**TELANGANA UNIVERSITY**

**DICHPALLY, NIZAMABAD.**

**BACHELOR OF BUSINESS ADMINISTRATION**

**SYLLABUS OF**

**I TO VI SEMESTERS**

**(w.e.f. Academic Year 2016)**



**DEPARTMENT OF BUSINESS MANAGEMENT**

**TELANGANA UNIVERSITY**

**NIZAMABAD-503322**

**TELANGANA STATE**

**April - 2016**

**OBJECTIVES**

The Objectives of the course are as follows:

1. To educate and groom the students to get entry level managerial positions in manufacturing / services organizations and/or to start and run ventures successfully with good business knowledge.
2. To facilitate the development of students to take up growing challenges and implement environmentally viable, ethically correct and socially acceptable solutions.
3. To enable the students to get 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.

**COURSES OFFERED AND DURATION**

1. Bachelor of Business Administration (BBA) – 3 YEARS

**RULES AND REGULATIONS OF BBA PROGRAMME**

**1. ELIGIBILITY CONDITIONS:**

1. The aspiring students should have the following qualifications:

I. Should have passed Intermediate or equivalent examination with a minimum of 45% marks. (40% marks for BC/SC/ST/PH students).

II. Should qualify in the Entrance examination conducted by the Telangana University or any other University authorized by Telangana University.

**2. INTAKE:** --

**3. INSTRUCTION SCHEDULE:**

Instruction will be provided as per the workload indicated in the Structure, Rules and Regulations of BBA for all Theory, Practical and Project Work course requirements. The almanac will be as follows for all semesters.

Duration of instruction: 14 – 16 Weeks

Preparation Holidays: 7-10 Days

**4. RULES OF ATTENDANCE:**

Students must attend 75% of the total classes conducted for all the subjects 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.

**4. PROMOTION RULES:**

It may be noted that, the specified Promotion Rules and Regulations of Examination Branch in force for Under-Graduate courses of Telangana University will be applicable. The students shall abide by all the Rules and Regulations as amended from time to time by the University

**5. CANCELLATION OF ADMISSION**

The admission of a candidate admitted to the Course stands cancelled if:

He / She does not put in at least 40% of attendance in Semester-I.

Or

He / She puts in at least 40% of attendance in Semester -I, but failed to register for 1st Semester Examinations.

Or

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 in to the program.

**6. PROJECT WORK:**

The students should undertake the Project internship during the summer vacation (For 6 weeks of Duration) intervening between IV and V Semesters. Project Report Work should be carried out in the Third Year of the Programme. 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 consists 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. The Project Work should be undertaken under the supervision of the Faculty Member assigned for the purpose. The Project Report should be submitted to the University 30 days (one month) before the commencement of Third/Final Semester Examinations.

**7. AWARD OF GRADES FOR PROJECT REPORT AND VIVA VOCE:**

Project Report and Viva Voce will be evaluated and awarded grades as per the following percentages of Marks obtained.

Grade A - 70% and above Marks

Grade B - 60% and above but below 70% Marks.

Grade C - 50% and above but below 60% Marks.

Grade D - 40% and above but below 50% Marks.

Grade E (Fail) - Below 40% Marks (Fail)

**8. INSTRUCTIONAL WORK LOAD FOR THEORY, PRACTICAL COURSES AND MENTORING & PROJECT WORK:**

Each of the Theory Courses of the Programme shall have instructional workload as mentioned in the course structure in addition to mentoring and project work. The Instructional workload for each of the Practical and Lab Courses shall be 2 Periods of 60 Minutes duration per week.

**9. EVALUATION SYSTEM:**

1. All courses of the Programme will carry a Maximum of 100 Marks each.

2. Duration of the university examination for all the courses is three hours each.

3. All the courses will have 80% marks for university examination and 20% marks for internal examination.

4. In case of courses where practical/lab component is involved, of the total 100 marks, 60% marks are for university examination, 20% marks are for internal evaluation and 20% marks are for practical/lab examination.

5. A Student has to secure at least 40% marks in the University Exams to pass the papers.

6. The Guidelines, Rules and Regulations framed by the University in this regard will be applicable to the BBA Programme.

**10. CONDUCT OF EXAMINATIONS:** The specified rules and regulations of Examination Branch in force for Under-Graduate courses of Telangana University will be applicable. The students shall abide by all the Rules and Regulations as amended from time to time by the University

**11. ELECTIVES:**

This Programme offers Electives (Specialization) in III year. There are two Papers per semester in each Specialization area, i.e., 5th semester two, 6th semester two**.** Elective selected once cannot be changed for any reason.

