University Examination.

VI Semester to VII Semester:

A student should put in a minimum of 75% of attendance in aggregate in all the courses put together of the Term (65% in the cases of medical exemption) and should register and have passed at least 50% of Theory courses of I, II, III, IV, V & VI Semesters put together. (Viva Voce and Lab courses not considered for the purpose).

VII Semester to VIII Semester:

A student should put in a minimum of 75% of attendance in aggregate in all the courses put together of the term (65% in the cases of medical exemption) and having registered for the University Examination.

VIII Semester to IX Semester:

A student should put in a minimum of 75% of attendance in aggregate in all the courses put together of the Term (65% in the cases of medical exemption) and should register and have passed at least 50% of Theory courses of I, II, III, IV, V, VI, VII and VIII Semesters put together. (Viva Voce and Lab courses not considered for the purpose)

IX Semester to X Semester:

A student should put in a minimum of 75% of attendance in aggregate in all the courses put together of the term (65% in the cases of medical exemption) and having registered for the University Examination.

Note: In case of any ambiguity, the general rules of promotion in vogue from time to time in the university may be followed.

#### 1.10 Cancellation of admission:

The admission of a candidate admitted to BBA/MBA course stands cancelled if:

- i) He/She does not put in atleast 40% of attendance in I Semester  
(or)
- ii) He/She puts in atleast 65% of attendance in semester I, but failed to register for I Semester Examination.  
(or)
- iii) He/She fails to fulfill all the requirements for the award of the degree as specified, within 10 academic years from the time of admission into the 5 year MAM Programme.

#### 1.11 Project work:

The students are required to do project work in any area of Management under the active guidance of internal Faculty Member assigned to the student. The project work usually consist of selecting a topic / problem / theme in any area of Management, gather relevant data, analyze and interpret the same in a systematic and scientific manner under the supervision of Internal Faculty member assigned by the college.

### Project Report –I :

The students shall undertake a Project Work during the summer vacation at the end of the IV Semester of 5 year BBA/MBA Program and submit the project report for evaluation at the end of VI Semester examination.

### Project Report –II :

The students shall undertake a Project Work during the summer vacation at the end of the VI Semester of 5 year BBA/MBA Program and submit the project report for evaluation at the end of VIII Semester examination.

### Project Report –III :

The students shall undertake a Project Work during the X Semester of 5 year BBA/MBA Program and submit the project report for evaluation at the end of X Semester examination.

The project report should be submitted to the respective college and in turn college should submit to the controller of examinations at the appropriate semesters for evaluation.

### 1.12 Examination Evaluation System:

1. There will be University Examinations at the end of each Semester for 3 Hours duration.
2. All courses of BBA/MBA Integrated Program will carry a Maximum of 100 (SEE-80 \* marks and CIE-20 marks) Marks each.  
\* University Examination Model Paper is given in last page
3. In case of the subjects with Lab/practical the examination is for 100 marks with the composition of marks as below:
  - University Examination: 60 Marks.
  - Internal test: 20 marks with the pattern as mentioned below.
  - Lab/Practical: 20 marks.
4. The pass marks in each paper is 40% for SEE & CIE combined subject to scoring a minimum of 28 marks in SEE.
5. Internal Test:
  - i) Every Course will have two internal tests of 15 each and average of this is taken and the remaining 5 marks will be for assignments, which will be evaluated by the concerned teacher of the subject and submitted at the end of the semester to the university.
    - Multiple choice 10x1/2=5
    - Fill in the Blanks 10x1/2=5
    - Short Note 10x1/2=5
6. The Guidelines, Rules & Regulations from time to time framed by the University in this regard shall be applicable to the BBA/MBA Integrated Program.

### 1.13 Award of Grades for Project Report and Viva – Voce:

Project Report and Viva – Voce will be evaluated and awarded grades as per the University norms in place at the time.

- 1.14 Teaching work Load:  
Instructional work load for theory, practical courses and mentoring & Project work:  
Each Subject shall consist of 3 lectures per week (3 Credits/3 hours) and 2 hour tutorial per week (1 credit) for assignments, thus making it a 4 credit subject.  
The instructional work load for each of the practical and Lab courses shall be 2 periods of 60 Minutes duration per week.
- 1.15 Conduct of examinations:  
At the end of Odd numbered semesters (Viz., I, III, V, VII and IX), examinations for only these semesters will be conducted. The students appearing for regular, backlog and improvement can get registered for the above examinations as per the norms of the University.
- At the end of even numbered semester's (Viz., II, IV, VI, VIII and X) examinations will be conducted for all semester i.e., (I to X semester). The students appearing for regular, backlog and improvement can get registered for the above examinations as per the norms of the University.
- 1.16 Electives:  
BBA/MBA Programme offers Electives (Specialization) from the eighth semester. There are four Papers in each Specialization area, two in 8<sup>th</sup> semester and two 9<sup>th</sup> semester. Elective selected once cannot be changed for any reason.
- Rules for offering Electives:  
The Minimum number of Students required for offering an Elective/ Specialization shall be 20% of students on rolls of the college during the IV year.
- 1.17 Award of Degree and Division:  
Candidates will be awarded BBA/MBA Degree on successful completion of all Theory Courses, Practical Courses, Viva Voce and Project Report. The Division/Class will be awarded as per University norm in vogue at the time.
- 1.18 Total number of credits to be completed to be eligible for the award of BBA & MBA degree is 240.
- 1.19 General clause:  
It may be noted that, besides the above specified rules and regulations, all other rules and regulations in force for semester system of Under-Graduate and Post-Graduate courses in Osmania University will be applicable. The students shall abide by all the Rules and Regulations as amended from time to time by the university.
- 1.20 Course structure:  
The course shall be a full time course and the duration of the course shall be of five years divided into ten semester.

BBA/MBA 5 year Integrated Course structure

I-Year - I Semester			
Paper	Title	Credits	Marks
1.1	English – I	4	80+20
1.2	Second Language – I	4	80+20
1.3	Business Mathematics	4	80+20
1.4	Fundamentals of Accounting	4	80+20
1.5	Managerial Economics	4	80+20
1.6	Business Communication	4	80+20
1.7	Indian Heritage & Culture – I	Non Credit	80+20
1.8	Human Values & Ethics – I	Non Credit	80+20
	Semester Credits	24	800

I-Year - II Semester			
Paper	Title	Credits	Marks
2.1	English – II	4	80+20
2.2	Second Language – II	4	80+20
2.3	Business Statistics	4	80+20
2.4	Principles of Management	4	80+20
2.5	Financial Management	4	80+20
2.6	Computer Applications (including Lab)	4	50+20+30
2.7	Indian Heritage & Culture – II	Non Credit	80+20
2.8	Human Values & Ethics – II	Non Credit	80+20
	Semester Credits	24	800

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II-Year - III Semester			
Paper	Title	Credits	Marks
3.1	English – III	4	80+20
3.2	Second Language – III	4	80+20
3.3	Basics of Marketing	4	80+20
3.4	Decision Analysis	4	80+20
3.5	Business Environment	4	80+20
3.6	Statistical Inference	4	80+20
3.7	Personality Development & Soft Skills – I	4	80+20
3.8	Environmental Studies – I	Non Credit	80+20
	Semester Credits	28	800

II-Year - IV Semester			
Paper	Title	Credits	Marks
4.1	English – IV	4	80+20
4.2	Second Language – IV	4	80+20
4.3	Human Resource Management	4	80+20
4.4	Operations Research	4	80+20
4.5	Business Research Methods	4	80+20
4.6	Cost Accounting	4	80+20
4.7	Personality Development & Soft Skills – II	4	80+20
4.8	Environmental Studies – II	Non Credit	80+20
	Semester Credits	28	800

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III-Year - V Semester			
Paper	Title	Credits	Marks
5.1	Retailing Management	4	80+20
5.2	Management Information System	4	80+20
5.3	Management Audit & Taxation	4	80+20
5.4	Operations Management	4	80+20
5.5	Business Laws	4	80+20
5.6	Entrepreneurship Development	4	80+20
5.7	Science & Civilization – I	Non Credit	80+20
	Semester Credits	24	700

III-Year - VI Semester			
Paper	Title	Credits	Marks
6.1	Customer Relationship Management	4	80+20
6.2	Intellectual Property Rights	4	80+20
6.3	Public Relations Management	4	80+20
6.4	Banking/Advertising Management/Industrial Relations	4	80+20
6.5	Financial Services/Sales Management/Performance Appraisal	4	80+20
6.6	Project Report – I**	4	Grade
6.7	Viva – I**	2	Grade
6.8	Science & Civilization – II	Non Credit	80+20
	Semester Credits	26	700

\*\* (University Evaluation)

Dual Degree Course in Management

IV-Year - VII Semester			
Paper	Title	Credits	Marks
7.1	Organizational Behavior	4	80+20
7.2	Corporate Governance (include CSR)	4	80+20
7.3	Manufacturing Management	4	80+20
7.4	Management Accounting & Control	4	80+20
7.5	Business Process Reengineering	4	80+20
7.6	Case Studies/GD (Each student must make two presentations) **	4	
	Semester Credits	24	500

\*\* (University Evaluation)

IV-Year - VIII Semester			
Paper	Title	Credits	Marks
8.1	Total Quality Management	4	80+20
8.2	Logistics Management	4	80+20
8.3	Technology Management	4	80+20
8.4	Risk Management / Product Management / Organizational Development & Change Management	4	80+20
8.5	Insurance Management / Leadership Management/Consumer Behavior	4	80+20
8.6	Project Report –II **	4	Grade
8.7	Viva – II **	2	Grade
	Semester Credits	26	500

\*\* (University Evaluation)

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V-Year - IX Semester			
Paper	Title	Credits	Marks
9.1	International Business	4	80+20
9.2	Hospitality Management	4	80+20
9.3	Project Management	4	80+20
9.4	International Finance / Services Marketing / Compensation Management	4	80+20
9.5	SAPM / International Marketing / Training & Development	4	80+20
9.6	Case Analysis & Presentation ** (Student need to submit a report of around 10 pages )	4	Grade
Semester Credits		24	500

\*\* (University Evaluation)

V-Year - X Semester			
Paper	Title	Credits	Marks
10.1	Strategic Management ***	4	80+20
10.2	Supply Chain Management ***	4	80+20
10.3	Project Report – III **	16	Grade
10.4	Viva – III **	2	Grade
Semester Credits		26	200

\*\* (University Evaluation)

\*\*\* (Teaching of these subjects must be scheduled for two days and the remaining days

the student should go to project work).

Project Report – I - 1 hour/week/student (Evaluation = Chairman/Head/Dean and Internal Faculty).

Project Report – II – 2 hours/week/student (Evaluation = Chairman/Head/Dean and Internal Faculty).

Project Report – III – 3 hours/week/student (Evaluation = Chairman/Head/Dean and Internal Faculty)

Viva – Voce – I Two Members/ Average of Two Valuations.

Viva – Voce – II Two Members/ Average of Two Valuations.

Viva – Voce – III Two Members/ Average of Two Valuations.



PATTERN FOR ALL THE SEMESTERS OF UNIVERSITY EXAMINATIONS  
FACULTY OF MANAGEMENT  
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Time: 3 Hours]

[Max. Marks: 80

SECTION – A

(10x2=20 Marks)

Answer all the questions:

1. a) Unit – I  
b) Unit – I  
c) Unit – II  
d) Unit – II  
e) Unit – III  
f) Unit – III  
g) Unit – IV  
h) Unit – IV  
i) Unit – V  
j) Unit – V

SECTION – B

(5x12=60 Marks)

Answer all the questions:

2. a) Unit – I  
OR  
b) Unit – I
3. a) Unit – II  
OR  
b) Unit – II
4. a) Unit – III  
OR  
b) Unit – III
5. a) Unit – IV  
OR  
b) Unit – IV
6. a) Unit – V  
OR  
b) Unit – V

BBA/MBA 5 year Integrated Course I Year - I Semester  
Paper – 1.3: Business Mathematics

Unit – I:

Functions:

Introduction – Concept – Types of functions –Linear, Quadratic, Polynomial, Exponential and Logarithmic- Special types of functions – Function related to Business and Economics.

Interest- Simple and Compound, Discounts, Theory of Indices: Laws, Negative, Fractional Indices – Arithmetic, Geometric Progressions, Applications.

Unit – II:

Theory of Sets:

Introduction – Set Theory Definition, Types of sets: Universal, Power, Super, Equal Sets and Venn Diagrams – Set Operations: Union of Two sets, Intersection of Two sets, Complement of sets, Difference of Two sets – Theorems: Associative, Distributive, De Morgan's Laws – Set Relation and Applications: Permutation and combinations,

Unit – III:

Differentiation:

Introduction – Concept of Derivative–Physical and Geometrical Meaning – Increasing and Decreasing function –Maxima and Minima. Applications of Differentiation, Revenue function (Excluding Trigonometric functions).

Unit – IV:

Concept of Integration:

Introduction - Fundamental formulate – Properties - Method of Integration - Substitution Method only Simple Applications, Revenue functions, Cost function, Profit function (Excluding Trigonometric function)

Vectors:

Vectors and types of vectors, linear dependence of Vectors and independence of Vectors.

Unit – V:

Matrix Algebra:

Introduction – Definition – Symbol, Order of a Matrix – Row, Column matrix – Operations of Matrices – Matrix Multiplication – Determinant of a matrix – Inverse of a Matrix – Rank of Matrix - Application of matrix. Systems of Linear Equations and their solution using matrices.

References:

1. M. Raghavachary, "Mathematics for Management", Tata McGraw Hill, 2006
2. J.K. Singh, "Business Mathematics", Himalaya Publishing House, Education 2007.
3. Sanchetti, D.C. Kapoor, "Fundamentals of Mathematics", Sultan Chand & Sons.
4. Paul A. Samuelson, "Economics", Tata Mc Grow Hills.
5. G. Sronivasa / Deepa George, Business Mathematics and Statistic, New age International Publishers.

BBA/MBA 5 year Integrated Course I Year - I Semester  
Paper – 1.4: Fundamentals of Accounting

Unit – I:

Financial Accounting – origin, growth, meaning, definition, objectives, functions, limitations; users of accounting information; financial accounting – science or art; book keeping versus Financial Accounting, accounting versus accountancy; branches of accounting – classification of expenditure - Basis of accounting – terms used in financial accounting – assets, liabilities, capital, equity, debtors, creditors, bills of exchanges, revenue, income, expense, expenditure, profit and loss account; Double entry system of accounting and its advantages; types of accounts, rules of accounting, accounting equation; accounting concepts and conventions; accounting standards.

Unit – II:

Journal, journalizing, types of journal entries – simple, compound, opening and closing entries; types of errors, and their rectification; books of prime entry; subsidiary books, cash book, posting of simple cash book, two columnar cash book, three columnar cash book, petty cash book, Purchases book, Purchases Returns book, Sales book, Sales Returns book, Bills Receivable book, Bills Payable book, Bank Reconciliation Statement.

Unit – III:

Ledger, ledger account, difference between journal and ledger; ledger posting, balancing; Preparation of trial balance; capital profit versus revenue profit, capital loss versus revenue loss; Provisions and reserves; secret reserve, general reserve, specific reserve; Adjustments; Final accounts of sole proprietorships – trading account, profit & loss account, horizontal form of balance sheet.

Unit – IV:

Joint stock company – definition, characteristics, types of companies, steps in formation of company; Shares, share capital, rights shares, bonus shares; Accounting entries with respect to – issue of shares at premium or at discount, calls in advance, calls in arrears, forfeiture, surrender, reissue; Debentures, accounting entries with respect to issue of debentures; Company final accounts; Adjustments in company final accounts.

Unit – V:

Depreciation, definition, causes, need for providing depreciation; depreciable assets, methods of recording depreciation, depreciation methods – straight line method, diminishing balance method, sum of years digits method, annuity method, depreciation fund method, insurance policy method, machine hour rate method, revaluation method, depletion method; Inventory systems – periodic system, perpetual system; Inventory valuation methods – FIFO, LIFO, simple average, weighted average method;

References:

1. P.C. Tulsian, "Financial Accounting", Pearson Education, 2003.
2. S.P. Jain, K.L. Narang, "Advanced Accountancy", "Principles of Accounting", Volume 1, Kalyani Publishers, 2007.
3. T.P. Ghosh, "Fundamentals of Accounting", Sultan Chand & Sons.
4. S.N. Maheswari, "Financial Accounting", Vikas Publications, 2005.
5. T.S. Grewal, S. C. Gupta, "Introduction To Accountancy", Sultan Chand & Sons, 2009.

BBA/MBA 5 year Integrated Course I Year - I Semester  
Paper – 1.5: Managerial Economics

Unit – I:

Business Economics: Basic Concepts, Precepts and Economic rationale of optimization: Nature and scope of Business Economics. Basic problems of an economy; Basic concepts and precepts: Marginalism, Equimarginalism, opportunity cost, time perspective, Discounting, Risk and uncertainty and efficiency, externality and trade off. Optimization: Constrained and unconstrained optimization, Economics of information.

Unit – II:

Utility and Demand Analysis:

Theory of utility. Utility and demand curve, consumers surplus. Determinates of demand. Different concepts of demand. Concepts of elasticity. The relationship between price elasticity and Revenue. Demand forecasting – Forecasting methods.

Unit – III:

Production, Cost and Supply Analysis:

The production function, short-run and long-run production function. The laws of diminishing returns and Returns to Scale. The relationship between production and cost. Variable, fixed costs and other cost concepts/Least cost input combination. Economies of scale and scope. The experience curve. Concept of supply, supply curve. Conditions of supply. Elasticity of supply.

Unit – IV:

Analysis of Market Structure and Price Determination:

Short run and Long run price determination under perfect, monopoly, monopolistic and oligopoly markets. Critique of pricing under various market structures. Pricing strategies and practices.

Unit – V:

Analysis of Macro Economics: Basic Concepts and Components:

Circular Flow of Income in a Simple economic model. National income: Concepts, Measurement and significance.

Keynesian theory of Income determination: Inflation and trade cycles.

References:

1. Dominik Salvatore, 4/e, "Managerial Economics" Thomson Asia Pvt Ltd, Singapore, 2001.
2. Dominic Salvatore, 4/e, "Micro Economics" "Theory and practice" Oxford levi press, 2003.
3. Joseph G. Nellis and David Parker 2/e, "Principles of Business Economics" Pearson Education Ltd, 2009.
4. H.L. Ahuja, 4/e, "Business Economics" S. Chand, 2008.
5. Manab Adhikary, "Business Economics" Excel Books, New Delhi, 2008.

BBA/MBA 5 year Integrated Course I Year - I Semester  
Paper – 1.6: Business Communication

Unit – I:

Concept of Communication – Process of Communication – Barriers to effective Communication – Overcoming barriers – Typology of communication – Oral communication – Listening process- Elements of good oral communication – Relevance of feedback.

Unit – II:

Non verbal communication – Types and relevance of nonverbal communication  
Negotiation process – Its relevance in business – Effective negotiation strategy – Negotiation process and phases involved.

Unit – III:

Business Presentations – Ingredients of effective presentation – Types of presentations – Process and structuring presentations – Team presentations – Non verbal dimensions in presentations.

Unit – IV:

Business report writing – Types of reports – Essentials of a good report – Structure and contents of presentation  
Business letters – Different types – Effective business letters – Styles and format features of good business letters.

Unit – V:

Resume – Curriculum vitae – Contents of good resume – Different styles of resume writing  
Group discussion – Objective – Approaches for effective group discussion– Group discussion techniques – Ingredients of good discussion – evaluation parameters of group discussion.  
Interview – Concept – Types of interviews – Interview facing techniques – components of effective interview – Do's and Don'ts in a good interview.