**RULE 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 III Year.

**12. AWARD OF DEGREE AND DIVISION:**

Candidates will be awarded BBA Degree on successful completion of all Theory Courses, Practical Courses, Viva Voce and Project Report. The Division / Class will be awarded based on the following percentage of marks obtained by the candidate.

Distinction - 70% and above of aggregate marks.

1st Division - 60% and above but below 70% of aggregate marks.

2nd Division - 50% and above but below 60% of aggregate marks.

3rd (Pass) Division - 40% and above but below 50% of aggregate marks.

Candidates who have passed all the examinations in the first attempt along with the batch in which they were admitted are eligible for getting Distinction/ Rank Certificates / Gold Medals / Prizes.

**13. Total number of credits to be completed to be eligible for the award of:**

 **BBA Degree:**

 Total number of credits at the end of sixth semester = 48+48+48=144

**14. GENERAL CLAUSE:**

It may be noted that, the specified rules and regulations, of Examination Branch in force for Under-Graduate courses of Telangana University will be applicable. The students shall abide by all the Rules and Regulations as amended from time to time by the University.

**COURSE STRUCTURE:**

The Course shall be a full time course and the duration of the course shall be of three years divided into six Semesters.

The Course Structure of study is as follows:

**1st Semester:**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Subject****Code** | **Subject Title** | **Nature of the Course** | **No. of teaching****Hours per week** | **Max. Marks****(IA + UE)** | **No. of****Credits** |
| **1.1** | **English Part-I** |  | **4** | **20+80** | **4** |
| **1.2** | **Second Language Part-I** |  | **4** | **20+80** | **4** |
| **1.3** | **Introduction to Information Technology** | **Ability Enhancement –****Compulsory** | **4** | **20+60** | **4** |
|  | **1.3.1 Introduction to Information Technology Lab** |  | **2** | **20** | **-** |
| **1.4** | **Financial Accounting-I** | **Core Discipline** | **4** | **20+80** | **4** |
| **1.5** | **Principles of Management** | **Core Discipline** | **4** | **20+80** | **4** |
| **1.6** | **Business Ethics and Corporate Governance** | **Elective Course-Generic****/Interdisciplinary** | **4** | **20+80** | **4** |
|  **1.7\*** | **Human Values and Professional Ethics-I** | **-** | **-** | **50** | **-** |
|  | **Total** |  | **26** | **600** | **24** |

**NOTE:** 1. Maximum Total Number of Marks = 600

 2. The Total Number of Credits at the end of the I Semester = 24

**2nd Semester:**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Subject****Code** | **Subject Title** | **Nature of the Course** | **No. of teaching****Hours per week** | **Max. Marks****(IA + UE)** | **No. of****Credits** |
| **2.1** | **English Part- II** |  | **4** | **20+80** | **4** |
| **2.2** | **Second Language Part-II** |  | **4** | **20+80** | **4** |
| **2.3** | **Business Communication and Soft Skills** | Ability Enhancement –Compulsory | **4** | **20+60** | **4** |
| **2.3.1 Soft skills (Lab)** |  | **2** | **20** | **-** |
| **2.4** | **Financial Accounting-II** | Core Discipline | **4** | **20+80** | **4** |
| **2.5** | **Business Environment** | Core Discipline | **4** | **20+80** | **4** |
|  **2.6** | **Organisational Behaviour** | Elective Course-Generic/Interdisciplinary | 4 | **20+80** | **4** |
|  **2.7\*** | **Indian Heritage and Culture** | - | **-** | **50** | - |
|  | **Total** |  | **26** | **600** | **24** |

**NOTE:** 1. Maximum Total Number of Marks = 600

 2. The Total Number of Credits at the end of the II Semester = 24

3. Total No. of Credits for 1st year 48

**3rdSemester:**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Subject****Code** | **Subject Title** | **Nature of the Course** | **No. of teaching****Hours per week** | **Max. Marks****(IA + UE)** | **No. of****Credits** |
| **3.1** | **English Part–III** |  | **4** | **20+80** | **4** |
| **3.2** | **Second Language Part-III** |  | **4** | **20+80** | **4** |
| **3.3** |  **E-Commerce Application**  | Ability Enhancement –Compulsory | **4** | **20+60** | **4** |
|  | **3.3.1 E-Commerce Application Lab** |  | **2** | **20** | **-** |
| **3.4** | **Basics of Marketing** | Core Discipline | **4** | **20+80** | **4** |
| **3.5** | **Business Statistics**  | Core Discipline | **4** | **20+80** | **4** |
|  **3.6** | **Basics of Entrepreneurship Development** | Elective Course-Generic/Interdisciplinary | **4** | **20+80** | **4** |
|  **3.7\*** | **Human Values and Professional Ethics-II** | **-** | **-** | **50** | **-** |
|  | **Total** |  | **26** | **600** | **24** |

**NOTE:** 1. Maximum Total Number of Marks = 600

 2. The Total Number of Credits at the end of the III Semester = 24

**4thSemester:**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Subject****Code** | **Subject Title** | **Nature of the Course** | **No. of teaching****Hours per week** | **Max. Marks****(IA + UE)** | **No. of****Credits** |
| 4.1 | English Part-IV |  | 4 | 20+80 | 4 |
| 4.2 | Second Language part-IV |  | 4 | 20+80 | 4 |
| 4.3 | Management Information System | Ability Enhancement –Compulsory | 4 | 20+60 | 4 |
|  | 4.3.1 MIS LAB |  | 2 | 20 | - |
| 4.4 | Fundamentals of Financial Management | Core Discipline | 4 | 20+80 | 4 |
| 4.5 | Banking and Insurance | Core Discipline | 4 | 20+80 | 4 |
| 4.6 | Basics of Production and Operation Management | Elective Course-Generic/Interdisciplinary | 4 | 20+80 | 4 |
| 4.7\* | Science and Civilization | - | - | 50 | - |
|  | Total |  | 26 | 600 | 24 |
|  |

**NOTE:** 1. Maximum Total Number of Marks = 600

 2. The Total Number of Credits at the end of the IV Semester = 24

3. Total No. of Credits for 2nd year = 48

**\*As per the Instructions of Higher Education, these Foundation Courses are compulsory and are included in the syllabus. Marks of these Foundation Courses will not be considered for the purpose of percentage of marks secured by the candidates.**

**5th Semester:**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Subject****Code** | **Subject Title** | **Nature of the Course** | **No. of teaching****Hours per week** | **Max. Marks****(IA + UE)** | **No. of****Credits** |
| **5.1** | **Fundamentals of Technology Management** | Ability Enhancement –Compulsory | **4** | **20+80** | **4** |
| **5.2** | **Human Resource Management** | Core Discipline | **4** | **20+80** | **4** |
| **5.3** | **Elements Project Management** | Elective Course-Generic/Interdisciplinary | **4** | **20+80** | **4** |
| **5.4** | **Research Methods for Managers** | Core Discipline | **4** | **20+80** | **4** |
| **5.5** | **Elective -I** **Financial Institutions & Markets(F)** **Marketing of Services (M)****Change Management(HR)** | Discipline Specific Elective | **4** | **20+80** | **4** |
| **5.6** | **Elective -II** **Investment Management(F)****CRM & Retail Management(M)****Industrial Relations(HR)** | Discipline Specific Elective | **4** | **20+80** | **4** |
|  | **Total** |  | **24** | **600** | **24** |

**NOTE:** 1. Maximum Total Number of Marks = 600

 2. The Total Number of Credits at the end of the V Semester = 24

**6thSemester:**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Subject****Code** | **Subject Title** | **Nature of the Course** | **No. of teaching****Hours per week** | **Max. Marks****(IA + UE)** | **No. of****Credits** |
| **6.1** | **Project Work** | Ability Enhancement –Compulsory | **4** | **50+50** | **4** |
| **6.2** | **Total Quality Management** | Core Discipline | **4** | **20+80** | **4** |
| **6.3** | **Basics of Strategic Management**  | Core Discipline | **4** | **20+80** | **4** |
| **6.4** | **Element Of Direct Taxes** | Elective Course-Generic/Interdisciplinary | **4** | **20+80** | **4** |
| **6.5** | **Elective- III****Fundamentals of financial Analytics(F)** **Consumer Behaviour(M)****Performance Management (HR)** | Discipline Specific Elective | **4** | **20+80** | **4** |
| **6.6** | **Elective- IV** **Business Taxation (F)****Advertising & Sales Promotion(M)****Talent Management(HR)** | Discipline Specific Elective | **4** | **20+80** | **4** |
|  | **Total** |  | **24** | **600** | **24** |

**NOTE:** 1. Maximum Total Number of Marks = 600

 2. The Total Number of Credits at the end of the VI Semester = 24

3. Total No. of Credits for 3rd year 48

**Project Work**

Every student will be assigned a project topic at the end of the fourth semester and it will be pursued by him/her under the supervision of an internal supervisor. The Project work along with soft copy will be submitted by the students in their respective institutions. The student shall be required to submit Project reports as per the schedule to be announced by the University for Assessment by the project guide. The Project work shall be evaluated by External and Internal Examiners separately. The internal assessment (50 marks) shall be done by the internal faculty/guide on the basis of a presentation by the student as per the assessment schedule to be decided and announced by the University. The external assessment (50 marks) shall be done by the External Examiner on the basis of Viva Voce and the report. The students must attend the classes of Project work to get proper guidance in preparing and presenting the project report.