References:

1. Penrose, Rasberry and Myers, "Business Communication for Managers", Cengage Learning.
2. Kathleen Fearn-Banks, "Crisis Communications, A Case Book Approach", Routledge.
3. Mary Munter, "Guide to Managerial Communication", 2008 Education.
4. Lasikar, R.V. and M.E. Flatley, "Basic Business Communication" 2008 Education.
5. Disanza, "Business and Professional Communication", Pearson Education.
6. CSG Krishnamacharyalu and L. Ramakrishnan, "Business Communications", Himalaya Publishing House, 2009.
7. Paul A Argenti, "Strategic Corporate Communications", Tata Mc Graw Hill.
8. Krizan, Merrier, Logan and Williams, "Effective Business Communication", Cengage Learning, 2008.
9. Paul R. Timm, "Straight Talk: Written communication for career success", Routledge Publication.
10. David Irwin, "Effective Business Communications", Viva Books, 2009.
11. Kelly Quintanilla and Shawn T Wahl, "Business and Professional communication". Sage Publications
12. U S Rai & S M Rai, "Business Communication", Himalaya Publishing House.

BBA/MBA 5 year Integrated Course I Year - II Semester  
Paper – 2.3: Business Statistics

Unit – I:

Business Statistics:

Statistics – Definitions – Statistical methods – Importance and Scope – Limitations – Need for Data – Principles of Measurement – Principles of Secondary data. Tabulation and Presentation:

Classification of Data – Data Array – Frequency Distribution – Methods of data Classification – Types of Frequency Distributions / tabulation of Data – Objectives of Tabulation – Parts and Types of Tables – Graphical Presentation – Functions of Graphs – Advantages and limitations of Graphs – Diagrams – Rules for Drawing Diagrams, One, Two and Three Dimensional Diagrams – Pictograms, Cartograms, Stem and Leaf Displays.

Unit – II:

Measures of Central Tendency:

Introduction to Averages – Requisites for a Measure of Central Tendency, Mean - Combined mean – Weighted mean, Median – Partition values – Quartiles, Deciles and Percentiles, Relationship between Partition values–Mode– Relationship between Mean, Median and Mode. Geometric Mean (GM) – Combined GM, Weighted GM, Harmonic Mean (HM). Relationship between Arithmetic Mean, Geometric Mean and Harmonic Mean –for Grouped and Ungrouped data and Advantages and Disadvantages of all the measures of CT.

Measures of Dispersion:

Introduction – Significance and Requisites of a Measure of dispersion, Range, QD, MD and SD- For Grouped and Ungrouped – Advantages and Disadvantages. Concept of Variation – Coefficient of Variation.

Skewness and Kurtosis (SK):

Introduction, Measures of SK, Relative measures of SK – Advantages and Disadvantages. Moments – concepts –Calculation – Kurtosis.

Unit – III:

Index Numbers:

Introduction – Types – Characteristics – Construction weighted and unweighted index numbers – Price and Quantity/Volume index numbers – Tests – time reversal – Factor Reversal and Circular tests – Chain and Fixed base – Changing of base – Combining of two or more overlapping indices consumer price Index – Problems in Construction.

Unit – I V:

Sampling:

Sampling – Reasons of Sample survey – bias in Survey.

Definitions of Population, Sample, Parameter, Statistic – Principles of Sampling, Statistical Regularity, Inertia of Large Numbers, Optimization, Persistence of small numbers – Validity. Probability and non probability sampling methods – choice of sampling method, sampling distribution and Standard Error (SE).

Probability:

Concepts – Random Experiment, Sample space – Definitions of probability, Simple Problems on Probability, Addition and Multiplication theorems, conditional, Joint and Marginal Probability.

Unit – V:

Correlation Analysis:

Scatter diagram, Positive and negative correlation, limits for coefficient of correlation, Karl Pearson's coefficient of correlation, Spearman's Rank correlation.

Regression Analysis: Concept, least square fit of a linear regression, two lines of regression, properties of regression coefficients (Simple problems only)

### Time Series Analysis:

Components, Models of Time Series – Additive, Multiplicative and Mixed models; Trend analysis- Free hand curve, Semi averages, moving averages, Least Square methods (Simple problems only).

### References:

1. Gupta SC, "Fundamental of Statistics" Himalaya Publishers House, 6<sup>th</sup> Ed, 2004.
2. Sharma JK, "Business Statistics" Pearson Education, 2<sup>nd</sup> Edition, 2007.
3. Arora, PN, Arora, Sumeet and Arora, Amit, "Managerial Statistics", S. Chand, 1<sup>st</sup> Ed, 2009.
4. Bharadwaj, RS, "Business Statistics", Excel books, 2<sup>nd</sup> Ed, 2008.

BBA/MBA 5 year Integrated Course I Year - II Semester  
Paper – 2.4: Principles of Management

Unit – I:

Management – meaning, nature, and significance – Combination of art and science  
Management as a profession, Management Vs Administration - Levels of Management -  
Elements of managerial process – Styles and Roles of managers in organizations.  
Contributions of Taylor and Fayol. Human Relations and Behavioral School – Hawthorne  
studies.

Unit – II:

Planning – Nature and process of planning: Planning and Environmental uncertainties -  
Types of planning – Advantages and limitations of planning – Decision making – Stages in  
decision making.

Unit – III:

Nature and significance of organization – Authority and Responsibility relationships - Span  
of control, Process of delegation – Barriers to delegation – Centralization and  
Decentralization, Concept of Line and Staff – Overcoming Line – staff conflict, Committees,  
Coordination. Organization structure, types, advantages and disadvantages

Unit – IV:

Staffing, motivation and leadership. Scope of staffing function. Theories of motivation –  
theory X, theory Y and theory Z. Maslows need hierarchy. Leadership's styles.

Unit – V:

Communication and control – Process of communication – Verbal and Nonverbal. Barriers to  
communication. Types, process, and tools of Control. Characteristics of effective Control  
system – Human Reaction to control system.

References:

1. Harold Koontz & Heinz Weihrich, "Essentials of Management", Tata McGraw Hill, 7<sup>th</sup> Edition.
2. Hellriegel, Jackson & Slocum, "Management", Thomson, 9<sup>th</sup> Edition.
3. Tripathi and Reddy, "Management".
4. Parag Divan "Management – Principles and Practices", Excel – 2008.
5. Stoner, "Management", PHI, 2008.
6. Robbins, "Management", PHI, 2008.
7. T. Ramaswamy, "Principles of Management", Himalaya Publishing House, 2008.



BBA/MBA 5 year Integrated Course I Year - II Semester  
Paper – 2.5: Financial Management

Unit – I:

Nature of Financial Management – Introduction, Scope of Finance, Finance Functions – Finance Manager's Role, Goal of Financial Management Profit Maximization Vs. Wealth Maximization, Organization of Finance Function, Agency problems, Managers Vs. Shareholders goals, Emerging Role of Finance Managers in India.

Unit – II:

Time Preference for Money – Introduction – Future Value of a single cash flow, annuity, perpetuity, continuous compounding, Present Value – Present Value of a single cash flow, annuity, perpetuity, continuous discounting, Practical Applications of Compounding and present Value Techniques.

Unit – III:

Sources of Finance – Long term Finance: Shares, Debentures and Term Loans – ordinary shares, Rights issue and equity share issue, convertible debenture, venture capital, mutual funds. Short Term Finance – Money market instruments – commercial paper, Certificates of Deposit, Bills, Intercompany deposits.

Unit – IV:

Determining cash flows for investment analysis – Cash Flow Vs Profit, Flows, Calculation of Depreciation for tax purposes, cash flows, Components of Cash Flows, Calculation of Depreciation for tax purpose, cash flow Replacement decision, Break even analysis

Unit – V:

Valuation of Bonds & Shares – Introduction to Risk & Return – Concept of value, Features of a Bond, Bond Values & Yields, Features and valuation of Ordinary Shares and Preference Shares, Significance of P/E Ratio.

References:

1. I.M. Pandey, "Financial Management", Vikas Publications, 9<sup>th</sup> Edition.
2. Prasanna Chandra, "Financial Management, Theory and Practice", Tata McGraw-Hill, 6<sup>th</sup> edition.
3. Brigham and Houston, "Fundamentals of Financial Management", Thomson South – Western, 10<sup>th</sup> edition.
4. M Y Khan and P K Jain, "Financial Management", TMH, 3<sup>rd</sup> edition.
5. James C Van Horne, "Fundamentals of Financial Management", EEE, 10<sup>th</sup> edition.

BBA/MBA 5 year Integrated Course I Year - II Semester  
Paper – 2.6: Computer Applications

Unit – I:

Introduction to IT:

Computer Systems- Hardware -I/O devices, Memory devices, Processors-Software - classification of software- systems software, Application software- Operating Systems- Definition- Types of OS- Understanding of GUI- Networks- Definition- Types of Network- LAN, WAN- Network Topologies- Physical Communication Media-TCP/IP, OSI Model.

Unit – II:

Introduction to IS:

Definition of Data, Information & Knowledge, IS- MIS, DSS, Expert Systems–Types of IS- Operation, Tactical, Strategic IS- Executives Information Systems (EIS) – Definitions- Data Base, DBMS, Advantages & Disadvantages of DBMS-Ethical and Social Issues in IS.

Unit – III:

Multimedia Concepts:

Definition of Multimedia- Multimedia devices-Multimedia Formats- Audio formats- Video formats.-Compression/ Decompression issues.-Business Applications of Multimedia.

Unit – IV:

Internet & Security Issues:

Internet – History- Internet Addressing and architecture-WWW – Architecture-Browser-Servers-Search engines -Internet Services- Email- Chatting- Messaging- Groups- Social Networking- Internet in Business- definition of e-commerce, m-commerce- types of online business-Security Issues in Internet.

Unit – V:

Office Management Applications:

Intranets, Extranets, VPN- Internet Telephony- Group ware- audio and video Conferencing- Wireless Communication- WLANS- Definitions of Blue tooth- Wi Fi- Wi Max- RFID-Use of Spreadsheets for office- spread sheet applications (MS-EXEL)-Use of Databases for the Office(MS-ACCESS)- Database applications.

References:

1. Kenneth C. Laudon & Jane P. Laudon, "Management Information Systems- Managing the Digital Firm", Pearson Education, 4<sup>th</sup> Edition, 2008.
2. Turban, McLean, Wetherbe, "Information Technology for Management", Wiley Student Edition, 4<sup>th</sup> Edition.
3. Leonard Jessup, Joseph Valacich, "Information Systems Today, Why IS matters", Pearson Education, Low Price Edition, 2<sup>nd</sup> Edition.
4. Effy Oz, "Management Information systems", Thomson Course Technology, 5<sup>th</sup> Edition.
5. Alexis Leon & Mathews Leon, "Introduction to Computers with MS-Office 2000", Tata McGraw- Hill Publishing Company Limited.

Unit – I

Origin of Marketing: Introduction, Definition – Marketing concepts, Marketing management, Difference between Selling and Marketing – Developing marketing Strategy, Marketing planning – Marketing Environment – Indian marketing environment.

Unit – II

Market Segmentation: Segmentation – application of market segmentation – Bases for segmentation – Pattern of Market segmentation – segmentation strategy – Target marketing – Product life Cycle – Managing – Product positioning – Bases for product positioning.

Unit – III

Managing Product: Concept of product – Layers of the product, Classification of products – Product Mix decisions – Product Line decisions – New product development – Product life Cycle – Managing product Life Cycle.

Unit – IV

Pricing Strategies: Objectives of Pricing policy – factors affecting pricing, Types of Pricing – Pricing Strategies – Distribution Channel decisions – Channel Design – Types of Channels – Physical distribution.

Unit – V

Marketing Communication Process: Integrated marketing Communication – Advertising – Objectives of Advertising – Types of Advertising - Sales promotion – Personal Selling – Public Relations – Direct marketing – Types of Direct Marketing.

References:

1. Philip Kotler and Garry Armstrong, "Principles of Marketing", PHI, 10<sup>th</sup> Edition, 2008.
2. William J. Stanton, "Fundamentals of Marketing", TMH, 2006.
3. Tapan K Panda, "Marketing Management – Indian Context", 2<sup>nd</sup> Edition, Excel Books. New Delhi, 2007.
4. Ramaswamy and Namakumari, "Marketing Management", Mac Millan, New Delhi, 2006.
5. Rajan Saxena. "Marketing Management" TMH, 2006

BBA/MBA 5 year Integrated Course II Year - III Semester  
Paper No. 3.4 Decision Analysis

The objective of this course is to provide an insight into the skills necessary for collecting and analysis of information with a view to arriving at optimal decisions in various functional areas of management.

Unit – I

Decision Making: Concepts of decision making with reference to authority and responsibility. Need for decision making, process of decision making, types of decisions – programmed and Non-programmed decisions; Individual, group and organizational decision making. Types of decisions with reference to levels in the organization. (Reference-7, Reference-5, Reference-3, Reference-2, Reference-6)

Unit – II

Decision tree analysis: Criteria for decision making under conditions of risk and uncertainty Applications of Baye's Theorem in decision making, Sequential decision making – Decision tree analysis. (Reference-4)

Unit – III

Theory of Utility: Comparison of the concepts of monetary value and Utility, Use of utility function in decision making. (Reference-4)

Replacement Theory: Replacement policy – Equipment which deteriorates commonly, Time value of money, Replacement of items that fail suddenly, Determination of no. of failures in different weeks, Determination of avg. cost of different policies, Staff Replacement. (Reference 4)

Unit –IV

Behavioral aspects in Decision Making: Broad framework for decisions; Open and Closed models of decision making. Systems approach to decision making. Utility of decision support systems, Systematic problem Analysis and Decision Making. Design of Experiments. (Reference-2)

Unit – V

Simulation: Simulation – Process of Simulation, Applications of Simulation to different Management Problems. Game Theory – Queuing theory and Their Applications in Business. (Reference-4)

References:

1. J. K. Sharma, "Operations Research" Theory and Applications, Macmillan, 4<sup>th</sup> Edition (Chapter 11).
2. K. Aswathappa, "Organizational Behaviour", Himalaya Publishing House, 9<sup>th</sup> Revised Edition (Chapter 23).
3. Pearson, "Organizational Behaviour", Fifteenth Edition (Chapter 2 ,Part 6)
4. N D Vohra, "Quantitative techniques in Management", Tata Mc. Graw Hill Companies, Third Edition (Chapter 11 & 13).
5. Margie Parikh, Rajen Gupta, "Organizational Behaviour", Mc. Graw Hill (Chapter 13).
6. Jon L. Pierce & Donald G. Gardner, "Management Organizational Behaviour", India Edition (Part III).
7. Jennifer George, Gareth R. Jones, "Understanding and Managing Organizational Behaviour", Fifth Edition. (Chapter 15).
8. Kepner, CH and Tregoe B. B: "The Rational Manager", Tata McGraw Hill Bombay 1970.
9. Rustum and Wilson: "Executive Decision making" Tarapurwala.

Unit -I: Business Environment and Analysis:

Nature, Composition and Scope of Business Environment. Business Environment and its impact on different kinds of business decisions. Economic growth and Economic Development. Analysis of India's National Income. Recent trend in the growth of National Income and its important components: Saving, Investment, Industry, Agriculture and Tertiary Sectors.

Unit-II: Indian Financial Systems:

Evolution and Structure of Indian Financial System. Elements of Indian Financial System—Markets, Institutions, and Environment. Money Market and the role of banking, Non-banking and Unorganised Sector. Regulatory function of RBI with special reference to Money market. Components of Capital Market—Primary, Secondary, Debt and Equity Market. Problems and Prospects of Indian Capital Market.

Unit-III: Economic Policies of India:

Industrial Environment and Policy. Role of SSUs, and MNCs. Policy of Public Sector and its role in the economy. Competition Law. Policies on Foreign Investment and Trade (EXIM).

Unit-IV: Liberalisation, Privatisation, and Globalisation (LPG) in Indian Economy:

Concept of LPG, Process of LPG followed in India. Globalization and role of WTO. Regional Trading Blocks. India's Foreign Trade and Agreements with Trading Blocks.

Unit-V: Economic Survey and Union Budget:

Fiscal Policy and Present Tax Environment –Direct and Indirect Taxes. Concept of Value Added Tax. Current Year's Economic Survey and Union Budget.

References:

1. Justin Paul, 2010, "Business Environment", McGraw-Hill Companies.
2. Misra and Puri V.K, 2010 "Indian Economy", Himalaya Publishing House, Bombay.
3. Shaik Saleem, "Business Environment", Pearson Edition.
4. K. Aswathappa, 2010, "Essentials of Business Environment", HPH
5. Vivek Mittal, "Business Environment", 2010, Excel Books, New Delhi.

Unit – I:

Probability Distribution-Random Variable (RV), Expectation and Variance of a RV. Probability distribution function, properties, Continuous and Discrete Probability distribution functions.

Discrete Probability distributions: Binomial Distribution, Properties and applications; Poisson distribution, Properties and applications.

Unit – II:

Continuous Probability Distributions-Normal Distribution, Standard Normal Distribution,- Properties, applications and importance of Normal Distribution.

Hypothesis Testing-Statistical Estimation, Point and Interval Estimation, Properties of a good estimator, confidential interval.

Unit – III:

Large Sample tests-Test for one and two proportions, Test for one and two means, Test for two S.D.'s.

Unit – IV:

Chi-Square distribution: Test for a specified Population variance, Test for Goodness of fit, Test for Independence of Attributes.

Small Sample Tests- t-Distribution-properties and applications, testing for one and two means, paired t-test.

Unit – V:

Analysis of Variance-One Way and Two Way ANOVA (with and without Interaction).

References:

1. Levin R.I., Rubin S. David, "Statistics for Management", 2000, 7th Ed. Pearson.
2. Gupta S.C, "Fundamentals of Statistics", 2010, 6<sup>th</sup> Ed. HPH.
3. Keller, G, "Statistics for Management", 2009, 1<sup>st</sup> Ed, Cengage Learning.
4. Amir D. Aczel and Jayavel Sounderpandian, "Complete Business Statistics", TMH,
5. John C Lee, "Business and Financial Statistics Using MS-Excel", First edition, 2009, Cambridge.
6. J. K Sharma, "Business Statistics", 2010, 2<sup>nd</sup> Ed. Pearson.
7. Arora PN & others, "Complete Statistical Methods", 2010, 3<sup>rd</sup> Ed. S. Chand.
8. Beri, GC, "Business Statistics", 2010, 3<sup>rd</sup> Ed. TMH.
9. Black Ken, "Business Statistics for Contemporary Decision Making", 2006, 4th Ed. Wiley.
10. Levine, David M and others, "Statistics for Managers using MS. Excel", 2009, 5<sup>th</sup> Ed. PHI.
11. Davis, G & Pecar, B, "Business Statistics using Excel", 2010, Oxford.
12. Kanji K. Gopal, 2006, "100 Statistical Tests", Sage Publications.
13. Haoda, R.P., Statistics for Business & Economics", 2010, 4<sup>th</sup> Ed. Macmillan.
14. Apte. D.P. "Statistical Tools for Managers – Using MS Excel", 2009, 1<sup>st</sup> Ed. Excel Books.

#### Unit - I

Introduction to Personality- Basic of Personality, Human Growth and Behavior, Theories in Personality, Motivation; Attitudes: Types of Attitudes, Formation – importance of positive attitudes – steps in developing positive attitudes

#### Unit - II

Communication Skills – Definition, Significance of communication, disasters of non-communication, communication Gap, process of communication, forms of communication; listening skills, active and attentive listening, benefit of listening; Body Language, Right Posture and its importance – effects of right body language, Inter personal communication and relationships, leadership skills, team building and public speaking.

#### Unit - III

Goal Setting and Time Management: Goals – importance of goal setting periodicity in goal setting – short, medium, long term-methods to achieve set goals – Activity in goal setting techniques of Time management – prioritization of activities – awareness of time wasters and how to avoid them.

#### Unit - IV

Creativity: The Creative mind-importance of creativity-Elements of Creativity – Influence of Flexibility – Factors influencing creativity – Methods of enhancing creativity –techniques of creativity – Brainstorming – attributes listing etc. General ideas in creative problem solving – creativity exercises and games.

#### Unit - V

Stress Management and Personality Development: Definition – General Principles of Stress Management, linkage between stress and time management – identification of the sources of stress – measure to manage stress, Meditation and concentration techniques, self-hypnotism, self acceptance and self growth; Techniques in personality development - self confidence, Mnemonics, Goal setting, Time Management and effective planning;

#### Unit - VI

Emotional Intelligence – definition and concepts – Elements of Emotional Intelligence, Organizational Application audience, Exercises and analysis, conflict Management, Interpersonal Relationships: Significance of interpersonal relationships in personal life, Tips to enhance interpersonal relationships / cross culture, ethnic groups, Team Building and Group dynamics.

#### Activities:

- Informal speeches
- Conducting Stress Interviews.
- Creative Exercise, Role plays – Selling skills – Body Language.

#### References:

1. Personality Development by Rajiv K. Mishra. Rupa & Co.
2. Public Speaking – Collins.
3. Your Personal Pinnacle of Success - D.D. Sharma
4. Self development - Devesh.

UNIT – I

Introduction to Human Resource Management and Environment: Functions of Human Resource Management. Managerial and operative role of Human Resource Management. Personnel Management vs. Human Resource Management – Strategic Management Approach. The Role of Globalization in HR Policy and Practice.

UNIT – II

Acquiring Human Resources: - Human Resource Planning and Alignment – Job Analysis and Design. Job Description, Job Specification and Job Evaluation, Job-Restructuring – Job Rotation, Job Enlargement and Job Enrichment. Recruitment and Selection – Placement – Induction and Orientation. Line and Staff.

UNIT – III

Developing Human Resources: - Training and Development – Employee Training and Retraining – Assessing Training Needs and Designing Training Programmes. An overview on employee orientation: Career Planning and Development: Role and Significance of Career Planning – Impact of Career Planning on Productivity.

UNIT – IV

Labour Management: Industrial Relations and Industrial Disputes. Principles and guidelines for effective handling of Industrial Disputes and Industrial Relations – Standing Orders – Role and Contents of standing orders – Labour Relations and Collective Bargaining – Employee Health and Safety.

UNIT – V

Rewarding Human Resources: Performance Appraisal – Methods and needs for Performance Appraisal – Organization Climate and its impact on HRM. Components of Organization Culture. Quality of Work Life – Determinants of quality of work life. Impact of QWL on Organization Climate and Culture.

References:

1. Human Resources - Bernardin H. John. TMH.
2. Managing Human Resources – Wayne E. Casio. – TMH
3. Human Resources Management – David Lepak and Mary Gowan – Pearson.
4. Human Resources Management – Decenzo and Robbins – John Willey.
5. Human Resource Management. Texts and Cases. - TMH.



BBA/MBA 5 year Integrated Course II Year - IV Semester  
Paper No. 4.4 Operations Research

Unit – I:

Introduction to OR- Origin, Nature, definitions, Managerial applications and limitations of OR.

Linear Programming: Mathematical model, Formulation of LPP, assumptions underlying LPP, Solution by the Graph, Exceptional cases.

Unit – II:

LPP - Simplex Method- Solution to LPP problems Maximisation and Minimisation cases Optimality conditions. Degeneracy.

Dual - Formulation, Relationship between Primal - Dual, Solution of dual, Economic interpretation of dual.

Sensitivity analysis and its implications.

Unit – III:

Transportation Problem (TP) - Mathematical model, IBFS using northwest corner rule, Row and Column Minimum methods, Matrix minimum method(LCM) and Vogel's approximation method, Unbalanced TP, Degeneracy, Optimality Test and Managerial applications.

Assignment Problem (AP): Mathematical model, Unbalanced AP, Restricted AP, method of obtaining solution- Hungarian method.

Travelling salesman problem, Managerial applications of AP and TSP.

Unit – IV:

Network fundamentals- scheduling the activities -Fulkerson's Rule –CPM- earliest and latest times -determination of ES and EF in the Forward Pass - LS and LF in backward pass determination of Critical Path, Crashing, time cost trade off.

PERT-Beta Distribution, probabilistic models, Calculation of CP, resource analysis and allocation.

Unit – V:

Queuing Theory - Concepts of Queue/Waiting Line - General structure of a Queuing system-Operating characteristic of Queues, deterministic Queuing models -Probabilistic Queuing Model –Cost Analysis - Single Channel Queuing model - Poisson arrival and exponential service times with infinite population.

Game Theory- concepts, saddle point, Dominance, Zero-sum game, two, three and more Persons games, analytical method of solving two person zero sum games, graphical solutions for  $(m \times 2)$  and  $(2 \times n)$  games.

References:

1. N.D. Vohra, "Quantitative Techniques in Management", 2010, 4th Ed. TMH.
2. J.K. Sharma, "Operations Research Theory and Applications 2009, 4th Ed. Macmillan.
3. Kasana, HS & Kumar, KD, "Introductory Operations Research theory and applications", 2008, Springer.
4. Chakravarty, P, "Quantitative Methods for Management and Economics", 2009, 1st Ed. HPH.
5. Barry Render, Ralph M. Stair, Jr. and Michael E. Hanna, "Quantitative analysis for Management", 2007, 9th Ed. Pearson.
6. Pannerselvam, R, "Operations Research", 2006, 3rd Ed. PHI.
7. Selvaraj, R, "Management Science Decision Modeling Approach", 2010, 1st Ed. Excel.
8. Ravindren, A, Don T. Phillips and James J. Solberg, 2000, "Operations Research Principles and Practice", 2nd Ed. John Wiley and Sons.
9. Hillier, Frederick S. & Lieberman, "Introduction to Operations Research Concepts".

BBA/MBA 5 year Integrated Course II Year - IV Semester  
Paper No. 4.5 Business Research Methods

Unit – I:

Meaning and Importance of Business Research: Business Research, marketing information system - Marketing decision support system. Research design Introduction to design of experiments -Exploratory, causative, conclusive and experimental designs.

Unit – II:

Business Research Process: Sources and methods of gathering marketing information - Respondents, Experiments, Simulation (as a source of Data Generations) and Panels. Sampling design and Sample size determination.

Unit – III:

Measurement and scaling: Measurement and scaling - Concept of measurement and scaling – Types of Scales - Nominal ,Ordinal, Interval and Ratio Scales - Attitude scales Thurstone's, Likert's, Guttman's, Semantic differential, Reliability and validity of a scales. Design of questionnaire.

Unit – IV:

Non-Parametric Statistics in Research: McNemar, Sign Test –One and Two samples, Run test, Wilcoxon Matched pairs test, Mann-Whitney test, Kolmogorov – Simronov D test, Kruskal –Wallis tests.

Unit – V:

Multi-Variety analysis: Structural and Functional methods-Factor analysis, Cluster analysis, Discriminate analysis, conjoint analysis, Multi Dimensional Scaling. Multiple Regression (Numerical with two independent variables).Research report - preparation - and presentation - Oral and written presentation.

References:

1. Green E. Paul, Tull S. Donald & Albaum, Gerald: "Research for Marketing Decisions", 2006, 6th Ed, PHI.
2. Tull and Hawckins, "Marketing Research", 2000, 4<sup>th</sup> Ed. Tata McGraw Hill.
3. Luck and Rubbin, "Marketing Research", 2004, 4<sup>th</sup> Ed. PHI.
4. Zikmund, "Essentials of Marketing Research", 2009, CENGAGE Publishers.
5. Martin callingam, "Market intelligence", 2009, Kogan Page Publishers.
6. G.C. Beri, "Marketing Research", 2008, 8<sup>th</sup> Ed, Tata McGraw Hill.
7. Malhotra, K. Naresh, "Marketing Research- And applied orientation", 2005, 4th Edition.
8. Alan Bryman and Emma Bell, "Business Research Methods", 2009, 2<sup>nd</sup> Ed. Oxford Press.
9. O.R. Krishna Swamy "Methodology of Research in Social Sciences", 2008, HPH.
10. S L Gupta, "Marketing Research", 2009, Excel Books, New Delhi.

BBA/MBA 5 year Integrated Course II Year - IV Semester  
Paper No. 4.6 Cost Accounting

Objectives:

1. To acquaint the student with basic concepts of cost accounting and various methods involved in cost ascertainment.
2. To provide the student knowledge about the application of techniques of costing for planning, controls and decision making.

Unit – I

Introduction: Concepts of Cost, Costing, Cost Accounting and Cost Accountancy-Objectives, functions, advantages and limitations of cost accounting- Difference between Cost Accounting and Financial Accounting -Installation of Costing System-Cost Classification- Methods and Techniques of Costing (Theory Only).

Unit – II

Elements of Cost: Material Cost: Direct and Indirect Material- Material Control – Fixation of Stock Levels- Methods of Pricing of Material Issues – FIFO, LIFO, Simple Average and Weighted Average Methods (Including Problems).

Labor Cost: Direct and Indirect Labor- Time Keeping and Time Booking- Idle Time, Over Time and Labor Turnover- Methods of Wage Payment- Time Wage and Piece Wage Systems Incentive Schemes- Halsey and Rowan Plans, Taylor's Differential and Merrick's Multiple Piece Rate Systems (Including Problems).

Overheads: Classification, allocation, apportionment and absorption of overheads- Preparation of Primary and Secondary Distribution Summary- Absorption of Factory Overheads- Machine Hour Rate (Including Problems).

Unit – III

Methods of Costing: Single/ Output Costing - Job Costing - Contract Costing - Process costing (excluding treatment of work-in-progress, joint and by-products) (Including Problems).

Unit – IV

Marginal Costing Technique- Meaning, advantages and limitations of Marginal Costing Marginal Cost Equation - Cost-Volume-Profit Analysis-Break-Even Analysis, Decision Making Areas - Products Mix, Make / Buy, Pricing Decisions ( Including Problems).

Unit – V

Standard Costing Technique: Meaning- Advantages and Limitations- Types of Standards – Setting up of Standards- Variance Analysis- Computation of Variances - Material and Labor Variances only (Including Problems).

References:

1. S.P. Jain and K. L. Narang, "Cost Accounting, Principles and Methods", Kalyani Publishers, Ludhiana.
2. JawaharLal, "Cost Accounting", Tata McGraw Hill Publishing Co., New Delhi.
3. M. N. Arora, "Cost Accounting – Principles and Practice", Vikas Publishing House, New Delhi.
4. D. K. Mittal and Luv Mittal, "Cost Accounting", Galgotia Publishing Co., New Delhi.
5. P.C. Tulsian, "Cost Accounting", S. Chand & Company Ltd, New Delhi.

### Unit –I Goal Setting and Time Management

Definition, Importance of goal setting, Periodicity of goal setting- Short, Medium and Long term- Methods to achieve set goals – Activity in goal setting – Techniques of time management- Prioritization of activities- Awareness of time wasters and how to avoid them.

### Unit- II Stress Management

Definition, Linkage between stress and time management- Nature or Sources of Stress – Distress syndrome- Emotional distress, Cognitive distress, Behavioural distress, Physical distress symptoms, Managing Stress – exercise, nutrition, sleep, healthy pleasures, self talk, Stress Relaxation Methods- breathing, meditation, visualization techniques, self hypnosis, muscle techniques- Using Social Support Groups.

### Unit –III Enhancing Personality Development

Maintaining Trust- Being Trusting and Trustworthy, Building Interpersonal Trust, Re-establishing trust after it has been broken, Trusting Appropriately, Trust and Friendship. Managing Anger- Nature of anger, Guidelines for managing anger constructively, dealing with an angry person- Managing Anxiety and Fear- Breathing, Progressive muscle relaxation, Building one's self esteem, Avoiding self blame, Taking risks, Tolerating failure, Celebrating success.

### Unit –IV Leadership and Negotiation Skills

Leadership skills- Leadership lessons through literature, team work and team building- Conflict management- types of conflicts, how to cope with them.

Negotiation Skills- Types of Negotiation, Negotiating strategies, Negotiating to win, Negotiating to solve problems- Refusal Skills- Selling Skills.

### Unit –V Business Communication

Business presentations- Preparing successful presentation, Thinking about Audience, Making Effective use of Audio-Visual aids, Delivering presentations, Dealing with questions and interruptions- Letters within organizations, Letters from top management, Circulars and Memos- Report Writing.

### References:

1. Rajiv Mishra, Personality Development, Rupa & Co.
2. Elizabeth B. Hurlok, Personality Development, Tata McGraw Hill, New Delhi.
3. McGrath E.H., Basic Management Skills for All, Prentice Hall of India Pvt. Ltd.
4. Barun K. Mitra, Personality Development and Soft Skills, Oxford University Press
5. Sherfield, R.M., Montgomery, R.J., Moody, P.G., Developing Soft Skills, 4<sup>th</sup> Edition, Pearson, 2010.
6. Robbins, S.P., & Hunsaker, Phillip, L., Training in Interpersonal Skills, Tips for managing people at work, PHI, 5<sup>th</sup> edition.

BBA/MBA 5 year Integrated Course III Year - V Semester  
Paper – 5.1: Retailing Management

Unit – I: Introduction:

Definition and Scope of Retailing; Retailing Scenario – Global; Retailing Scenario-India; Prospects of Retailing in India's; Trends in Retailing; Retailing formats; Retail Strategies.

Unit – II: Store Planning:

Store planning; Design and Layout; Retail merchandising; Supply Chain Management in Retailing.

Unit – III: Retail Marketing and Advertising:

Retail Marketing Strategies; strategic Positioning; retail marketing mix; customer relationship management; direct marketing; micro marketing in retailing, and advertng in retailing.

Unit – IV: Retail Operations and e-Tailing:

Store Operating parameter; using strategic resource model in Retailing; Designing performance programme; online retailing, and online retail categories.

Unit – V: Retail Management Information System and Retail Research:

Retail Technology and Automations; Retail Technology and CRM; Human resources and Executive information systems; Developing a research Methodology; Retail audit.

References:

1. Cullen & Newman, 2007, "Retailing, environment and operations", Thomson.
2. Levy & Weitz, 2005, Retailing, TMH.
3. Gibson G. Vedamani, "Retail Management", Jaico Publishing House, 2<sup>nd</sup> Ed.
4. Ron Hasty and James Reardon, 1997 Retail Management, McGraw Hill International Edition.
5. A J Lamba, 2006, The Art of Retailing, TMH.
6. Patrick M. Dunne and Robert F. Lusch ,2005, Retailing, Thomson Learning

BBA/MBA 5 year Integrated Course III Year - V Semester  
Paper – 5.2: Management Information System

Unit – I: Overview of Information Systems:

Concepts of Systems and Organization, framework of Information systems, evolution of data processing, strategic uses of information systems.

Unit – II: Database Management Systems:

File structures, database concepts, components of DBMS, models of DBMS. Advantages, problems of DBMS, normalization, specialized DBMS, distributed systems and office automation.

Unit – III: Planning of Information Systems:

Planning strategies, problems with determining information systems, management by wire and need Determining Methods.

Unit – IV: Development of Information Systems:

SDLC, SSAD and Prototyping, evaluating design options for alternative design, the organization of wide data dictionary, analysis of alternative design and object methodology.

Unit – V: Applications of Information Systems:

Information Systems of Functional Areas: Operational, Tactical – Strategic Information Systems (Finance IS, Marketing IS and HRM IS).

Case studies on the above functional areas.

References:

1. Management Information Systems, Laudon and Laudon, 7th Edition, Pearson Education Asia.
2. Management Information Systems, Jawadekar, Tata McGraw Hill.
3. Management Information Systems, Davis and Olson, Tata McGraw Hill.
4. Analysis and Design of Information Systems, Rajaraman, Prentice Hall.
5. Ushila Madan, Management Information System, 2010, Taxmann's.
6. Goyal, Management Information System 3/e, 2010 Macmillan Publishers.
7. Arora & Bhatia Management Information Systems, 2010, Excel Books.
8. Kumar & Gupta Management Information Systems 2010, Excel Books.

BBA/MBA 5 year Integrated Course III Year - V Semester  
Paper – 5.3: Management Audit & Taxation

Objective: To comprehend nature, significance and need for management audit and audit of the management process and functions. To trace evaluation of management information and control system, corporate development and corporate social responsibility.

Unit – I: Meaning, nature and scope, organizational needs for Management Audit and its coverage over and above other audit procedure. Audit of the Management processes and Functions, such as planning, organization, Staffing, Co – ordination, Communication, Direction and Control. Evaluation of Management Information and Control Systems with special emphasis on Corporate Image and Behavioral Problems.

Unit – II: Corporate Development and Management Audit, including operational and propriety aspects. Social Cost and Benefit of business enterprises with particular reference to developing countries. Audit of social responsibility of management. Corporate governance and Audit Committees.

Unit –III: Concept of Taxation; Residential Status and incidence of tax, Incomes exempted from tax; Heads of Income of Individuals; Salaries- income from house property and gain from business or profession, capital gains, income from other sources.

Unit – IV: Set off and carry forward of losses, deductions from gross total income, computation of total income and tax liability.

Unit – V: Assessment of individuals, HUF, Firms, Companies. Tax administration; Income tax authorities, Assessment procedure, collection and recovery of tax, refunds, penalty and procedures, appeals and revisions

References:

1. Saxena & Vashist, Cost Audit and Management Audit, Sultan Chand Publications
2. The Management Audit, Published by ICWAI of India, Kolkata,
3. A. R. Ramanathan, Cost Audit and Management Audit, Macmillan Publications
4. Singhanian, C.K., Direct Taxes, Taxmann Publications, New Delhi.
5. Lal B.B., Direct Taxes, Pearson Education, New Delhi.
6. Girish Ahuja and Ravi Gupta, Direct Taxes, Bharat Publications.
7. Gaur and Narang, Direct Taxes, Kalyani Publications.
8. Manoharan T.N., Direct Taxes, Snow White Publications.

BBA/MBA 5 year Integrated Course III Year - V Semester  
Paper –5.4: Operations Management

Unit - I: Introduction to Operations Management:

Introduction to Operations Management - Role of Operations Management in total management. System- Interface between the operation systems and systems of other functional areas, Process planning and process design, Production Planning and Control: Basic functions of Production Planning and Control, Production Cycle - characteristics of process technologies. Project, Job Shop, Assembly, batch and Continuous - Inter Relationship between product life cycle and process life cycle.

Unit – II: Scheduling and control of production operations:

Aggregate planning, MPS, Operations scheduling, Product sequencing: Sequencing of products in multi- product multi-stage situations - Plant Capacity and Line Balancing. Plant layout –different types of layouts. Location and the factors influencing location. Maintenance Management: Objectives – Failure Concept, Reliability, Preventive and Breakdown maintenance, Replacement policies

Unit - III: Quality control:

Standards and specifications, Quality Assurance and Quality Circles – Statistical Quality Control – Control Charts for Variables- Average, Range and S.D., Control charts for Attributes- fraction defective and number of defects, Acceptance Sampling Plans, OC Curve Work Study, various techniques in the Methods Study for identifying the most appropriate method. Work measurement - its uses and different methods, computation of allowance and allowed time.