**1.3 INTRODUCTION TO INFORMATION TECHNOLOGY**

**UNIT I**

**Introduction of Personal Computers**: Processing Information- Insole of PC- Storing Information: Hard Disks- Disc and Flash- Getting Information In: Input- Getting Information Out: Output- Windows and File Management- Working With Windows- Working with Files.

**UNIT II**

**Ms Word:** Basic Formatting Text and Documents- Headers Footers and Foot Notes- Tabs - Tables and Sorting- Working With Graphics- Templates - Wizards and Sample Documents- Macros- Mail Merge.

**UNIT III**

**Ms-Excel:** Basics- Spreadsheet Features- Entering and Formatting Texts and Numbers- Copying - Moving, Auto fill- Entering and Editing Formulae- Rear raining Worksheets-Excel Dormatting techniques- Page setup- Column Width, Row Height- Alignment- Borders- Color and Shading- Page Break- Charts and Graphics.

**UNIT IV**

**Ms-PowerPoint:** Basics- Creating Presentations- Working With Texts- Graphics and Multi Media- Setting of The Slide Show.

**UNIT V**

**Ms-Access:** Introduction-Creating a Database and Tables- Adding Renaming Deleting Fields in Tables- Primary Key- Forms- Entering and Editing Data in Tables- Finding, Sorting and Displaying Data- Printing Reports, Forms, Letters and Labels.

**1.3.1. IIT LAB**

**PRACTICALS:**

MS DOS- MS WINDOWS- MS WORD- MS EXCEL

MS ACCESS- MS POWER POINT- INTERNET AND E-COMMERCE.

**Suggested Books:**

1. Introduction to Information Technology: Rajaraman, PHI
2. Fundamentals of Computers 4/E:Rajaraman, PHI
3. Fundamentals of Computers: P.Mohan, Himalaya Publishing House
4. Information Technology: Dennis P.Curtan, Mc Graw Hill International
5. E-Commerce, E-Business: C.S.Rayudu, Himalaya Publishing House
6. Microsoft Office Excel 2003 Step by Step: Frye, PHI
7. Fundamentals of Computer: Atul Kahate, Tata Mc Graw Hill
8. Fundamentals of Computer: V.Srinivas, Kalyani Publications
9. Microsoft Office Word 2003 Step by Step: Online Training Solutions Inc PHI
10. Microsoft Office Access 2003 Step by Step: Online Training Solutions Inc PHI

**1.4 FINANCIAL ACCOUNTING-I**

**UNIT-I**

Meaning and Definition of Accounting - Scope of Accounting - Accounting Principles-Systems of Recording Business Transactions - Classification of Accounts- Accounting Process and Accounting Cycle- Accounting Equation- Journal.

**UNIT-II**

Ledger - Subsidiary books including different types of cash books - Preparation of Trial Balance - Accounting Information - Parties interested in Accounting Information - Accounting as a Business Information System.

**UNIT-III**

Preparation and Presentation of Financial Statement s -Preparation of Trading and Profit and Loss Account - Balance Sheet.

**UNIT-IV**

Concept of Depreciation - Methods of Depreciation - SLM and DBM - Their impact on Measurement of Business Income.

**UNIT-V**

Financial Statement Analysis - Types-Techniques - Comparative Statements - Common Size Statements.

**NOTE:** At least one **Case Study** is to be discussed per unit in the class.

**Suggested Books:**

1. Carl S. Warren, James. M. Reeve, Jonathan. E. Duchac, “Financial Accounting, Concepts,Methods and Applications”, 2009, Cengage Learning
2. Alic C Lee, John C Lee, “Financial Analysis, Planning & Forecasting”, 2009, 2nd Ed. Cambridge.
3. Grewal T.S., “Introduction to Accounting”, 2009, S. Chand Publishers.
4. N. Ramachandran, Ramkumar Kakani, “Financial Accounting for Management”, 2009, 2nd Ed.Tata McGraw Hill Publishing Pvt. Ltd.,
5. Dr. Jawaharlal, “Accounting for Management”, 2010, 5th Ed. Himalaya Publishing House

**1.5 PRINCIPLES OF MANAGEMENT**

**UNIT-I**

Nature of Management – Importance - Functions of Management - Role of Manager - Evolution of Management Thoughts.