Unit - IV: Materials Management:

Need and importance of Materials management-Materials Requirement Planning-Materials Budgeting- Techniques for prioritization of materials-Sources of Supply of Materials - selection, evaluation and Performance of suppliers-make or buy decisions and its implications under various circumstances Vendor rating - determinants of vendor rating, concept of waste management

Unit - V: Stores Management:

Objectives of Stores Management – Requirements for efficient. Management of Stores – safety stock Inventory Control - Different Systems of Inventory Control, Types of Inventory. Costs - Systems of inventory control – ABC, VED and FNSD analyses. Value Analysis – Importance in cost reduction – concepts and procedures.

References:

1. Mahadevan. B, "Operations Management", 2010, Pearson Education.
2. Stevenson J. William, "Operations Management", 2009, 9th Ed. Tata McGraw-Hill.
3. James R Evans, David A. Collier, "Operations Management", 2007, Cengage Learning.
4. Aswathappa K. and Sridhara Bhat, "Production and Operations Management", 2010, HPH.
5. Danny Samson and Prakash J.Singh, "Operations Management-An integrated approach", 2009, 1st Ed. Cambridge press.
6. Ray Wild, "Operations Management, 2003, Thomson Learning.
7. Kanishka Bedi, "Production and Operations Management", 2007, 2nd Ed. Oxford University Press.
8. Everett. Adam, Jr. and Ronald J. Elbert, "Production and Operations Management Concepts, Models and Behaviour", 2003, Prentice Hall of India, 5th Ed.
9. Donald Waters, "Operations Management", 2010, Kogan page India.
10. Upendra Kachru, "Production and Operations Management", 2010, Excel Books.



BBA/MBA 5 year Integrated Course III Year - V Semester  
Paper – 5.5: Business Laws

Unit - I: Law of Contracts:

Definition of Contract and Agreement – Classification of Contracts, Essential elements of a valid Contract – Offer - Acceptance - Consideration - Capacity to Contract - Free consent, void contracts – Legality of Object - Performance of Contract – Remedies for breach of Contract - Quasi Contracts.

Unit - II: Law relating to Special Contracts:

Salient features of Contract of Agency, Bailment and Pledge, Indemnity and Guarantee. Sale of Goods Act – Distinction between Sale and agreement to sell - Conditions and Warranties.

Unit - III: Negotiable Instruments:

Negotiable Instruments Act – Definition and Characteristics of a Negotiable Instrument – Definitions, Essential elements and distinctions between Promissory Note, bill of exchange, and Cheques - Types of crossing.

Unit - IV: Companies Act:

Definition of company – Characteristics - Classification of Companies- Formation of Company - Memorandum and Articles of Association – Prospectus - Share holders meetings - Board meetings - Law relating to meetings and proceedings- Company - Management - Qualifications, Appointment, Powers, and legal position of Directors - Board - M.D and Chairman - Their powers.

Unit - V: Consumer Protection Law:

Introduction to consumer protection law in India - Consumer councils - Redressal machinery Rights of consumers - Consumer awareness. Pollution Control Law - Air, water, and environment pollution control, Role of public awareness. Competition Law. Arbitration and conciliation.

References:

1. N.D. Kapoor, "Elements of Mercantile Law", 2007, Sultan Chand & Co.
2. Akhileshwar Pathak, "Legal Aspects of Business", 2007, 3rd Ed. Tata McGraw Hill.
3. K.R. Bulchandani, "Business Law for Management", 2009, HPH.
4. PPS Gogna, "A Text Book of Company Law", 2006, S. Chand
5. Paul Wetherly and Dorron Otter, "The Business Environment – Themes and Issues", 2010, Oxford University Press.
6. Marianne moody Jennings, "The Legal, Ethical and Global Environment of Business", 2009, South western Cengage learning, New Delhi.
7. Richard Schaffer, Agusti & Earle.
8. K. Aswathappa, "Essentials of Business Environment", 2009, HPH.
9. V. Ramakrishna Raju, "Business Laws and Economic Legislations", 2005, HPH.
10. S.S Gulshan, Business laws, 2010, Excel Books.
11. Ravindra Kumar, "Legal Aspects of Business", 2nd Ed. Cengage Leanings.

Unit – I: Entrepreneur and Entrepreneurship:

Evolution of the Concept of Entrepreneur–Characteristics of an Entrepreneur–Distinction Between an Entrepreneur and a Manager–Functions of an Entrepreneur–Theories of Entrepreneurship– Concept of Entrepreneurship–Growth of Entrepreneurship in India–Role of-Entrepreneurship in Economic Development–Concept of Entrepreneurship–Functions, growth, Problems, Development, Recent Trends of Women Entrepreneurship–Meaning of and-Need for Rural Entrepreneurship– Problems and Development of Rural Entrepreneurship.

Unit – II: Factors Affecting Entrepreneurial Growth:

Economic and Non-Economic Factors–Government Actions; Entrepreneurial motivation; Entrepreneurial competencies; Entrepreneurial mobility; and Entrepreneurship Development Programmes (EDPs)–Need for, objectives, course contents and curriculum, phases, evaluation of EDPs.

Unit – III: Small Enterprises:

Definition–Characteristics–Relationship with large units–Rationale–Objectives–Scope of Small Enterprises–Opportunities for an Entrepreneurial career–Role of Small Enterprises in Economic Development–Their problems–Project Identification and Selection–Project Formulation–Project Appraisal–Financing–ownership Structures, MSME act.

Unit – IV: Institutional Finance to Entrepreneurs:

Commercial Banks–Other Major Financial Institutions such as IDBI, IFCI, IIBI, LIC, UTI, NABARD, SFCs, SIDCs, SIDBI, and EXIM Bank; Need for Institutional support to Entrepreneurs–Role of NSIC, SSIB, SSICs, MSMEDI, DICs, Industrial Estates, Specialized Institutions, and TCOs, Microfinance institutions.

Unit – V: Venture Capital:

Venture Capital Financing Concept and features, Need, relevance and development of venture capital funds. Structure and regulatory framework of venture capital financing in India. Investment process and evaluation – Conventional valuation method, the first Chicago method, Revenue multiplier method. Structuring venture capital financing. Investments nurturing methodologies – valuation of venture capital portfolio. Performance of TDICI and other Venture Capital Firms in India. Exit Strategies of venture capital financing. Policy imperatives of VCF development in India. Role of private equity.

References:

1. Vijay Sathe, "Corporate Entrepreneurship" 1st edition, 2009, Cambridge
2. S.S. Khanka, "Entrepreneurial Development", 2007, S. Chand & Co. Ltd.
3. Vasanth Desai, "Dynamics of Entrepreneurial Development and Management", 2007, HPH, Millenium Edition.
4. Dr. Vasant Desai, "Small Scale Industries and Entrepreneurship", 2006, HPH.
5. P. Narayana Reddy, "Entrepreneurship – Text and Cases", 2010, 1st Ed. Cengage Learning.
6. S. R. Bhowmik and M. Bhowmik, "Entrepreneurship", 2007, New Age International.
7. David H. Hott, "Entrepreneurship New Venture Creation", 2004, PHI.
8. A. Sahay and A. Nirjar, "Entrepreneurship", 2006, Excel Books.
9. Poornima. M Charantimath, "Entrepreneurial Development and Small Business Enterprises", 2006, Pearson Education.
10. Morse.E.A., Mitchell.R.K., "Cases in Entrepreneurship", 2006, Sage Publications.
11. Donald G. Kuratko and Richard M. Hodgetts, "Entrepreneurship", 2006, Thomson.
12. Raj Agrawal, "Business Environment", 2005, Excel Books.

BBA/MBA 5 year Integrated Course III Year - VI Semester  
Paper – 6.1: Customer Relationship Management

Unit – I: Evolution of Customer Relationship:

CRM- Definition, Emergence of CRM Practice, Factors responsible for CRM growth, CRM process, framework of CRM, Benefits of CRM, Types of CRM, Scope of CRM, Customer Profitability, Features Trends in CRM , CRM and Cost-Benefit Analysis, CRM and Relationship Marketing.

Unit – II: CRM Concepts:

Customer Value, Customer Expectation, Customer Satisfaction, Customer Centricity, Customer Acquisition, Customer Retention, Customer Loyalty, Customer Lifetime Value. Customer Experience Management, Customer Profitability, Enterprise Marketing Management, Customer Satisfaction Measurements, Web based Customer Support.

Unit – III: Planning for CRM:

Steps in Planning-Building Customer Centricity, Setting CRM Objectives, Defining Data Requirements, Planning Desired Outputs, Relevant issues while planning the Outputs, Elements of CRM plan, CRM Strategy: The Strategy Development Process, Customer Strategy Grid.

Unit – IV: CRM and Marketing Strategy:

CRM Marketing Initiatives, Sales Force Automation, Campaign Management, Call Centers. Practice of CRM: CRM in Consumer Markets, CRM in Services Sector, CRM in Mass Markets, CRM in Manufacturing Sector.

Unit – V: CRM Planning and Implementation:

Issues and Problems in implementing CRM, Information Technology tools in CRM, Challenges of CRM Implementation. CRM Implementation Roadmap, Road Map (RM) Performance: Measuring CRM performance, CRM Metrics.

References:

1. Francis Buttle, "CRM: Concepts and Technologies", Elsevier, 2009, a division of Reed Elsevier India Pvt. Ltd., 2nd Ed.
2. Jagdish N.Sheth, Atul Parvatiyar & G.Shainesh, "Customer Relationship Management", "Emerging Concepts, Tools and Application", 2009, TMH.
3. Dilip Soman & Sara N-Marandi, "Managing Customer Value" 1st edition, 2009, Cambridge.
4. Alok Kumar Rai, "Customer Relationship Management: Concepts and Cases", 2008, PHI.
5. Ken Burnett, the Handbook of Key "Customer Relationship Management", 2005, Pearson Education.
6. Mukesh Chaturvedi, Abinav Chaturvedi, "Customer Relationship Management- An Indian Perspective", 2008, Excel Books, 2nd edition.

BBA/MBA 5 year Integrated Course III Year - VI Semester  
Paper – 6.2: Intellectual Property Rights

Unit – I:

Introduction to Intellectual Property Law – The Evolutionary Past - The IPR Tool Kit- Para - Legal Tasks in Intellectual Property Law – Ethical obligations in Para Legal Tasks in Intellectual Property Law - Introduction to Cyber Law – Innovations and Inventions Trade related Intellectual Property Right.

Unit – II:

Patents - Basics principles of patenting, stages of patenting, Requirements for patentability, Patents- infringement, defenses and remedies. Design law: Registered design, Design right. Law relating to trade and Merchandise Trade & Merchandise Act 1958 and Trade & Merchandise Rules.

Unit – III:

Introduction to Trade mark – Trade mark Registration Process – Post registration Procedures – Trade mark maintenance - Transfer of Rights - Inter partes Proceeding – Infringement - Dilution Ownership of Trade mark – Likelihood of confusion - Trademarks claims – Trademarks Litigations – International Trade mark Law.

Unit – IV:

Introduction to Copyrights – – Principles of Copyright Principles -The subjects Matter of Copy right – The Rights Afforded by Copyright Law – Copy right Ownership, Transfer and duration – Right to prepare Derivative works – Rights of Distribution – Rights of Perform the work Publicity Copyright Formalities and Registrations - Limitations - Copyright disputes and International Copyright Law – Semiconductor Chip Protection Act.

Unit – V:

Introduction to Trade Secret – Maintaining Trade Secret – Physical Security –Employee Limitation - Employee confidentiality agreement - Trade Secret Law -Unfair Competition – Trade Secret Litigation – Breach of Contract – Applying State Law.

References:

1. Debirag E.Bouchoux: "Intellectual Property". Cengage learning , New Delhi
2. M.Ashok Kumar and Mohd. Iqbal Ali: "Intellectual Property Right" Serials Pub.
3. Cyber Law. Texts & Cases, South-Western's Special Topics Collections
4. Prabuddha Ganguli: ' Intellectual Property Rights" Tata Mc-Graw –Hill, New
5. David Baindrige: "Intellectual Property", Person Education, 2002.
6. Prabuddha Ganguly : Intellectual Property Rights, TMH 2001.
7. Ganguly. P, Gearing for Patents: "The Indian Scenarios", Universities Press, Hyderabad, 1998.
8. Choudhry SKP & Saharay HK: "Law of Trademarks", Copy right Patents and designs Part I Part II Kamal Law House, Calcutta, 1996.
9. Groves P J: "Intellectual Property Rights and their valuation": A Handbook for Bankers, companies and their, Gresham Books, 1997.
10. Par R L & Sullivan P H: "Technology Licensing: corporate strategies for maximizing value", John Woley & sons, New York 1996.
11. Jayashree Watal: "Intellectual Property Rights", Oxford University Press, 2001.

BBA/MBA 5 year Integrated Course III Year - VI Semester  
Paper – 6.3: Public Relations Management

Objective: To acquaint the students about Public Relations Management as a science, as an art. To understand the importance of Public Relations Management in the different fields of activity. To understand different skills in Public Relations Management.

Unit – I: History of Public Relations Management: International History, Indian History. Concepts of Public Relations Management: Definitions, Functions, Elements, Components and tools, Possibilities that would call for Public Relations Management. Publics of Public Relations Management: Definition of Public, Types of Public-Internal, External, Primary, Secondary, Marginal, Traditional, Future.

Unit – II: Public Relations Management Personnel: Public Relations Management as Profession, Essential knowledge about fields, business communication, bureaucracy, Management. Attitude and abilities, Characteristics and functions of Public Relations Management functionary. Cantor's traits for success in Public Relations Management.

Unit – III: Public Relations Management: Public Relations Management theories, objectives, programme and strategies, Planning, Tactics, Evaluation, Budgeting, Research in Public Relations Management and Public Opinion, Public Relations Management by MBO. Media Relations: Principles for handling print and electronic media. Writing process releases, Handling press questions, Coping with bad situation.

Unit – IV: Some important Public Relations Management tasks: Communication Programme, Message development, selection of media, budgeting for Programme, Advertising in Print and Electronic Media, Publicity, Counseling, Advocacy, Crises Management.

Unit – V: Scope for Public Relations Management: Government, NGO's, Management, Media, Legal Profession, Health and Medicine, Entertainment, Hospitality, Tourism, Money Market, Event Management, New emerging fields in corporate sector.

Note: Practical's for Public Relations Management: Guest lecture on International Public Relations Management, Visit to corporate bodies to understand functions and role of Public Relations Management, Visit to publicity and public relations office of the government, Assignments legal and medical practitioners interviews to understand the scope of Public Relations Management, Assignment to draw a campaign plan by Public Relations Management tools, visit to local news papers and channels to understand – medial relationship.

References:

1. Ahuja, B.N., "Public Relations", 5<sup>th</sup> Ed. Surjeet Publications, New Delhi, 2006.
2. Rayadu, C.S., "Principles of Public Relations", 2<sup>nd</sup> Ed. Himalaya Publishing House.
3. Nayyar Deepak, "Public Relations Management and Communication, ABD Publishers, 2006.
4. Parvati, Text Book of Public Relations and Communications, Dominant Publishers, 2005.
5. Banks Stephen P., Multicultural Public Relations, Surjeet Publications, 2003.
6. David Meeraman Scot, "The New Rules of Marketing and Public Relations", Prentic Hall, 2008.

Unit – I:

Introduction: Origin, meaning, Definition and Characteristic features of Bank. Bank – Customer relationship. Evolution, structure and systems of banking. Types of banks. Banking and economic development. Evolution of banking in India: origin, Expansion, nationalization and recent reforms. Financial Inclusion. Non – performing assets.

Unit – II:

Sources and Uses of Funds:

Sources of Funds: Types of Deposits and interest rates.

Pricing of Deposits: cost – Plus profit Margin, Marginal Cost and total customer relationship methods. Non – deposit liabilities and other sources of borrowed funds. Fee based income sources.

Management of capital: Need of capital, sources of capital and risk exposures. Capital adequacy. Concepts of economic and regulatory capital. BASEL-I and II norms. Raising capital internally and externally.

Uses of Funds: Lending policies, procedures and steps in lending process. Types of Business Loans. Analyzing business loan application. Credit Risk Management in Banks. Pricing of business loans: cost plus, price leadership, below prime market and customer profitability analysis methods.

Unit – III:

Financial Statements and Evaluation of Banks:

Bank Liabilities: Net worth, Deposits and Borrowings.

Bank Assets: Investments, Loans and Advances.

An overview of the contents of Income Statement and Balance Sheet of Banks.

Evaluation of Banks Financial Statements: Models based on ROA, CAMELS Rating, Key performance Indicators and Measures based on total operating revenue, stock market performance and customer – centric Performance.

Unit – IV:

Modern Banking Services and Innovations: Changing role of Banks as financial intermediaries.

Retail Banking: Nature, scope, need, emerging issues and strategies for success of Retail Banking.

Forex Remittances: Telegraphic Transfer, SWIFT, MT and DD.

Trade Finance: Letter of Credit, Financing exporters: Pre & Post shipment credit.

Electronic Banking: E-Payments: EFT, NEFT and ECS. ATM's, Mobile Banking & Prepaid instruments.

Plastic Money and E- Money:

Security Issues in E-Banking: Identity thefts, carding, skimming, phishing and Mules.

Unit – V:

Major Financial Institutions and Banks: Structure of banking system in India.

Central Bank: Evolution, Objectives, Principles and functions of central bank with special reference to India.

Commercial Banks: Definition and functions, credit creation, Investment Policy and their contribution for economic development.

History and Growth of International and National Financial Institutions and Banks: IBRD, IMF, ADB, SBI, IDBI, ICICI and other Major institutions in India.

References:

1. Padmalatha Suresh and Justin Paul, "Management of Banking and Financial Services", Pearson, 2<sup>nd</sup> Edition.
2. Peter S. Rose and Sylvia. C. Hudging, "Bank Management and Financial Services", Tata McGraw Hill, 2010, 7<sup>th</sup> Edition.
3. G.S. Popli and S.K. Puri, " Strategic Credit Management in Banks", PHI Learning Pvt. Limited, 2013
4. E. Narayanan Nadar, "Money and Banking" PHI Learning, 2013.
5. Vasant Desai, Banks and Institutional Management", Himalaya Publishing House, 2010 2<sup>nd</sup> Edition.
6. Hennie Van Greuning and Sonja Brajovic Bratanovic, "Managing Banking Risk", Jaico Publishing House, 2008.

Paper – 6.4 (M): Advertising Management

Unit – I: Advertising:

Advertising communication, stages in Advertising communication, Integrated Marketing Communication, Types of Advertising, Advertising Exposure Model History of Advertising.

Unit – II: Objectives Setting & Marketing Positioning:

Functions of Advertising, Objectives of Advertising, Sales as objective, operational objectives, Communication objectives, Hierarchy of Effects, FCB Model, DAGMAR Approach, Behavioral dynamics – Increase Share of Requirements (SOR) Increase Brand Loyalty, Reduction of Attrition, Increase Usage, Brand Awareness Comprehension, Image, Personality, Brand Attitude, Use experiences.

Unit – III: Organizing for Advertising & Promotion:

Participants in the IMC Process, Advertiser, Ad Agency, Media organizations, Marketing Communication Specialist organizations, Collateral Services, Role of Ad agency, Types of Ad agencies, Creative services, other agencies like Creative Boutiques, Media Buying services, commissions from Media, Fee, Cost & Incentive Based systems, Evaluating agencies, Specialized Services.

Unit – IV: Promotional Budget:

Issues in Budget Setting, Sales – Response Models Factors influencing Ad Budgets, Budgeting Approaches, Affordable method, Competitive parity, ROI method, Objectives & task Method, Allocation of Budget.

Unit – V: Creative Strategy:

Advertising creativity, Creative process, Inputs to the Creative process, Ad campaigns, Copy Platform, Major selling Ideas, USP, Inherent Drama, Positioning, Appeals, Execution styles, Informational, Appeals, Emotional Appeals, combination of Rational & Emotional Appeals, Reminder Advertising, Teaser Advertising, Ad Execution.

References:

1. George E Belch & Michael A Belch, "Advertising Promotion", McGraw Hill. Co. 2003.
2. Batra, "Advertising Management" Edition, 2009
3. Kotler, Philip, "Principles of Marketing", Pearson, Edition, 2012.
4. Chuna Walla, SA, "Advertising, Sales & Promotion Management", Himalaya Publishing House, Ed. 2010

BBA/MBA 5 year Integrated Course III Year - VI Semester  
Paper – 6.4 (HR): Industrial Relations

Unit – I:

Industrial Relations – Basis concept and philosophy of IR. Evolution and growth of IR in India Factors influencing IR in India. Industrial Disputes – Causative and remedial Factors. Framework for prevention and settlement of Industrial disputes under the Industrial Disputes Act.

Unit – II:

Trade Union leadership and linkage of trade unions with political parties. The problem of Trade Union Recognition and Government Policy. Trade Union Act, Employee Grievances and Discipline, Causes of Industrial Disputes. Machinery for Redressal of employees Grievances. Standing Orders. Code of Discipline – basic provisions. Process of holding Domestic Enquiry.

Unit – III:

Industrial Disputes – Industrial Conflict – Different Perceptives on Conflict – Manifestation of Industrial Conflict – Approaches to Conflict Resolution – Courses of Industrial Disputes (ID) – Consequences of ID – work stoppages Strikes – Lockouts and Closure.

Unit – IV:

Wage policy and Regulations. Concept of wage – Statutory mechanism and Frame work as envisaged under the payment of Wages Act. Concept of Fair Wage. Mechanism for fixation of Minimum Wages under the Minimum Wages Act. Industrial Employment (Standing Orders) Act. Bonus – Basic concept of Bonus. Mechanism for determination and payment of Bonus under the Bonus Act.

Unit – V:

Prevention and Settlement of Industrial Disputes – Industrial Settlement Machinery collective Bargaining – Work Committees – Conciliation – Court of Inquiry – Adjudication – Arbitration for Industrial Disputes.

References:

1. G.B. Memoria & CB. Memoria, "Industrial Relations", Himalaya Publishing House.
2. Ratnam, "Industrial Relations", Oxford University Press.
3. M. Sharma, "Industrial Relations", Excel Books.
4. Arun Monoppa, "Industrial Relations", Tata McGraw Hill.
5. Subha Rao, "Human Resource Management", Himalaya Publishing House.



BBA/MBA 5 year Integrated Course III Year - VI Semester  
Paper – 6.5 (F): Financial Services

Objective: To acquire a basic understanding of financial services; and the regulatory environment of financial services

Unit – I:- Financial Services: concept, types of financial services, fund based and fee based financial services, importance of financial services; providers of financial services – banks, insurance companies, Non banking financial institutions; regulators of financial services sector in India – functions of RBI, IRDA, SEBI.

Unit – II:- Commercial Banking services: Fund based and non fund based services, retail banking products- ATM, credit card services, debit card service, NEFT, safe deposit lockers; Insurance- meaning, advantages, types of insurance (life, general), types and features of Life insurance policies and general insurance policies

Unit – III:- Leasing: Meaning, definition, advantages to lessor and lessee, types of leases- operating, finance, leveraged, sales and lease-back, leveraged, cross-border; Hire Purchase, Meaning, Definition, advantages, Factoring-concept, types of factoring, costs and benefits of factoring; Bill Discounting

Unit – IV:- Merchant Banking and advisory services: Functions and activities, underwriting, book building, reverse book building, debenture trustees, portfolio managers; security brokerage –meaning, types of brokers; Depository - meaning, merits of Depository, Depositories in India (NSDL, CDSL), dematerialization –meaning, process, and advantages.

Unit – V:- Credit Rating: steps in credit rating, rating symbols and meaning, credit rating agencies (CRISIL, ICRA, CARE); Venture Capital Financing (VCF) -Meaning, Steps in VCF, Methods of VCF, Disinvestment mechanism, VCF in India; Mutual Funds- meaning, types, advantages of mutual funds.

References:

1. Gordon E., Natarajan K., Financial Markets And Services, Himalaya Publishing House, 2013
2. Gurusamy S., Merchant Banking and Financial Services, Second Edition, TataMcgraw Hill, New Delhi, 2009
3. Khan M.Y., Financial Services, Tata McGraw Hill Education Pvt Ltd., Fifth Edition, 2010
4. Suresh P., Paul J., Management of Banking And Financial Services, Pearson Education, 2010
5. Mishkin F.S., Eakins S.G., Financial Markets And Institutions, Pearson Education, 2006

BBA/MBA 5 year Integrated Course III Year - VI Semester  
Paper – 6.5 (M): Sales Management

Unit – I: Sales Management:

Definition and meaning, Objectives, Sales Research, Sales Forecasting, sales Forecasting methods, Sales Planning and control : Goal setting, Performance measurement, diagnosis and corrective actions.

Unit – II: Sales Organization:

Need for sales Organizations, their structure, Sales Managers Functions and responsibilities, planning for major customers and sales Budget, Specific Characteristics of a successful salesman.

Unit – III: Developing the sales Force for Industrial Customers and Consumer products:

Recruiting, Selection and Training of Sales force: Procedures and criteria extensively used as selection tools for recruiting and testing sales ability. –

Unit – IV: Areas of sales Training:

Company Specific Knowledge, product knowledge, Industry and Market trend Knowledge, and Customer education. - Motivating the Sales Team Motivation Programs – Sales Meetings, Sales Contests, Sales Compensation, (Monetary) Compensation, incentive programs as motivators, Non-Monetary compensation – fine tuning of compensation package, Supervising, Evaluating Sales Force performance and Controlling Sales activities (Sales Records and Reporting Systems),

Unit – V: Improving Sales productivity Personal Selling:

Basics, Salesmanship-definition-prospecting[resistance selling Process and skills for effective salesmanship, sales leads, Sales presentations, Types of calls, effective selling techniques, role of relationship marketing in personal selling, tools for personal selling, Value added selling

References:

1. Richard Rstill Edward W. Cundiff, "Sales Management".
2. Anderson, Hair and Bush, "Professional Sales Management".
3. M.D. Pestonjee, "Motivation and Job Satisfaction".
4. Jason Jordan, "Cracking the Sales Management".
5. John Treace, "Nuts & Bolts of Sales Management".
6. Chris J. Noonan, "Sales Management", Illustrated, 1998.

BBA/MBA 5 year Integrated Course III Year - VI Semester  
Paper – 6.5 (HR): Performance Appraisal

Unit – I: Introduction:

Objectives of Performance Appraisal, Human Resources Development and Performance Appraisal. Planning Performance and Role clarity, accountability and effectiveness. Planning Individual Performance - Key Performance Areas (KPA) and Performance Planning- need for clarity of roles and function in Modern Organizations - Performance targets..

Unit – II: Performance Analysis:

Objectives - Methodology - Using Performance Analysis for Counseling and Identification of development needs Performance Appraisal - Methods, Techniques, and Competitive methods - Result Oriented Methods - Methods in Current use. Suggested format of Performance Appraisal. Appraisal Practice in India - Recent developments in Executive Appraisals: Self Appraisal for managerial effectiveness.

Unit – III: Performance Counseling:

Objectives- Conditions for effective counseling - Process of Counseling, Sequential Process of Performance Counseling, Making Counseling effective. Organisational Performance Appraisal: Balanced Score Card Approach, Numeric Management Approach-Intangible assets monitoring approach. Counseling Process: Aims and Objectives- Developmental Model: Pre-helping phase, Stage-I: Responding to The client-Client self-exploration. Stage II: Integrative Understanding Stage III: Facilitating Action.

Unit – IV: Attending:

Physical and Psychological Presence. Helper Skills: Stage-I: Primary level of accurate empathy -genuineness aspect and conditions-helping as a social influence . The experience of the client-Self exploration: Goals. Stage-II: Integrative Understanding/Dynamic self understanding Helper Skills: Advance Accurate Empathy-Self disclosure confrontation.

Unit – V: Action Programme:

Client action goals - Developmental action of goals - Developmental character of process of behavioral change. Principals involved in maintenance and change in behavior. Comprehensive Problem Solving methodology-Force Field Analysis approach to Problem Solving.

References:

1. T. V. Rao, "Redesigning Performance Appraisal Systems", TMH, 1997.
2. King, P., "Performance Planning and Appraisal", McGraw Hills, 1985.
3. T. V. Rao Appraising and Deloping, "Managerial Performance, Academy of Human Resource Development".
4. Basu M., "Managerial Performance Appraisal in India", Vision Books - 1983.
5. Board R, "Counseling people at work", Gomer - 1983.
6. Gerald Eagan, "The Skilled Helper", Books & cole Publishing Co., Montesary (calif) - 1975.
7. Stewart & Stewart, "Practical Performance Appraisal", Gower Press.

BBA/MBA 5 year Integrated Course IV Year - VII Semester  
Paper – 7.1: Organizational Behavior

Unit – I: Focus and Purpose:

Definition, need and importance of organizational behaviour – Nature and scope – Framework – Organizational behavior models.

Unit – II: Individual Behaviour:

Personality – types – Factors influencing personality – Theories – Learning – Types of learners – The learning process – Learning theories – Organizational behaviour modification. Misbehaviour – Types – Management Intervention. Emotions - Emotional Labour – Emotional Intelligence – Theories. Attitudes – Characteristics – Components – Formation – Measurement- Values. Perceptions – Importance – Factors influencing perception – Interpersonal perception- Impression Management. Motivation – importance – Types – Effects on work behavior.

Unit – III: Group Behaviour:

Organization structure – Formation – Groups in organizations – Influence – Group dynamics – Emergence of informal leaders and working norms – Group decision making techniques – Team building - Interpersonal relations – Communication – Control. Communicating effectively in organizations – communication process–barriers to communication–overcoming barriers to communication–persuasive communication–communication in crisis situations.

Unit – IV: Leadership and Power:

Meaning – Importance – Leadership styles – Theories – Leaders Vs Managers – Sources of power – Power centers – Power and Politics. Conflict and Negotiations–Sources of individual, functional and divisional Power. Organizational politics. Conflict – causes and consequences – Pondy's model of organizational conflict–conflict resolution strategies

Unit – V: Dynamics of Organizational Behaviour:

Organizational culture and climate – Factors affecting organizational climate – Importance. Job satisfaction – Determinants – Measurements – Influence on behavior. Organizational change – Importance – Stability Vs Change – Proactive Vs Reaction change – the change process – Resistance to change – Managing change. Stress – Work Stressors – Prevention and Management of stress – Balancing work and Life. Organizational development – Characteristics – objectives –. Organizational effectiveness.

References:

1. K. Aswathappa, "Organizational behavior", Himalaya Publishing House.
2. Dr. S. S. Khanka, "Organizational behavior", S. Chand.
3. Sarma VS Veluri, "Organizational Behaviour", Jaico Publishing House.
4. Stephen P. Robins, Organisational Behavior, PHI Learning / Pearson Education, 11<sup>th</sup> edition, 2008.
5. Fred Luthans, Organisational Behavior, McGraw Hill, 11<sup>th</sup> Edition, 2001.
6. Udai Pareek, Understanding Organisational Behaviour, 2<sup>nd</sup> Edition, Oxford Higher Education, 2004.
7. Mc Shane & Von Glinov, Organisational Behaviour, 4<sup>th</sup> Edition, Tata Mc Graw Hill, 2007.

Objective: To familiarize the students with the knowledge of ethics, emerging trends in good governance practices and corporate social responsibility in the global and Indian context.

Unit – I: Business Ethics:

The concept of ethics; 'ethics' and related connotations; business values and ethics; concept of business ethics; various approaches to business ethics; ethical theories; ethical governance; social responsibility—an extension of business ethics; the concept of corporate ethics; benefits of adopting ethics in business; ethics programme; code of ethics; ethics committee.

Unit – II: Conceptual Framework Of Corporate Governance:

Evolution of corporate governance; developments in India; regulatory framework of corporate governance in India; SEBI guidelines and clause 49; reforms in the Companies Act; secretarial audit; class action; NCLT; insider trading; rating agencies; green governance/e-governance; shareholders' activism; corporate governance in PSUs and banks.

Unit – III: Corporate Management:

Management vs. Governance; internal constituents of the corporate governance; key managerial personnel (KMP); chairman- qualities of a chairman, powers, responsibilities and duties of a chairman; chief executive officer (CEO), role and responsibilities of the CEO; separation of roles of chairman and CEO; CFO; manager; company secretary; auditor.

Unit – IV: Role and Functions of Board Committees:

Standing committees, ad-hoc committees, task force committees, advisory committees; powers, functions and duties of board committees; enhanced performance of board committees; limitations of board committees; statutory committees of board- audit committee, remuneration committee, nomination committee, compliance committee, shareholders grievance committee, investors relation committee, investment committee, risk management committee, other committees.

Unit – V: Whistle blowing and Corporate Governance:

The Concept of Whistle-Blowing; Types of Whistle-blowers; Whistle-blower Policy; the Whistle-Blower Legislation across Countries; developments in India. Department of Commerce, University of Delhi 33 Unit VII-Corporate Social Responsibility (CSR) –Meaning; corporate philanthropy; CSR-an overlapping concept; corporate sustainability reporting; CSR through triple bottom line; CSR and business ethics; CSR and corporate governance; environmental aspect of CSR; CSR models; drivers of CSR; global reporting initiatives major codes on CSR; initiatives in India.

Reference:

1. Mallin, Christine A., Corporate Governance (Indian Edition), Oxford University Press, New Delhi.
2. Blowfield, Michael, and Alan Murray, Corporate Responsibility, Oxford University Press.
3. Francesco Perrini, Stefano, and Antonio Tencati, Developing Corporate Social Responsibility - A European Perspective, Edward Elgar.
4. Sharma, J.P., Corporate Governance, Business Ethics & CSR, Ane Books Pvt Ltd, New Delhi.
5. Sharma, J.P., Corporate Governance and Social Responsibility of Business, Ane Books Pvt. Ltd,

BBA/MBA 5 year Integrated Course IV Year - VII Semester  
Paper – 7.3: Manufacturing Management

Unit - I: Introduction to Manufacturing Management:

History of manufacturing sector – Role of manufacturing in economic development– Conceptual framework of manufacturing function – Role of manufacturing function in an organization – Objectives and scope of manufacturing management – Evolution of manufacturing systems – Factors influencing manufacturing – Concept of productivity

Unit – II: Manufacturing strategy:

Definition and scope of manufacturing strategy – Project planning and scheduling – Elements of manufacturing strategy – Manufacturing strategy in services sector – Global trends influencing manufacturing – Role of technology in manufacturing – Concept of forecasting – Objectives and purpose of forecasting – Techniques of forecasting

Unit – III: Flexible manufacturing systems:

Introduction - CAD/CAM systems - Overview of FMS - System hardware and general functions - Material handling systems - Work holding systems - Physical planning of system - Cleaning and automated inspection - Communication and computer networks for manufacturing - Quantification of flexibility - Human factors in manufacturing - FMS in action - Justification of FMS - Planning and operation of FMS

Unit – IV: Manufacturing organization and management:

Manufacturing environment - Engineering considerations - Design and planning of manufacturing systems - Manufacturing cost control - Material flow control, Quality - Human resources - Financial management - Marketing management in manufacturing.

Unit – V: Manufacturing network management:

Customer driven strategies in manufacturing and distribution systems - Integrated manufacturing and distribution networks - Just- in -time manufacturing - Distribution Resource Planning - Management of dealer networks - Total Control & Product innovation across the value chain.

References:

1. Thomas E. Volmann, William L. Berry, D. Clay Whybark, F. Robert Jacobs" Manufacturing Planning & Control" Fifth edition, Tata McGraw Hill 2005.
2. Aswathappa K, Shridhara Bhat K, "Productions and operations Management" Himalaya Publishing House.
3. Khanna O.P. "Industrial Engineering and Management" Dhanpat Rai publications 2004.
4. Datta A.K. "Materials Management "Procedures, Text and Cases, Second Edition PHI.
5. Heizer, J.; Render, B. "Operations Management" Pearson Education, Inc., New Jersey, USA,
6. Slack, N. Et al. : Production and process Management – principles and practice for strategic impact" Pearson education, Inc., USA
7. Shivanand H.K. " Flexible Manufacturing System" New Age International, 2009

BBA/MBA 5 year Integrated Course IV Year - VII Semester  
Paper – 7.4: Management Accounting & Control

Objective: To comprehend strategic control, management control. To focus on strategic management accounting and control - marginal costing, divisional performance, activity based costing, CAP analysis and life cycle costing and target costing.

Unit – I: Introduction to Management Accounting & Control:

Management accounting–Meaning–Scope–Strategic importance–nature and characteristics of Management Accounting – Cost behavior and decision making–Fixed and variable costs–C.V.P analysis–Marginal Costing–Concept of break even analysis–Uses for decision making–Optimization of product mix–Make or buy–Capacity Utilization–Plant shutdown–Key factor analysis Introduction to Management Control - Nature of Management Control – Control in organizations –Planning and Control Processes – Strategic Planning – Goals and Strategies - Management Control – Operational Control – Overview of Management Control Systems – Behavior in Organizations – Organization Structure – Management Behavior – Types of Controls -Function of the controller.

Unit – II: Management Control & Accounting for Control:

Information Theory – Types of Information- Accounting Information – Management Control Information - Standard costing–Concept and purpose of standards–types of standards–Standard setting–Variance analysis–Interpretation–Budgetary control–Meaning & purpose–Component of effective budgeting program–Performance budgeting–Zero based budgeting–Concept–Importance and relevance.

Unit – III: Responsibility Accounting:

Responsibility Centers–Need for divisionalization–types of responsibility centers–Performance reports–responsibility accounting–Behavioural aspects–Segmented Performance evaluation– Transfer Pricing.

Unit – IV: Activity based Costing and Customer account profitability analysis:

Activity based costing systems–Meaning–tracing costs from activities to products and services– Activity based Management–Activity Cost drivers–Activity based Costing vs traditional costing. Customer account profitability analysis–Meaning and need for CAP analysis–Managing Customer Profitability Managing Relationships–Customer Costs in Service Companies.

Unit – V: Strategic decisions for Product life cycle, Activity Based Costing and Competitor analysis:

Product life cycle costing–PLC assessment–Cost assessment–Pricing and evaluation criteria for products at different stages of PLC. Competitor accounting–Concept and Importance–Sources of Competitor information–Competitive pricing and bidding. Target Costing and Cost analysis for Pricing decisions.

References:

1. Hansen & Mowen, "Management Accounting", 2009, 7th ed. Cengage Learning, New Delhi.
2. Bamber, Braun & Harrison, "Managerial Accounting", 2009, Pearson Ed, New Delhi.
3. Ronald.W.Hilton, G.Ramesh & M.Jayadev, "Managerial Accounting", 2008, Tata McGraw-Hill.
4. Ward. K, "Strategic Management Accounting", 2010, Butterworth Heinemann, New Delhi.
5. Edward J. Blocher, Kung H. Chen, Gary Cokins and Thomas W. Lin, "Cost Management-A strategic Emphasis", 2006, Tata McGraw Hill.
6. "Management Control System", Anthony & Deardon,
7. Asish K. Bhattacharya, "Cost Accounting for Business Managers, Elsevier", 2009, New Delhi.
8. Garrison, Noreen and Brewer, "Managerial Accounting", 2009, Tata McGraw Hill.