**UNIT-II**

Planning: Nature - Importance - Type - Steps – Limitations - Decision making - Types - Process of Rational Decision Making - Techniques of Decision Making

**UNIT-III**

Organizing: Concept – Nature – Process - Purpose and Significance - Authority and Responsibility - Delegation of Authority-Centralization and Decentralization – Departmentalisation - Bases of Departmentalisation.

**UNIT-IV**

Staffing & Directing: Meaning and Importance of Recruitment and Selection, Training and Development – Motivation – Meaning – Nature – Leadership - Meaning and Styles Communication – Nature - Process and Barriers.

**UNIT-V**

Control: Needs - Importance and Process - Effective Control System – Techniques -Traditional and Modern – Coordination - Need and Importance.

**NOTE:** At least one **Case Study** is to be discussed per unit in the class.

**Suggested Books:**

1. Ansoff H. I: Corporate Strategy: McGraw Hill, New York.
2. Drucker Peter F: Management Challenges for the 21st Century; Butterworth Heinemann, Oxford.
3. Fred Luthans: Organizational Behaviour; McGraw  Hill, New York.
4. Hampton, David R: Modern management; McGraw Hill, New York.
5. Hersey Paul and Blanchard Kenneth: Management of Organizational Behaviour - Utilizing the Human Resources: Prentice Hall of India, New Delhi.
6. Ibancevish J. M. and Matleson M.T: Organizational Behaviour & Management; Irwin Homewood, Illionis.
7. Louis A. Allen: Management and Organisation; McGraw Hill, New York.
8. Maslow Abraham: Motivation and Personality; Harper & Row, New York,1954.

**1.6 BUSINESS ETHICS AND CORPORATE GOVERANCE**

**UNIT- I**

Introduction: Definition of Ethics - Ethics and Ethos - Need and Importance of Business Ethic s- Ethics as a Management Discipline - Principles of Modern Ethics Programme in Business - Benefits of Business Ethics - Emerging Ethical Issues in Business.

**UNIT- II**

Business Responsibility: Concept of Social Responsibility of Business - Responsibility to Shareholders - Responsibility to Employees- Responsibility to Consumers - Responsibility to Community - Arguments for and against Social Responsibility of Business.

**UNIT-III**

Corporate Governance: Significance - Theories underlying Corporate Governance (Stake holder’s theory and Stewardship theory, Agency theory) - Corporate Governance Mechanism: Anglo‐American Model - German Model - Japanese Model - Indian Model - Role of Board of Directors - Role of the Non‐executive Directors- Role of Auditors - Role of Government.

**UNIT- IV**

Values: Definition - Relevance to Present Day - Concept of Human Values -Self Introspection - Self Esteem - Significance of Values - Types and Formation of Values - Indian Ethos and Value Systems - Values in Business Management- Managerial Excellence through Values.

**UNIT- V**

Integrating Business Ethics: Business Values - Professional Values - Holistic approach for Managers - Role of Government in Enforcing Ethical Behaviour- Business Law and Ethical Behaviour.

**NOTE-**At least one **Case Study** is to be discussed per unit in the class.

**Suggested Books:**

1. Patyrick J. A. & Quinn J. F., Management Ethics, Response Publishing, New Delhi.
2. Sherlekar, Ethics in Management, Himalaya Publishing, New Delhi
3. L. T. Hosmer- The Ethics of Management, Universal Book.
4. Hartman, Laura P and Abha Chatterjee, Perspectives in Business Ethics, Tata McGraw Hill
5. Manuel G.Velasquez (2007) , Business Ethics Concepts, PHI
6. Baxi C.V. and Prasad Ajit (2007): Corporate Social Responsibility, Excel Books.
7. S. K. Chakraborty- Values and Ethics in Organisation, OUP
8. R. Roj- A study in Business Ethics, Himalaya Publishing.
9. A. N. Tripathi- Human Values, New Age International

**2.3 BUSINESS COMMUNICATION AND SOFT SKILLS**

**UNIT-I**

Introduction:Communication Definition - Objectives of Communication- Merits and Limitations of Written Communication and Oral Communication- Essentials of Effective Oral Communication - Barriers of Communication.

**UNIT-II**

Verbal and Non-verbal Communication: Definition - Characteristics - Body Language- Paralanguage - Listening - Barriers of Listening - Guideline for Effective Listening.

**UNIT-III**

Meetings: Definition - Notice- Agenda- Minutes - Resolutions- The Duties of the Chairman of the Meeting - Duties of the Members in a Meeting.

**UNIT-IV**

Applications of Communication: Business letter- Job application - Bio- Data - Interview Letter – References - Testimonials - Letters of Appointment.

**UNIT-V**

General English for Communication: Tenses – Modals - Conditionals - Prepositions - One Word Substitutes - Essay Writing.

**Suggested Books:**

1. Rajendra Pal, Korlahalli. J.S. (2011), Essentials of Business Communication, S.Chand & Sons.
2. Urmila Rai, Rai.S.M,, Business Communication, Himalaya Publishing House, New Delhi.
3. Homai Pradhan, Pradhan, N.S, Business Communication, Himalaya Publishing House.
4. Business Communication : Concepts, Cases And Applications-Chaturvedi P. D, & Mukesh Chaturvedi ,2/e, Pearson Education,2011
5. M.K. Sehgal & V. Khetrapal - Business Communication (Excel Books).
6. Lesikar RV & Pettit Jr. JD-Basic Business Communication: Theory & Application (Tata Mc Graw Hill, 10thEdition).
7. Tayler Shinley-Communication for Business (Pearson Education, 4th Edition)
8. Sharma R.C., Mohan Krishna-Business : Correspondence and Report Writing (Tata McGraw Hill, 3rd Edition)
9. Rajendra Pal - Business Communication (Sultanchand & Sons Publication).

**2.3.1 SOFT SKILLS-LAB**

**PRACTICALS:**

**Topic 1:** Writing a Business Letter

**Topic 2:** Writing a Business Proposal

**Topic 3:** Group Discussion

(A group of 6 students will be formed into a group and given atopic for discussion for 20 minutes)

**Topic 4:** Mock Interviews

(A Panel of 2-4 teachers will conduct a mock interview to the students individually to test their oral skills and confidence levels)

**Topic 5:** Jam Session

Just A minute-session

(The students are given a topic and asked to speak on the given topic spontaneously, for 1 minute without a pause)

(3-4 topics relevant to Management and 3-4 minutes separately)

**Topic 6:** Basics of Phonetics and Finding Out Errors in the Sentences

(A set of 10 Questions will be given to the students, to find the grammatical mistakes)

**2.4 FINANCIAL ACCOUNTING-II**

**UNIT-I**

Ratio Analysis-Rationale and Utility of Ratio Analysis - Classification of Ratios - Calculation and Interpretation of Ratios - Profitability Ratios - Liquidity Ratios - Activity Ratios -Leverage Ratios.

**UNIT-II**

Funds Flow Analysis – Concept of Funds Flow - Advantages of Funds Flow Analysis -Statement of Changes in Working Capital - Funds from Business Operations - Statement of Sources and Uses of Funds.

**UNIT-III**

Cash Flow Statement as Per AS-3.

**UNIT-VI**

Company Accounts – Shares-Types - Issue of Shares - at Premium - at Discount. Debentures-Types.

**UNIT-V**

Preparation Of Company Final Accounts - Trading Account - Profit & Loss Account - P & L Appropriation account - Balance Sheet in Prescribed Proforma.

**NOTE:** At least one **Case Study** is to be discussed per unit in the class.

**Suggested Books:**

1. Paresh Shah, “Basic Financial Accounting for Management”, 2009 5th Ed. Oxford University Press.
2. Ambarish Gupta, “Financial Accounting for Management”, 2009, An Analytical Perspective, 3r Ed., Pearson Education.
3. 3. Ashish K. Bhattacharyya, “Essentials of Financial Accounting”, 2009, 5th Ed. PHI Learnings.
4. Jain and Narayana, “Financial Accounting “, Kalyani Publishers.

**2.5 BUSINESS ENVIRONMENT**

**UNIT I**

Business and its Environment: Meaning - Concept- Scope - Characteristics-Significance of Business Environment - Types of Environment- Internal and External Environment - Basic Elements of Environment: Socio-Cultural- Political- Legal- Economic and Technological Elements

**UNIT II**

Economic Environment: Concept and Elements of Economic Environment-Different Economic Systems -Meanings and Characteristics-New Industrial Policy Objectives and Dimensions -Impact of Liberalisation Privatisation and Globalisation on Indian Business.