9. S.C. Vaidya, Suveera Gill, "Cost Management–A Strategic Approach", 2009, Macmillan India.
10. Sudhindra Bhat, "Management Accounting", 2009, Excel Books, New Delhi.
11. Paresh Shah, "Management Accounting", 2010, Oxford University Press, Publications
12. M. C. Shukla, T.S. Grewal and M.P. Gupta, "Cost Accounting – Test and Problems", 2010, S. Chand.
13. Atkinson. A.A., Kaplan. R.S., and Young S.M., G. Arun Kumar, "Management Accounting", 2009, IV edition, Pearson/ Prentice Hall of India.
14. Khan M.Y. and Jain. P.K., "Management Accounting – Text, Problems and cases", 2007, 4th edition, Tata McGraw Hill, New Delhi.
15. M.A. Sahaf, "Management Accounting – Principles and Practice", 2009, Vikas, New Delhi.
16. James Jiambalvo, "Managerial Accounting", 2004, John Wiley & Sons, Inc.
17. Colin Daury, "Management and Cost Accounting", 2009, Cengage Learning, New Delhi



BBA/MBA 5 year Integrated Course IV Year - VII Semester  
Paper – 7.5: Business Process Reengineering

Unit – I: Introduction to BPR

Reengineering and its relationship with functional areas of business. History of reengineering, suggested reengineering framework. Deterministic machines, complex dynamic system, interacting feedback loops and social constructs perspectives of BPR.

Unit – II: Managing Process Flows

Business Process and Flows - Through put rate, work-in-process, Cycle Time, Little's Law. Cycle Time and Capacity Analysis – Cycle Time Analysis, Capacity Analysis. Managing Cycle Time and Capacity – Cycle Time Reduction, Theory of Constraints.

Unit – III: Implementation Process

Redesign of business processes – systematic or clean sheet, main and supporting processes, rationale of BPR, key enablers of BPR, technology for BPR, critical success factors, cross functional teams, mentoring, facilitating, models and methodologies of BPR, tools and techniques of BPR.

Unit – IV: Making effective BPR

Virtual ingredient – people, top management's involvement, involvement of consultants, empowerment and autonomy, the IT 'black hole', using process Simulation to minimize the risk – Business Process Map and Simulation Model, Parameter Analysis, Simulation and Key performance Indicators.

Unit – V: ERP and BPR

ERP in Modeling Business Processes, Work flow Management systems in BPR, steps of BPR, Description of the case company, Business Case, Five-stage Model of AS-IS / TO-BE Analysis, Managing Implementation. Business process management, process centric organizations, business process maturity model, business process performance measurement.

References:

1. Laguna "Business Process Modeling, Simulation and Design", 2005, Pearson.
2. Chan Meng Khoong, "Reengineering in action", 1st edition, 2009, Cambridge.
3. Charles Poirier "Business Process Management Applied", 2005, Cengage.
4. Martyn A. Ould "Business Process Management", 2010, BCS Viva Books.
5. Tony Carter, "The Aftermath of Reengineering", 2007, Viva Books.
6. Dey "Business Process Reengineering", 2006, Wiley.
7. K. Sridhra Bhat, "Business Process Reengineering", 2007, HPH.
8. Saxena K.B.C., "Business Process Outsourcing", 2007, Excel.
9. Mahadeo Jaiswal, "Enterprise Resource Planning", 2005, Mac Millan.
10. MS.Jayaraman, et.al; "Business Process Reengineering", 1994, TMH.
11. Varun Grover, M. Lynne Markus, "Business Process Transformation", 2010, PHI.
12. Daniel minoli, "Business Process Reengineering", 2010, Routledge.

Unit-I: TQM- History and Evolution:

Connotations of Quality, Quality Dimensions – Product and Service. The concept of TQM, Evolution of TQM – Inspection, SQC, QA and TQM. Conventional quality management versus TQM. Customer supplier focus in TQM. Benefits and Costs of TQM. Historical perspectives of TQM. Quality System Awards and Guidelines – ISO, Malcolm Baldrige National Quality Award (MBNQA), European Foundation for Quality Management (EFQM).

Unit – II:

Tools of TQM:

Measurement Tools: Check Sheets, Histograms, Run Charts, Scatter Diagrams, Cause and Effect Diagrams, Pareto's Chart, Process Capability Measurement. Analytical Tools: Process Mapping, Regression Analysis, Resource Utilization and Customer Service Analysis, The Five Why's, Overall Equipment Effectiveness. Improvement Tools and techniques: Kaizen, JIT, Quality Circles, Forced field Analysis, Five S's. Control Tools: Gantt Chart, Network Diagram, Radar Chart, The PDCA cycle, Milestone Tracker Diagram and Earned Value Management.

Unit – III:

Quantitative techniques: Failure Mode Effect Analysis (FMEA), Statistical Process Control (SPC), Quality Function Deployment (QFD), Design of Experiments (DOE), Quality by Design and Monte Carlo Technique (MCT).

Qualitative techniques: Benchmarking, The Balanced Scorecard, Sales and Operations Planning, Kanban and Activity Based Costing (ABC). Taguchi methods: Quality loss function, Orthogonal arrays, Signal-to-Noise ratio: Nominal- the- best, Target-the-best, Smallerthe-best, Larger-the-best. Parameter design, Tolerance design.

Unit – IV:

Six Sigma:

The concept of Six Sigma, Objectives of Six Sigma, The frame-work of Six Sigma programme, Six Sigma Organization: roles and responsibilities, Six Sigma problem solving approach: The DMAIC model, Six Sigma Metrics: Cost of poor quality, Defects per million opportunities and First pass yield. Benefits and costs of Six Sigma.

Unit –V:

TQM in the Service Sectors: Implementation of TQM in service organization: Framework for improving service quality, Model to measure service quality programs. TQM in Health-care services, Hotels and financial services – Banks, Investment Company and Mutual Funds.

References:

1. John L. W. Beckford, "Quality: A Critical Introduction", 3rd Ed. Routledge – Taylor and Frances Group, New York and London.
2. Dale H. Besterfield, Carol Besterfield - Michna, Glen H Besterfield and Mary Besterfield-sacre, "Total Quality Management", 2006, 3rd Ed. PHI.
3. Ron Basu, "Implementing Quality: A Practical Guide to Tools and Techniques", 2006, THOMPSON.
4. Greg Brue, "Six Sigma for Managers", 2002, TMH.
5. R. P. Mohanty & R. R. Lakhe, "TQM in the Service Sector", Jaico Books.
6. Kanishka Bedi, "Quality Management", Oxford University Press.
7. Howard S Gitlow, Alan J Oppenheim, Rosa Oppenheim and David M Levine, "Quality Management", Tata McGraw-Hill, 3rd Ed.
8. Sunil Sharma, "Total Engineering Quality Management", 2003, Macmillan India Ltd.
9. Poornima M Charantimath, "Total Quality Management", 2003, Pearson.
10. Mukherjee, P N, "Total Quality Management", 2007, PHI.
11. "The Six Sigma Instructor Guide", Green belt Training made easy, 2008, 2nd Ed. Macmillan
12. Kanji K. Gopal & Asher Mike, "100 methods for TQM", Response.

BBA/MBA 5 year Integrated Course IV Year - VIII Semester  
Paper – 8.2: Logistics Management

Unit – I:

Logistics Management, Inbound, Internal and Outbound Logistics in SCM, Developing the Logistics organization for effective Supply Chain Management, development of integrated logistics strategy, Logistics in Maximizing profitability and cash flow, 3PL, 4PL, International Logistics, Reverse Logistics.

Unit – II:

Sourcing of material, Global sourcing—issues and Problems. e-Procurement, Group Purchasing, Reverse Auctions, Creating and managing Supplier Relations, Supplier Partnerships, Multi-tier Supplier partnerships.

Unit – III:

Inventory Management in Supply chain-Role and importance of inventory in SC, Inventory policies, inventory as an element of customer service, JIT, VMI, Outsourcing, Factors influencing the decision making process of outsourcer.

Unit – IV:

Transportation in SC, Transportation formats, Modes of Transportation, factors affecting transportation performance, Factors influencing the selection of transporter, modes of transport, Fleet Management, multi model transport, Containerization, Vehicle Scheduling and routing, Milk run and cross docking.

Unit – V:

Warehousing- types of warehouses, warehousing operations, Warehouse automation, Warehouse management systems. Third party and value added warehousing, Role and importance of Handling systems, Selection of Handling systems.

Pricing, Revenue Management and role of IT in SCM.

Role and importance and selection of Handling systems in SC integration.

References:

1. Leenders, Michiel R and others, "Purchasing and Supply Chain Management", 2010, TMH.
2. Coyle, J.J., Bardi E.J. Etc., "A Logistics Approach to Supply Chain Management", 2009 Cengage, 1st Ed.
3. Power Mark J & others, "The Outsourcing Hand book How to implement a successful outsourcing process", 2007, Kogan page, 1st Ed.

UNIT – I:

Introduction , Definitions, Role and importance , Technology developments, implications of Technology Management, Technology change, TLC, Diffusion and Growth of Technologies-Technological Transformation alternatives, Technology Policy and Planning, Technology development-Options & Strategies, Socio-Economic planning, production functions & Technological Change, Macro effects of Technology change.

UNIT – II:

Technology Development and Acquisition - Forecasting and Technology Innovation chain, Role of Technology Forecasting approaches and methodologies; Technology Strategy, Generation, and Development.

UNIT – III:

Technology Transfer - Models, Modes, Technology search strategy, Dimensions of Technology Transfer, Features & Routes of Technology Transfer, Technology absorption capabilities, Pricing of Technology Transfer agreements, Code of conduct for Technology transfer , Government initiative, Technology transfer and absorption process at unit level.

UNIT – IV:

Technology absorption and diffusion - Technology - package and Technology dependence, concepts, constraints of Technology absorption, Technology import in India, Government initiatives, Benefits of Technology absorption. Technology Assessment (TA) Organization and Management of Technology Assessment, Technology Evaluation. Diffusion - Major diffusion activities, Diffusion Strategy.

UNIT – V:

Technology Environment - Science & Technology in India, R &D, Technology Missions, Trade Policy Missions, Trade Policy, Education, and other policies, Linkages. Technology Support Systems: Financing - Venture Capital, Technology up-gradation, Technology Information Systems (TIS) , Technology Strategy for a firm, Technology Gaps and needs, Evaluation of Technology option and Routes, R&D Resource Management.

Suggested Readings:

1. Sharif Nawaz: Management of Technology Transfer & Development, APCFT, Bangalore, 1983.
2. Rohtagi P K, Rohtagi K and Bowonder B: Technological Forecasting, Tata McGraw Hill, New Delhi.
3. Betz Fredrick: Managing Technology, Prentice Hall, New Jersey.
4. Gaynor: Handbook of Technology Management, McGraw Hill.
5. Tarek Khalil: Management of Technology, McGraw Hill International, 2000.

Unit – I: Introduction to Risk Management:

The concept of Risk, Nature, Need and scope of risk. Source, measurement, identification and evaluation of Risk. Types of risk–Product market risk and capital market risk. Possible Risk events, Risk Indicators, Risk Management Process–pre-requisites and fundamentals. Misconceptions of Risk. An integrated approach to Corporate Risk Management. Risk management approaches and methods. A comprehensive view of Risk in Financial Institutions. Risk reporting process–internal and external.

Unit – II: Measurement and Management of Risk:

Value at risk (VaR): The concept, computation, stresses testing, back testing.

Cash flow at risk (CaR): VaR and CaR to make investment decisions.

Managing risk when risk is measured by VaR or CaR

Non-Insurance methods of Risk Management-Risk Avoidance, Loss Control, Risk Retention and Risk Transfer.

Asset-Liability Management (ALM): evolution & concept, RBI guidelines.

Capital Adequacy. Management of interest rate risk, liquidity risk, credit risk and exchange rate risk.

Unit – III: Techniques and Tools of Risk Management: Forward contracts and Futures contracts:

The concept of Derivatives and types of Derivatives. The role of Derivative securities to manage risk and to exploit opportunities to enhance returns. Individuals, speculators, hedgers, arbitrageurs and other participants in Derivatives Market.

Forward contracts: Definition, features and pay-off profile of Forward contract. Valuation of forward contracts. Forward Contracts to manage Commodity price risk, Interest rate risk and exchange rate risk. Limitations of Forward contract.

Futures contracts: Definition. Clearing house, margin requirements, marking to the market. Basis and convergence of future price to spot price. Valuation of Futures contract. Differences between forward contracts and futures contracts. Risk management with Futures contracts–the hedge ratio and the portfolio approach to a risk–minimizing hedge.

Unit – IV: Techniques and Tools of Risk Management: SWAPS

Definition, types of swaps. Interest rate swaps, Currency swaps.

Interest rate Swaps: Mechanics of Interest rate swaps .Using Interest rate Swaps to lower borrowing costs, hedge against risk of rising and falling interest rates. Valuation of interest rate Swaps. Pricing of Interest rate swaps at origination and valuing of Interest rate swaps after origination.

Currency Swaps: Types of Currency Swaps. Valuation of currency swaps. Using Currency Swaps to lower borrowing costs in foreign country, to hedge against risk of a decline in Revenue, to hedge against risk of an increase in Cost, to hedge against risk of a decline in the value of an asset, to hedge against risk of a rise in the value of a liability. Pricing of currency swap at origination and valuing of currency swap after origination.

Unit – V: Techniques and Tools of Risk Management: Options

Definition of an option. Types of options: call option, put option, American option and European option. Options in the money, at the money and out of the money. Option premium, intrinsic value and time value of options. Pricing of call and put options at expiration and before expiration. Options on stock indices and currencies.

The Binominal option pricing model (BOPM): assumptions - single and two period models. The Black & Scholes option pricing model (BSOPM): assumptions.

References:

1. Dun and Bradstreet, "Financial Risk Management", 2007, TMH, Delhi.
2. Paul Hopkins, Kogan Page, "Fundamentals of Risk Management", 2010, Institute of Risk Management.
3. Ravi Kumar, "Asset Liability Management", Vision Books Pvt. Ltd.
4. David. A. Dufsky & Thomas. W. Miller, Jr., "Derivatives Valuation and Risk Management", 2003, Oxford University Press.
5. Jean-Philippe Bouchaud and Mark Potters, "Theory of Financial Risk and Derivative Pricing", 2009, 2nd Ed. Cambridge press
6. John C. Hull & Sankarshan Basu, "Options, Futures and Other Derivatives", 7th Ed, Pearson Education.
7. Taxmann, "Theory and Practice of Treasury and Risk Management in Banks", Indian Institute of Banking and Finance, March 2006.
8. Peter S. Rose & Sylvia C. Hudgins, "Bank Management & Financial Services", 7th Ed, Tata McGraw-Hill
9. Rene. M. Stulz, "Risk Management & Derivatives", 2003, Thomson Southwestern.
10. Jayanth Rama Varma, "Derivatives and Risk Management", TMH.
11. Don M.Chance & Robert Brooks, "Derivatives and Risk Management Basics", 2008, Indian Edition, Cengage Learning
12. M. A. H. Dempster, "Risk Management: Value at Risk and Beyond", 2002, Cambridge press.

BBA/MBA 5 year Integrated Course IV Year – VIII Semester  
Paper –8.4 (M): Product Management

Unit - I: Product Decisions:

Product, Policy, objectives, Product Mix, Product line, Packaging, Product Modification and Deletion.

Brand management: Branding, Brand positioning, repositioning strategies and Brand Loyalty, Brand Equity, Brand management practices.

Unit - II: Product Market Evolution:

Strategy and Planning. New Product Development: Innovation and New Product Development (NPD), Theories of NPD, Models of NPD, Generic Product Development Process. New Product Introduction, Growth Strategies Intensive, Interactive, Diversification strategies. Product Portfolio analysis BCG, GE, Ad little. Shell International, Risk-return analysis.

Unit - III: Product Modification and New Product Introduction:

Idea generating device. Role of R & D. Product Maps, Market Maps and Joint Space Maps. Idea- Screening. Product Concept generation, concept selection, and Concept Testing, Product architecture, Design for manufacturing, Prototype Product.

Unit - IV: Market Segmentation:

Market Structure Analysis. Preference Segmentation. Perceptual mapping, Preference – choice models, Wind Robertson Market Model, BRANDAID model and Defender model, DESIGNR, and PREFMAPS–flow charts and concepts.

Business Analysis-Cost Behavior-learning curve analysis. Innovation diffusion and adoption process- Demand Analysis–First Purchase and repeat purchase, trial and repeat models.

Unit - V: Product Development and Testing :

Product Launching, Six guiding principles of product launching, Pre-testing, Test marketing, Marketing Mix allocations. Planning annual Budget and strategy. Organization for product Management.

References:

1. Ulrich K T, Anitha Goyal, "Product Design and Development", 2010, McGraw Hill.
2. Bently, Davis & Ginsbury, "Trade Markets and Brands", 2008, Cambridge University Press
3. Pessemier Edgar, "Product Management", 1982, John Wiley & Sons.
4. Richard Elliott, "Strategic Brand management", 2007, Oxford press.
5. Sridhar J Murthy and Gary L Lilien, "Marketing Models", 2006, PHI.
6. Helen Edwards, "Creating Passion brands", 2009, Kogan Page Publishers.
7. Chunnawala, "Compendium of Brand Management", 2008, HPH.
8. U C Mathur, "Product and Brand management", 2009, Excel Books New Delhi.
9. Wind Yoram, "Product Policy", 1982, Addison and Wesley.
10. Dr. Anandan, "Product Management", 2010, Tata McGraw Hill.
11. Kavin Keller, "Strategic Brand Management", 2008, Pearson Ed 3rd Edition.

BBA/MBA 5 year Integrated Course IV Year – VIII Semester  
Paper – 8.4 (HR): Organizational Development & Change Management

Unit – I: General Introduction to OD:

Overview of the field of OD-Definitions of OD-A short history of OD and its evolution-Growth and relevance of OD-Characteristics of OD-Values, assumptions, and beliefs in OD. Foundations of OD: Models and Theories of Planned Change-(a) Lewin's Change Model (b) Burke-Litwin Model (c) General Model of Planned Change-Systems theory-Participation and Empowerment-Teams and Team work-Parallel learning structures-A 'normative-reductive' strategy of changing-Applied behavioral Science-Action Research as a process and as an approach.

Unit - II: Managing the OD Process:

Diagnosis - The six-box Model-The action component-OD interventions and their nature-An overview of classification of OD interventions-Planning choosing, and implementing of an intervention strategy-Evaluating and institutionalizing OD interventions-The program management component-Conditions for optimal success of OD-Issues in Consultant-Client Relationship.

Unit – III: Human Process Interventions:

Human Process approaches: T-Groups-Process-consultation-Third party intervention-Team interventions-Techniques and exercises used in Team interventions: Role Analysis Technique-Role Negotiation Technique-Responsibility Charting-Force Field Analysis-Broad Team Building interventions.

Organizational process approaches: Organization Confrontation-Inter-group Relations interventions-Grid OD.

Unit –IV: Strategic change process:

Hopson's change curve-Virginia Satir Change Model-Noer's redundancy intervention model-Change path Diagnostics-Reactive and Proactive change path-Nabisco's renewal path Diagnostic models for Organizational Change-Methods for dealing with resistance to change-Enablers and Barriers to change-Model of cognitive, effective, and behavioral responses to change-Five stages of planned Change. Beckhard's change formula-Buchanon and Mc Calman's model of perpetual transition management-Types of individual, group and organizational change. Organizational Change matrix.

Unit – V: Methods and Models for Change Management:

Warfield 6-3-5 method-Rosemary Stewart's model-Tony Buzan's mind maps-Edward de Bono's six thinking hats-Johari window-Nadler and Tushman's congruence model-Scenario analysis-powerinterest matrix-Kotter's 8-step change model-Pendlebury, Nadler, Kanter and Taffinder's planned change models. Dunphy Contingency Model of Change.