**UNIT III**

Political Environment: Political Institutions - Legislature - Executive - Judiciary - The Constitution of India-The Preamble - The Fundamental Rights - Rationale and Extent of State Intervention - Role of Government in Business

**UNIT VI**

Socio-Cultural Environment: Business and Society-Objectives and Importance of Business - Concept- Nature of Culture-Impact of Culture on Business–Technological Development and Social Change - Ethics and Social Responsibility of Business-Arguments for and against Social Responsibility

**UNIT V**

Technological Environment: Concept and Features of Technology-Impact of Technology on Business and Society-Technology Policy of India-Institutions and Other Facilities for Promotion of Science and Technology in India

**NOTE:** At least one **Case Study** is to be discussed per unit in the Class.

**Suggested Readings:**

1. Aswathapa, K - Essentials of Business Environment HPH.
2. Cherunllam, Francis Business Environment HPH.
3. Misra and Puri Economics Environment of Business HPH
4. Gupta, C.B.; Sultan Chand Business Environment.
5. Paul, Justin Business Environment: Text and Cases TMH.
6. S. Adhikari, Sultan Chand Economic Environment of Business.
7. Ghosh, P.K, Sultan Chand Business and Government -

**2.6 ORGANIZATIONAL BEHAVIOUR**

**UNIT-I**

Introduction: Organizational Behaviour-Concepts, Meaning, Nature, Scope and Features of Organizational Behaviour.

**UNIT-II**

Individual Behaviour: Personality- Determinants of Personality-Personality Traits-Perception, Factors Affecting Perception-Learning, Theories of Learning-Social Learning.

**UNIT-III**

Group Dynamics: Concept of Group Dynamics-Features of Group-Group Behaviour-Types of Group Behaviour-Formal and Informal Group Behaviour-Stages of Group Development-Group Cohesiveness.

**UNIT-IV**

Motivation and Leadership: Motivational drives-Theories of Motivation (Maslow’s, Hertzberg, Mc Greger, X and Y theory). Leaderships- Types-Theories of Leadership ( Trait theory, Michigan studies and Fideler’s contingency model)-Leadership Styles.

**UNIT-V**

Organizational conflict: Types of Conflicts and Conflict Resolution-Change- Resistance to Change, Management of Change.

**NOTE:** At least one **Case Study** is to be discussed per unit in the class.

**Suggested Books:**

1. P. Subba Rao, Organizational Behavior (Text, cases & Games)Himalaya publishing house Fred Luthans- Organisational behavior 9th edition,
2. Tata McGraw Hill publishing company Ltd., New Delhi, 2005.
3. Sarma,VVS: Organizational Behaviour, Jaico Publishing House
4. Stephen P.Robins, Organisational Behavior, 9th edition, Prentice Hall of India, New Delhi, 2001.
5. Harrison M.LK.: Diagnosing Organizations: Methods, Models and Processes: Sage Publishers, New Delhi, 1987.
6. Ford. R.C.: Organization Theory- An Integrative Approach: Harper & Row Publishers: New York, 1988.
7. Robbins P. Stephen: Organizational Behaviour, Concepts, Controversies and Applications, Pearson Education.
8. Sarma,VVS: Organizational Behaviour, Jaico Publishing House

**3.3 E-COMMERCE APPLICATION**

**UNIT -I**

Introduction: Definition -functions of E- Commerce - Advantages - ­­­­Prerequisites-Scope of Electronic - Commerce- -E- Commerce Business in India.-The Internet-Components-Business uses of Internet -Categories of Networks-LAN, MAN, WAN.

**UNIT-II**

Electronic Market : OnLine Shopping - OnLine Purchasing-Electronic Market-Models of Electronic Market-Interactive Marketing- One- to- One Marketing-Permission Marketing-Pull and Push Technologies.

**UNIT-III**

Electronic Data Interchange: Definition-Advantages-Limitations-Costs of EDI- Electronic Payment Systems-Modern Payment Systems-E-Cash -Net Banking -Payment Security.

**UNIT: IV**

HTML **:** Introduction to HTML-Browsers-Creating, Viewing and Checking Web pages-Tags-Mark Up Languages-Headers-Working with Text - Formatting with HTML Tags-Styles-Fonts-Headings-Arranging Text-Plain Text Wrapping.

**UNIT: V**

LISTS: Unordered-Nested-Ordered Lists- Tabs and Formatting- Forms- Basic Forms, Complex Forms Linking-Meta Tags-Tables Creation-Table Rows-Table Heading-Table Data-Table Caption-Spacing- Alignment of Cell Text-Nesting Tables-Frames - Creating Vertical Frames - Horizontal Frames-Hyper links-Navigation-Enabling and Disabling -Scrolling.