References:

1. Wendell French, Cicil, H. Bell, Jr, Veena Vohra, "Organization Development", 2006, Pearson Education.
2. Reider Dale, "Organization & Development — Strategies, Structures, and Process", 2006, Sage Publications, New Delhi.
3. S. Ramanarayan, T.V. Rao, Kuldeep Singh, "Organization Development-Intervention and Strategies", 2006, Response Books.
4. Gary Yukl, "Leadership in organizations", 2006, Pearson.
5. Kavitha Singh, "Organization Change & Development", 2005, Excel Books.
6. N. Sengupta, "Managing change in organizations", 2006, PHI.



BBA/MBA 5 year Integrated Course IV Year - VIII Semester  
Paper – 8.5 (F): Insurance Management

Unit – I:

Introduction: The concepts of Peril, hazard, risk and uncertainty. Classifications of risk: Pure and Speculative risks, Static and Dynamic risks, Fundamental and Particular risks, Financial and Non – Financial risks. Definition of Risk Management. Risk Management tools. Risk Management process. Risk sharing, Risk transfer and Risk reduction through Pooling. Definition of Insurance. Characteristics of Insurance. Requirement of Insurable risks. Benefits and costs of insurance to society. Basic components of an Insurance contract. Definition of Insured. Endorsements, Riders, Deductibles, co-insurance and other provisions.

Unit – II:

Characteristics, Functions and Regulation of Insurance:

Essentials of Insurance Contracts: Offer, Acceptance, Competence, Consideration, Legal and Free of Coercion.

Principles of Insurance Contracts: Principles of Indemnity, Subrogation, Outmost good faith, Contribution, Insurable Interest and Proximate cause.

Distinct Legal Characteristics of Insurance Contracts: Aleatory Contract, Conditional Contract, Contract of Adhesion and Personal Contract.

Functions of Insurance: Rate Making, Production, Underwriting, Loss adjustment, Investment, Legal, Accounting and Engineering.

Regulation: Rationale for regulation of Insurance Industry. Goals of Insurance Regulation. Regulation of solvency, Market and rates.

IRDA: Objectives, rules and regulations relating to Licensing, Solvency, Investment, Accounting, New products, Advertisements, code of Conduct, Protection of Policy holders and Social obligations. Functions, Responsibilities and ethics of Agents and Brokers.

Unit – III:

Life Insurance and Annuities: Characteristics of Life Insurance Advantages of Life Insurance Factors determining Life Insurance needs. Methods of determining Life Insurance coverage: HLV, Needs and capital retention approaches. A through view of various Life Insurance policies. Factors determining the cost of Life Insurance. Methods to determine the cost of Life Insurance: Traditional net cost and Interest adjusted cost methods. Factors to Consider while buying Life Insurance

Annuities: Differences between Life Insurance and Annuity. Annuity payout options. Classification of Annuities. Selecting the right Annuity. Merits and Demerits of Annuity. An overview of IRA.

Unit – IV:

Medical Insurance: Medical Expenses. Types of Health Insurance and types of coverage. Personal Accident or Disability, Income Insurance. Group personal accident policy. Medclaim Policy, Group Medclaim policy and overseas medclaim policy. Role and responsibilities of third party administrations.

Employee benefits and retirement plans.

Business Risk Insurance: Business Assets and liabilities Insurance. Key person Insurance

Re-Insurance: Insurance for Insurers.

## Unit – V:

### Property and Liability Insurance:

#### Property Insurance:

Home Owners Insurance: Basic Coverages, Building and content coverages.

Motor Vehicle Insurance: Various coverages, basis of sum insured, Methods of Calculating compensation and claim settlement procedures.

Machinery, Transportation, Crime, Commercial automobile Insurance and credit Insurance.

#### Liability Insurance:

Comprehensive Personal Liability, Professional liability and umbrella liability Insurance.

Commercial liability Insurance; workers compensation and employee liability insurance.

### References:

1. Emmet. J. Vaughan and Therese Vaughan, "Fundamentals of Risk and Insurance", Ninth Edition, Wiley India.
2. Jatinder Loomba, "Risk Management and Insurance Planning", PHI Learning Pvt. Ltd., 2014.
3. George E. Rejda, "Principles of Risk Management and Insurance", 9<sup>th</sup> Edition, Pearson.
4. Harold D. Skipper and W. Jean Kwon, "Risk Management and Insurance Perspectives in Global Economy ", Black well Publishing, Wiley India.
5. James S. Trieschmann, Robert E. Hoyt and David. W. Sommer, "Risk Management and Insurance", Cengage Learning, 12<sup>th</sup> Edition.
6. Mark S. Dorfman, "Introduction to Risk Management and Insurance" 8<sup>th</sup> Edition, PHI Pvt. Ltd.
7. H. Narayanan, "Indian Insurance", Jaico Publishing House.
8. S. Arunajatesan & T.R. Viswanathan, "Risk Management and Insurance", Macmillan Publishers India Ltd.

BBA/MBA 5 year Integrated Course IV Year - VIII Semester  
Paper – 8.5 (HR): Leadership Management

Unit - I: Introduction:

Concept of Leadership – Meaning – Definitions – Need, Purpose, and Importance of Leadership – Management vs. Leadership – Leadership as Partnership – The impact of Leadership on Organizational Performance.

Unit – II: Leadership Effectiveness:

Leadership Characteristics – Leadership Roles – Leadership Motives – Leadership Functions – Leadership as a Process – Complexities of Leadership – Measures of success and failure – Effective leadership behaviors and attitudes.

Unit – III: Leadership Styles:

The most popular Leadership Styles – Continuum of Leadership Behavior – Leadership Grid Theory – Entrepreneurial Leadership – Super Leadership – Transactional vs. Transformational Leadership – Ethical Leadership.

Unit – IV: Leadership Theories:

Trait Theory – Situational influences on effective leadership behavior – Fiedler's Contingency Theory of Leadership Effectiveness – The Path-Goal Theory of Leadership Effectiveness – Life-Cycle Theory – The Hersey-Blanchard Situational Leadership Model – Vroom-Yetton Model.

Unit – V: Leadership Development, Succession, and the Future:

Development through Self-awareness and Self-discipline – Development through Education, Experience, and Mentoring – Leadership Development Programs – Evaluation of Leadership Development Efforts – Leadership Succession – Empowerment as a Leadership Challenge – Leadership and influence tactics from an Ethical Perspective.

References:

1. Organizations: Theory and Behavior by Herbert G. Hicks and C. Ray Gullett, McGraw-Hill International Editions
2. Leadership: Research Findings, Practice, and Skills by Andrew J. DuBrin, Houghton Mifflin Company, 3<sup>rd</sup> Edition.
3. Organizational Behaviour by Jit S. Chandan, Vikas Publishing House Pvt. Ltd. 3<sup>rd</sup>

Unit – I:

Contemporary Dimensions of Consumer Behavior:

CB research process. Concepts and theories of motivation and personality and their Marketing implications. The concept of perception and its impact on Marketing Strategies.

Unit – II:

Learning principles and their marketing implications:

Concepts of conditioning, important aspects of information processing theory; encoding and information Retention, Retrieval of information, Split-brain Theory.

Unit – III:

Social and cultural settings:

Culture, Sub-culture and Cross culture and Cross cultural marketing practices. Family Life Cycle-1, 2, 3 and reference groups – Personality, Life Style Influences.

Unit – IV:

Consumer decision making:

Information Search, evaluation of alternatives. Steps between evaluation of alternatives and purchase decision. Post-purchase behavior, Customer action and disposal of products.

Unit – V:

Models of Consumer Behavior:

Modeling Behavior Traditional Models, Contemporary Models. Generic Model of Consumer Behavior, Howard Sheth Model, Engel, Blackwell and Rao –Lilien model. Consumerism

References:

1. Black-well, R. Miniard PW and Engel, "Consumer Behavior", 2005, Thomson Learning.
2. Loudon and Della Bitta, "Consumer Behavior", 2004, TMH.
3. Schiffman and Kannik, "Consumer Behavior", 2004, Pearson Education / PHI.
4. Gary Lilien, "Marketing Models", 2000, PHI.
5. Suja R. Nair, "Consumer Behaviour in Indian perspective", 2010, HPH.
6. Sheth and Mittal, "Consumer Behavior", 2004, Thomson Learning.
7. Deon, "Buyer Behavior", 2005, Oxford University Press.
8. Stish Batra, "Consumer Behavior", 2009, Excel Books New Delhi.

Unit - I: International Imperative:

An overview–International Business: A global perspective–Emergence of Globalization–Drivers of Globalization–Internationalization Process–Stages in International Business–Approaches to International Business; The World of International Business: Regional and Global Strategy–The Multinational Enterprise–Triad and International Business–International Trade Theories;

Environment of International Business-Cultural Environment and Political Environment.

Unit - II: International Business & National Regulation:

Rationale for Government Intervention–Forms of Trade Regulation at National Level-Tariff and Non- Tariff Barriers. Regional Economic Integration: Levels of Economic Integration–Benefits & Costs of Economic Integration-Major Trading Blocks: EU, NAFTA, ASEAN and SAARC. Multilateral Regulation of Trade and Investment-Basic Principles of Multilateral Trade Negotiations–GATT and its early Rounds–World Trade Organization–Structure and functions–TRIPs & TRIMs-WTO & India–UNCTAD.

Unit – III: International Business and Entry Strategies:

Global Market Entry Strategies–Exporting, Licensing, Franchising, Contract Manufacturing, Assembly and Integrated Local manufacturing. Global Ownership Strategies: Strategic Alliance– Types of Strategic Alliances–Selection of Strategic Alliance Partner, managing and sustaining Strategic Alliance–Cost and Benefit Analysis of Entry Strategies: Entry Analysis and Entry strategy configuration.

Unit – IV: International E-Business:

Conceptual Framework of E-business–Prerequisites for Effective E-business Transactions–E-enabled Business Process Transformation and Challenges–E-business Technology and Environment–E-Business Applications–E- Business Models–Alternative E-business Strategies–Global E- Marketing – Electronic Processing of International Trade Documents – Policy Framework for Global E-business

Unit - V: Managing International Business:

Strategy and Global Organization -Global Strategic Planning–Going Global and Implementing Strategies–Intercultural Communications–Intercultural Human Resources Management in Global Context.

References:

1. Charles W.K Hill, and Arun K. K. Jain, "International Business, - Competing in the Global Market Place", 2010, 6th Ed. Tata McGraw Hill. S. Tamer Cavusgil, Gary Knight, John R. Riesenberger, 2010, Pearson Ed.
2. Michael R. Czinkota, LLkk. A. Ronkainen and Michael H. Moffett, "International Business", 2009, 7th Ed, Cengage Learning, New Delhi.
3. Alain Verbeke, "International Business Strategies" 1st edition, 2009, Cambridge
4. Rakesh Mohan Josh, "International Business", 2009, Oxford University Press.
5. David H. Holt and Karen W. Wigginton, "International Management", 2007, Thomson.
6. Jeanett and Hennessey, "Global Marketing Strategies", 2005, Jaico, New Delhi.
7. Subba Rao, 2007, "International Business", 2010, Himalaya Publications, New Delhi.
8. Bholanath Dutta, "International Business Management", 2010, Text & Cases, Excel, New Delhi.
9. John D. Daniels & Lee H. Radebaugh, "International Business", 2006, Pearson Education.
10. Hodgetts, Luthans and Doh, "International Management Culture, Strategy and Behaviour", 2006, Tata McGraw-Hills, New Delhi.
11. Anan t. K. Sundaram and J. Stewart Black, "The International Business Environment", 2009, Test and Cases, PHI Learning, New Delhi.
12. Pradip Kumar Sinha and Sanchari Sinha, "International, Business Management", 2008, Excel, New Delhi.
13. Mike W. Peng, "International Business", 2008, Cengage Learning, New Delhi.
14. Aswathappa, K, "International Business", 2010, Tata McGraw Hill, New Delhi.

BBA/MBA 5 year Integrated Course V Year – IX Semester  
Paper – 9.2: Hospitality Management

Unit – I: Introduction to Hospitality Industry

The Hospitality industry – Origin and Growth - Tourism Industry – Importance of Tourism – Industries related to tourism industry – Employment opportunities in Hospitality.

Unit – II: Hospitality and its related sectors

Theme parks – Conventions – Cruising – Special events – Recreation and leisure - Tourism and hospitality in contemporary world – Gaming and Casino operations world wide – present trends

Unit – III: Hotel Industry

Evolution of Hotel Department – Classification and types of Hotels – Front office management – Food and Beverage Management - House Keeping Management – Nutrition and food hygiene.

Unit – IV: Tourism Industry

Definition of Tourism – Features - Types of Tourists - Tourism Activities – Tourism infrastructure and its components – Tourism products in elements and Characteristics - Scope of tourism – relation of hospitality industry with tourism.

Unit –V: Travel and Transport

History growth and present status of travel agency – Travel formalities – Linkages and arrangements with hotes – airlines and transport agencies - transport system – different types of transport – technological impact on travel industry.

References:

1. Introduction to Management in the Hospitality industry – Clayton W Barrows.
2. Introduction to Hospitality Management by John R Walker – Pearson Publisher.
3. Introduction Hospitality Management, Concepts and Cases–Alan Clarke Wei Chian – Elsevier
4. Hospital Management an Introduction - Tim Knowles – Longman, 1998
5. Marketing for hospitality and Tourism – Philip Kotler, John T Bowen James C Makens

BBA/MBA 5 year Integrated Course V Year – IX Semester  
Paper – 9.3: Project Management

Unit – I:

Basic Concept, Concept of a project, categories of project, project development cycle. The concept of project management, tools & techniques of project management. Forms of project organizations.

Unit – II:

Project Formulation Project identification, Project formulation and preparation : Market and demand estimation, market survey, demand forecasting technical factors-Material inputs, technology, production, plant capacity, location and site, civil works, charts, layouts, work schedule, cost of project, means of financing, estimates of cost, financial projections.

Unit – III:

Process of Project Appraisal Technical ,Economic, Financial, Legal and Social appraisal of the Industrial Projects, Problems arising due to rate of discount, wage-rate, exchange rates, treatment of taxes, social cost-benefits, treatment of risk and uncertainty, sensitivity analysis and probability approach single as well as multiple projects.

Unit – IV:

Implementation, Monitoring and Control of Projects Project scheduling, network techniques for resource and cost budgeting and scheduling, project management teams and coordination. Monitoring and post implementation, evaluation of the project, project financing.

Unit – V:

Project completion and Evaluation: Integrated project management control system, managing transition from project to operation. Project completion and evaluation, project review, post project evaluation, current economic scenario in hospital and health care projects.

References:

1. Chandra Prasanna, "Project: Preparation, Appraisal, Budgeting and Implementation", TMH, 5th Ed.
2. Mohsin M., "Project Planning and Control", Vikas Publications.
3. Goyal BB, "Project Management: A Development Perspective", Deep & Deep.
4. Chaudhary, S, "Project Management", Tata Mc Grow Hill.
5. Young TL, "The Hand Book of Project Management", Kogan Page.
6. Meredith, J.R. and Mantel, S.J. "Project Management: A Managerial Approach" 5<sup>th</sup> Edition, Wiley.
7. Kerzner, H. "Project Management: A Systems Approach to Planning, Scheduling and Controlling", Wiley.
8. Narendra Singh, Project management and control- Himalaya publishing house.
9. Wayne Turk- Common Sense Project Management- New Age International Publishers
10. Vasant Desai – Project Management - Himalaya publishing house.
11. DileepKum,ar M.C, Amith Kumar J. Prabhu- Project Management – Kalyani Publishers.
12. David I. Cleland- Project Management, strategic Design and Implementation, McGraw-Hill international editions, second edition.
13. K. Nagarajan – Project Management- New Age International publishers.

Unit - I: International Financial System:

Evolution of international financial system—gold standard, Breton woods standard, floating exchange rate; currency board, sterilized and unsterilized intervention; international financial markets-Eurocurrency market, international bond market, international equity market, international money market; global financial institutions—IMF, Bank for International Settlements; international banking-euro bank, types of banking offices—correspondent bank, representative office, foreign branch, subsidiary bank, offshore bank; international financial instruments—euro CP, Eurobonds, foreign bonds, global bonds, euro equity, ADR, GDRs

Unit - II: Foreign Exchange Market and International Parity Relationships:

Participants in foreign exchange market, structure of foreign exchange market in India; quotes in spot market and forward market, triangular arbitrage; nominal effective exchange rate (NEER), real effective exchange rate (REER); currency derivatives—forwards, futures, forward rate agreement, options, swaps; Foreign Exchange Management Act ; BOP, BOP trends in India; current account convertibility, capital account convertibility, Tara pore Committee Report; Parity Conditions- Purchasing Power Parity, Interest Rate Parity, International Fisher Effect, Unbiased Forward Rate Theory. International debt crises and currency crises-Asian currency crisis, Greek debt crisis.

Unit - III: Multinational Corporate Decisions in Global Markets:

Foreign investment decision-Foreign direct investment (FDI)—motives, FDI theories-theory of comparative advantage, OLI paradigm of FDI in India, modes of foreign investment—licensing, management contracts, joint venture, Greenfield investment, acquisition, strategic alliance, evaluation of overseas investment proposal using APV; Financial goals of MNC, financial performance measurement, international cash management, multinational capital structure decision, cost of capital , international portfolio diversification- rationale, barriers, home country bias, project financing

Unit - IV: Risk Management in Multinational Corporations:

Types of risk-currency risk, transaction exposure, translation exposure, accounting standard for translation exposure in India, economic exposure and assessment; interest rate risk, country risk assessment—political risk, financial risk; risk management through hedging—natural hedges, hedges with currency derivatives—forward market hedge, options market hedge, money market hedge, hedging recurrent exposure through swaps, hedging contingent exposure, hedging through invoice currency

Unit - V: International Tax Environment:

Types of tax—income tax, withholding tax, value added tax, Tobin tax; taxation methods—worldwide approach, territorial approach; tax havens, offshore financial centres, reinvoicing centre; Tax treaties-Double taxation Avoidance agreement, multilateral tax treaties; foreign tax credit, tax neutrality tax equity, taxes and the location of foreign operations, tax implications of dividend remittance by overseas affiliate, taxes and organizational form—controlled foreign corporation; Taxation of foreign source income in India; Transfer pricing (TP) and tax planning— TP methods, TP rules in India

References:

1. Eun C.S., Resnick B.G., "International Financial Management", 2010, Tata McGraw Hill Education Pvt. Ltd., 4th Ed. Special Indian Edition.
2. Levi M., "International Finance", 2009, 5th Ed. Routledge, Taylor & Francis Group.
3. Shailaja G, "International Finance", 2010, 2nd Ed. Orient Black'swan.
4. Hendrik Van den Berg, "International Finance and Open Economy Macro Economics", 2009, 1st Ed. Cambridge.
5. Sharan V., "International Financial Management", 2009, 5th Ed. PHI, EEE.
6. Madura J., "International Financial Management", 2010, 4th Ed. Cengage Learning.
7. Apte P.G., "International Finance", 2008, 2nd Ed. McGraw Hill.
8. Macmillan, "Risk Management, 2006 Indian Institute of Banking & Finance.
9. Madhu Vij, "International Financial Management", 2010, 3rd Ed. Excel Books.



Unit – I:

Service Concepts: Scope of Services. Goods-Services continuum. 4 I's of Services Goods and Services Categorization. Industrial Services.

Unit – II:

Understanding Service Market: Consumer and Organizational behavior. Segmentation target Marketing and positioning. Customer expectations and perceptions of services.

Unit – III:

Service marketing Mix: Product, Pricing, Place, Promotion, People, Physical evidence and process. Service Quality- Dimensions of quality. Understanding Quality Management. Measuring service Quality.

Unit – IV:

Strategies for Marketing: Overview, strategies for dealing with intangibility, inventory, inconsistency and inseparability. Building customer Relationship through Segmentation and retention Strategies.

Unit – V:

Service Marketing Triangle: External Marketing, Internal Marketing, relationship Marketing and Interactive Marketing. Employee's role in service delivery.

References:

1. Gustafsson K & others, "Retailing Logistics & Fresh food Packaging Managing change in the supply chain", 2008, Kogan page, 1st Ed.
2. Zeithaml Valorie A. and Bitner Mary, "Services Marketing" TMH 2000.
3. Rampal M.K. and Gupta S.L, "Service Marketing, Concepts, application and cases", Galgotia Publishing Company, New Delhi, 2000.
4. Woodruffe Helen, "Services Marketing", Mac Millan, India, 1997.
5. Roland T. Rust, Anthony J. Zoharik and Timothy L Keiningham, "Service Marketing", Addison Wesley, 1999.
6. Payne, "The Essence of Services Marketing", PHI, 1999.

Unit - I:

Introduction to Strategic Compensation Management:

Concept of compensation-Exploring and defining the compensation context–System of compensating–compensation dimensions-concept of reward–Role of compensation in Organization- Non-financial compensation system–Concept of total reward system-New trends in compensation management–The 3-P compensation concept.

Unit – II:

Compensation and Employee Behaviour:

Bases For Traditional Pay System and Modern Pay System–Establishing Pay Plans–Aligning Compensation Strategy with HR Strategy and Business Strategy-Seniority and Longevity pay- Linking Merit Pay with Competitive Strategy-Incentive Pay-Person focus to Pay–Team Based Pay.

Unit – III:

Designing Compensation System:

Building internally consistent Compensation System-Creating Internal Equity through Job Analysis and Job Valuation-Building Market Competitive Compensation System-Compensation Surveys– Integrating Internal Job Structure with External Market Pay Rates-Building Pay Structures that Recognize Individual Contributions-Constructing a Pay Structure-Designing Pay for Knowledge Program.

Unit – IV:

Employee Benefits Management:

Components-Legally required Benefits–Benefits Administration–Employee Benefits and Employee Services–Funding Benefits through VEBA–Costing the Benefits–Components of Discretionary Core Fringe Compensation-Designing and Planning Benefit Program–Totally Integrated Employee Benefit Program.

Unit – V:

Contemporary Strategic Compensation Challenges:

International Compensation and Competitive Strategies-Executive Compensation Packages–Compensating Executives-Compensating the Flexible Workforce-Contingent Employees and Flexible Work Schedules–Compensation for Expatriates and Repatriates–Strategic Issues and Choices in Using Contingent and Flexible Workers.

References:

1. Handerson, "Compensation Management in a Knowledge Based World", 2007, Pearson Ed. 9th Ed.
2. Joseph J. Martocchio, "Strategic Compensation", 2006, Pearson Ed Richard I 3rd Ed.
3. Milkovich & Newman, "Compensation", 2005, Tata McGraw –Hill, New Delhi.
4. Dr. Kanchan Bhatia, "Compensation Management", 2009, Himalaya Publishing House.
5. Tapomoy Deb, "Compensation Management", 2009, Excel Books, New Delhi.
6. Dipak Kumar Bhattacharyya, "Compensation Management", 2009, Oxford University Press.

Unit – I: Investments:

Concept; Real vs. Financial assets; Investment decision process; Sources of investment information; Investment vs. Speculation; Factors to be considered in investment decision- Liquidity, Return, Risk, Maturity, Safety, Tax and Inflation. The concept and measurement of return-realized and expected return. Ex-ante and ex-post returns. The concept of risk. Sources and types of risk. Measurement of risk-Range, Standard Deviation and Co-Efficient of Variation. Risk-return trade-off. Risk premium and risk aversion. Approaches to investment analysis-Fundamental Analysis; Technical Analysis; Efficient Market Hypothesis, Behavioural Finance and heuristic driven biases.

Unit – II: Fixed Income Securities - Analysis, Valuation and Management:

Features and types of debt instruments, Bond indenture, factors affecting bond yield. Bond yield measurement-Current yield, holding period return, YTM, AYTM and YTC. Bond valuation: Capitalization of income method, Bond-price theorems, Valuation of compulsorily / optionally convertible bonds, Valuation of deep discount bonds. Bond duration, Macaulay's duration and modified Macaulay's duration. bond convexity, Considerations in managing a bond portfolio, term structure of interest rates, risk structure of interest rates. Managing Bond Portfolio: Bond immunization, active and passive bond portfolio management strategies.

Unit – III: Common Stocks - Analysis and Valuation:

Basic Features of Common Stock, Approaches to valuation-Balance sheet model, dividend capitalization models; earnings capitalization models; Price-Earnings multiplier approach and capital asset pricing model, Free Cash flow model, relative valuation using comparables-P/E,P/BV, P/S; Security Market Indexes, their uses; computational procedure of Sensex and Nifty.

Unit – IV: Portfolio Theory:

Concept of portfolio. Portfolio return and risk. Harry Markowitz's Portfolio theory, construction of minimum risk portfolio, the single-index model. Capital market theory: Introduction of risk-free asset, Capital Market Line, Separation theorem. Capital asset pricing model (CAPM): Security Market Line. Identifying over-priced and under-priced securities. Arbitrage pricing theory (APT): The Law of one price, two factor arbitrage pricing, Equilibrium risk-return relations. A synthesis of CAPM and APT.

Unit – V: Portfolio Evaluation:

Performance measures-Sharpe's reward to variability index, Treynor's reward to volatility index, Jensen's differential index, Fama's decomposition of returns. Mutual funds: genesis, features, types and schemes. NAVs, costs, loads and return of mutual funds, Problems and prospects in India, Regulation of mutual funds and investor's protection in India.

References:

1. Alexander. G.J, Sharpe. W.F and Bailey. J.V, "Fundamentals of Investments", PHI, 3rd Ed.
2. Zvi Bodie, Alex Kane, Marcus.A.J, Pitabas Mohanty, "Investments", TMH, 8th Ed.
3. Prasanna Chandra, "Investment Analysis and Portfolio Management", TMH, 3rd Ed.
4. Charles.P.Jones, "Investments: Analysis and Management", John Wiley & Sons, Inc. 9th Ed.
5. Francis. J.C. & Taylor, R.W., "Theory and Problems of Investments". Schaum's Outline Series, McGraw Hill.
6. Herbert. B. Mayo, "Investments: an Introduction", Thomson – South Western. 9th Ed.
7. Peter L. Bernstein and Aswath Damodaran, "Investment Management", Wiley Frontiers in Finance.

8. Dhanesh Khatri, "Security Analysis and Portfolio Management", 2010, Macmillan Publishers.
9. Sudhindra Bhat, "Security Analysis and Portfolio Management", 2009, Excel Books.
10. Preeti Singh, Investment Management, 2010, HPH, 17th Revised Edition.
11. Stephen A. Ross, Randolph Westerfield, and Jeffrey Jaffe, "Corporate Finance", TMH.
12. S. Chand "Investment Management: Security Analysis & Portfolio Management".
13. S. Kevin, "Analysis and Portfolio Management", PHI.
14. Punithavathy Pandian, "Security Analysis and Portfolio Management", Vikas Publishing House
15. Donald E. Fisher and Ronald J. Jordan: "Securities Analysis and Portfolio Management", Prentice Hall.
16. Graham & Dodd, "Security Analysis and Portfolio Management", McGraw Hill.
17. Jack Clark Francis, "Investment", TMH, New Delhi.

BBA/MBA 5 year Integrated Course V Year – IX Semester  
Paper – 9.5 (M): International Marketing

Unit – I:

International Marketing Scope and Significance of International Marketing, the strategic importance of international marketing, Differences between international and domestic marketing. Need for international trade, trends in foreign trade.

International market environment: International environment, International Social & culture Environment, the political legal environment and regulatory environment of international marketing. Technological Environment, Business Customs in International Market.

Unit – II:

Canalizing and targeting international market opportunities: regional market Characteristics, Marketing in transitional economies and third world countries, international market segmentation and targeting.

Unit – III:

International Market Entry Strategies: Indirect Exporting, Domestic Purchasing, Direct Exporting, Foreign Manufacturing Strategies Without Direct Investment, Foreign Manufacturing Strategies With Direct Investment. Entry Strategies of Indian Firms.

Unit – IV:

International product management: International product positioning, Product saturation Levels in global Market, International product life cycle, Geographic Expansion-Strategic Alternatives. New products in Intentional Marketing, Product and culture, brands in International Market.

International Marketing Channels: channels -Distribution Structures, Distribution Patterns, Factors effecting Choice of Channels, the Challenges in Managing An international Distribution Strategy Selecting Foreign Country Market intermediaries. The management of physical distribution of goods.

Unit – V:

Pricing and Promotion for international Markets: Environmental influences on Pricing Decisions, Grey Market goods, Transfer pricing, Global Pricing - Policy Alternatives. Global Advertising and brandy, selecting an advertising agency. Personal selling, Sales Promotion, Public Relations and Publicity, Sponsorship Promotion.

Export Marketing: Introduction to Export Marketing, Export Policy Decisions of a firm, EXIM policy of India. Export costing and pricing, Export procedures and export documentation. Export assistance and incentives in India.

References:

1. Philip R. Cateora, John L. Graham, International Marketing 11/e, Tata McGraw-Hill Co. Ltd., 2002.
2. Sak Onkvisit, John J. Shaw, International Marketing Analysis and Strategy, 3/e, Prentice-Hall of India Pvt. Ltd., 2000.
3. Isobel Doole and Robin Lowe, International Marketing Strategy, 2/e, Thomson Learning, 2003.
4. Subhash C. Jain, International Marketing, 6/e, South-Western, 2001.
5. Vern Terpstra, Ravi Sarathy, International Marketing, 8/e, Harcourt Asia Pvt. Ltd., 2001.
6. Keegan: Global marketing Management 7/e Pearson Education, Delhi, 2003.

Unit I-Introduction: Conceptual framework of training – approaches on training – difference between training and development - Training and applied psychology – principles of training - learning and skill acquisition – transfer and retention of skills – training practices in India – Practices in PSU – Practices in Pvt. Companies – Training and education for operative personnel skill training, National Apprenticeship Training – Worker’s education for operative personnel - Evaluation of the training centre.

Unit II- Training Needs Assessment (TNA) & Learning Types: Meaning and purpose of TNA, TNA at different levels, Approaches for TNA, output of TNA, methods used in TNA - Overview of Training Methodologies- Logic and Process of Learning; Principles of Learning; Individual differences in learning, learning process, learning curve, learning management system; Criteria for Method Selection; Skills of an Effective Trainer; Use of Audio-Visual Aids in training; Computer Aided Instructions- Distance Learning, Open Learning, E- Learning; Technologies Convergence and Multimedia Environment.

Unit III- Training Methods: Development Techniques for enhancing decision-making and interpersonal skills, Case-study, in basket exercise, special projects, multiple management Programme Learning, Action learning, Syndicate Work, Games, Action Maze, Role Play; Demonstration and Practice Monitoring; Coaching; Self Diagnostic Skills, Experience Learning, Discovery Learning, Brain Storming, Counselling, Position Rotation, Team Building, and Sensitivity Training - Gamification, team training and six sigma training; Training and development initiatives of some selected companies from private and public sectors and MNCs.

Unit IV-Designing Training and Development Programs: Training design, types of training (on the job and off-the job) and development programs(MDP/EDP) - competence based and role based training; orientation and socialization; diversity training, E-learning environment; Flexible learning modules; Self development; Training process outsourcing. Electronic Enabled Training Systems (EETS)

Unit V-Evaluation of Training and Development: Reasons for evaluating Training and development programs, Problems in evaluation; Evaluation planning and data collection, different evaluation frameworks, Problems of Measurement and Evaluation; Costing of training, measuring costs and benefits of training program, obtaining feedback of trainees; Methods of evaluating effectiveness of Training Efforts; Kirkpatrick Model of Training Effectiveness; Training issues resulting from the external environment and internal needs of the company.

Case Studies: Some cases of real business world to supplement learning from the course.

References:

1. Prior, John, Handbook of Training and Development, Jaico Publishing House, Bombay.
2. Trlove, Steve, Handbook of Training and Development, Blackwell Business.
3. Warren, M.W. Training for Results, Massachusetts, Addison-Wesley.
4. Craig, Robert L., Training and Development Handbook, McGraw Hill.
5. Garner, James, Training Interventions in Job Skill Development, Addison-Wesley.
6. Kenney, John; Donnelly, Eugene L. and Margaret A. Reid, Manpower Training and Development, London Institute of Personnel Management.
7. Noe, Raymond A., and Amitabh Deo Kodwani, Employee Training and Development, Tata McGraw Hill.
8. Blanchard, P. Nick, James W. Thacker and V. Anand Ram, Effective Training: Systems, Strategies, and Practices, Dorling Kindersley (India) Pvt. Ltd.
9. Rolf, P., and Udai Pareek, Training for Development, Sage Publications Pvt. Ltd.
10. Michalak, Donald, and Edwin G. Yager, Making the Training Process Work, Writers Club Press.
11. Jack J. Phillips, Hand book of Training Evaluation and Measurement Methods, Routledge.
12. Dayal, Ishwar, Management Training in Organisations, Prentice Hall.

BBA/MBA 5 year Integrated Course V Year – X Semester  
Paper – 10.1: Strategic Management

Unit – I:

Strategic Management, Definition, The Managerial Process of Crafting and Executing Strategy: Developing a strategic Vision, Mission Statement, Establishing objectives, Crafting & executing strategy. Concept of strategic Intent, A model of elements of Strategic Management: The Strategic Position–Strategic Choices-Strategy in action.

Unit – II:

Strategic Position: Evaluating a Company's external environment–Relevant components of External Environment–Creating the Environmentally aware Organization–The General Environment –Demographic Segment, Socio culture Segment, Political Segment, Technological, Economic Segment & Global Environment–The Competitive Environment-The Macro Environment–Key drivers of change–Porter's Diamond Model–Porter's Five Forces Model–Industry Analysis-Strategic group support unities, threats, Industry Competition, Sources of Competition-Competitor analysis, other internal environment–Strategic Capability-Evaluating a Company's Resources and Competitive Position–Value-Chain Analysis Resources, capabilities and core competencies–Cost Efficiency- Sustaining Competitive Advantage–Diagnosing strategic capability–Managing Strategic capability

Unit – III:

Strategy Formulation; Business–Level Strategy-Creating and Sustaining Completeive Advantages: Strategy and Competitive advantage–Strategic Choices–Bases of Competitive Advantage-Generic Strategies Sustaining Completeive advantage–Competitive Strategy in hypercompetitive conditions- Industry Life Cycle Stages: Strategic Implications: Tailoring strategy to fit specific industry and company situations-Strategies for competing in Emerging industries, Turbulent and high velocity markets, Maturing Industries, Stagnant industries, and Fragmented industries. Strategies for Industry leaders, Runner-up firms, weak and crisis ridden Business.

Unit – IV:

Strategy alternatives: Corporate Level and International Strategy: Creating Value through Diversification–Related Diversification-Vertical integration strategies, unrelated diversification, Unbundling and Outsourcing strategies, using offensive and defensive strategies. Outsourcing, Various activities for outsourcing, Benefits of outsourcing, growth and drivers of outsourcing, Supplementing the Chosen Competitive Strategy-Co-operative strategies, Product & Market Diversification-Merger and Acquisition strategies, Strategic Alliances.

Unit – V:

Strategic Implementation: Strategic Control and Corporate Governance–Responding Effectively to Environmental Change-Attaining Behavioral Control: Instilling a Corporate Culture that promotes Good Strategy Execution–Leading the Strategy Execution Process. Strategy & Leadership, Social Responsibility & Corporate Governance, Corporate Culture: Organizational Structure and Controls, Strategic Leadership, Strategic Entrepreneurship–Crafting a Social Responsibility Strategy, Corporate governance.

References:

1. Gerry Johnson, Kevan Scholes, Richard Whittington, "Exploring Corporate Strategy", 2009, Pearson Ed Ltd, United Kingdom, 2nd Ed.
2. Arthur A Thompson Jr, Strickland A.J., John E. Gamble and Arun K. Jain, "Crafting and Executing Strategy, - The Quest for Competitive Advantage - Concepts and Cases", Tata McGraw Hill Education Private Limited, New Delhi.
3. Michael Hitt, Ireland, Hoskission, "Strategic Management", 2010, Cengage Learning, New Delhi.
4. Loizos Heracleous, "Strategy and Organisation" 1st edition, 2009, Cambridge.
5. Subba Rao, P, "Business Policxy and Strategic Management (Text and Cases)", 2010, Himalaya Publishing House, Hyderabad.
6. V.S.P. Rao and V., Hari Krishna, "Strategic Management", 2010, Text and Cases, Excel Books, New Delhi.
7. U.C. Mathur, "Text Book of Strategic Management", 2005, Macmillan Publisher India Ltd, Hyderabad.
8. UPendra Kchru, "Strategic Management, Concepts and Cases", 2010, Excel Book,s New Delhi.

Paper – 10.2: Supply Chain Management

Unit - I:

Introduction to Supply Chain Management-Concept, Objectives and function of SCM, conceptual framework of SCM, supply chain strategy- collaboration, demand flow, Customer Service, Technology integration, Problems of complexity confronting SCs.

Unit - II:

Global Supply Chain Management, Reverse Supply Chain, Value chain and value delivery Systems for SCM, The role of Modeling, SCOR Model and optimization in SC,. Demand Planning, Forecasting, Aggregate planning, Managing Predictable Variability, Bullwhip effect.

Unit - III:

Strategic Issues in Supply Chains-Strategic Partnerships, Alliances and Collaborative advantage, Strategic relationships in-logistics, Handling systems, Equipment Warehousing, PPP environment, SC restructuring-issues, problems and benefits.

Bench marking - Issues and problems in Bench Marking, types of bench marking, methods of BM, Process of BM.

Unit - IV:

SC Network Design, Distribution network in SC, Channel design, factors influence design, options in distribution network, Role and importance of Distributors in SCM, SC integration- Internal and external, Role of Human Resources in SCM. Issues in Workforce Management and Relationship Management with suppliers and Customers and employees.

Unit - V:

Retail SCM- Problems and issues in Transportation, inventory, Packaging and Repackaging. Customer led business, Customer focus in SC, Complaint Handling, Developing customer service strategy, RFID, bar coding.

References:

1. Shah, J, "Supply Chain Management", 2009, 1st Ed. Pearson.
2. Crandall, Richard E & others, "Principles of Supply Chain Management", 2010, CRC Press.
3. Ling Li, "Supply Chain Management: Concepts, Techniques and Practices", 1st ed, 2009, Cambridge Mohanty, R.P and Deshmukh, S.G, "Essentials of Supply Chain Management", 2009, 1st Ed. Jaico,
4. Stadtler,H & Kilger, C, "Supply Chain Management and Advanced Planning concepts, Models, Software and Case Studies", 2002, Springer, 2nd Ed.
5. Chandrasekaran. N, "Supply Chain Management process, system and practice", 2010, Oxford, 1st Ed.
6. Altekhar, V. Rahul, "Supply Chain Management", 2005, PHI.
7. Stapenhrust, T, "The Benchmarking Book: A how-to-guide to best practice for Managers and Practitioners", 2009, Elsevier.
8. Kachru Upendra, "Exploring the Supply Chain Theory and Practice", 2009, Excel books.