**Suggested Books:**

1. Murthy, C.S.V, (2011), E-Commerce: Concepts, Models, Strategies, Himalaya Publishing House, New Delhi.
2. Ravi Kalakota, Andrew.B.Whinston, Electronic Commerce-A Manager’s Guide, Pearson Education.
3. Bharath Bhaskar (2006), Electronic Commerce: Framework, Technologies and Applications, The Mc Graw Hill Companies.
4. HTML-Black Book

**3.3.1 E-COMMERCE APPLICATION-LAB**

**PRACTICALS:**

1. Creation of HTML pages with different tags.
2. Writing a HTML Program using Table formatting.
3. Writing a HTML program using Order, Unordered, Nested lists.
4. Writing a demo program for creating Forms.
5. Writing a demo program for working with tables using tables tags
6. Writing a demo program for using Frames
7. Writing a demo program for Navigation and hyperlink

**3.4 BASICS OF MARKETING**

**UNIT- I**

Introduction:Definition of Marketing Evolution of Marketing - Marketing Offers - Types of Markets - Marketing orientations - Selling vs. Marketing - Role of Marketing in Business.

**UNIT- II**

The Marketing Process: Micro-Environment of Marketing - Macro-Environment of Marketing - Marketing Mix.

**UNIT- III**

Market Segmentation: Definition and Need-Bases for Segmenting the Consumer Markets-Target Marketing-Product Positioning-Positioning Strategies.

**UNIT- IV**

Consumer Behavior: Factors Influencing Consumer Behavior - Types of Buyer Behavior - Roles in Consumer Decision making - Consumer Decision Making Process.

**UNIT- V**

Demand Measurement and Sales Forecasting:Meaning and Importance - Concepts in Demand Measurement - Methods of Sales Forecasting.

**NOTE**

 At least one **Case Study** is to be discussed per unit in the class.

**Suggested Books:**

1. Karunakaran.K, Marketing Management-Text and Cases in Indian context, Himalaya Publishing House.
2. Rajan Saxena, Marketing Management, The Mc Graw-Hill Companies.
3. Biplab.S.Bose, Marketing Management, Himalaya Publishing House.
4. Gr.Capt.H.Kaushal, Case study solutions: Marketing Management, Mac millan, 2011.

**3.5 BUSINESS STATISTICS**

**UNIT- I**

Introduction to Statistics: Meaning and Definition- Scope and Limitations of Statistics-Role of Statistics in Managerial Decisions- Types and Sources of Data-Classification of Data- Presentation of Data- Graphic and Tabulation-Frequency Distribution.

**UNIT- II**

Measures of Central Tendency: Mean- Mode- Median- Geometric and Harmonic Mean.

**UNIT- III**

 Measures of Dispersion: Range-Quartile Deviation- Mean Deviation - Standard Deviation - Co-efficient of Variation - Skewness: Bowley and Karl Pearson’s Methods.

**UNIT- IV**

Sampling:Methods of Sampling- Testing of Hypothesis- Type-I and Type - II errors non - Parametric Tests-Sign Test-Mann Whitney U Test- Run Test-Kruskul Wallis Test.

**UNIT- V**

Correlation and Regression Analysis:Correlation: - Karl Pearson’s and Spearman’s Methods- Regression Analysis- RE of X on Y and Y on X.

**NOTE:** At least one **Case Study** is to be discussed per unit in the class.

**Suggested Books:**

1. S.P. Gupta,Statistical Methods, New Delhi, Sultan Chand and Sons
2. R. K. Ghosh and S. Saha, Business Mathematics and Statistics, Calcutta, New Central BookAgency
3. S. Saha,BusinessMathematics and Quantitative Techniques, Calcutta, Central BookAgency,
4. Anderson, Statistics for Business & Economics,9thedition,Cengage Learning,India
5. David Levine, T. Krenbil, P.K.Viswanathan,Business Statistics, Pearson Education, 2008.
6. T.N.Srivastava,Statistics for Management, TMH,

**3.6 BASICS OF ENTREPRENEURSHIP DEVELPOMENT**

**UNIT- I**

Concept of Entrepreneurship – Definition - Entrepreneur-Characteristics of Entrepreneur-Barriers of Entrepreneurship-Functions of Entrepreneur-Classifications of Entrepreneurs.

**UNIT- II**

Theories of Entrepreneurship**-**Economic Theory-Harvard School Theory-Theory of High Achievement-Leibenstein’s Theory-Theory of Social Change-Process of Entrepreneurship**.**

**UNIT- III**

Marketing Plan**-**Industry Analysis-Competition Analysis-Market Research for the New Venture-Marketing Plan-Steps in Preparing Marketing Plan.

**UNIT- IV**

Entrepreneurship Development Programmers**-**Meaning-Objectives-Methods of Training-Issues.

**UNIT- V**

Institutional Finance to Entrepreneurs **-**Financial Institutions-SIDBI-IDBI-NABARD-NSIC.

**NOTE:**  At least one **Case Study** is to be discussed per unit in the class.

**Suggested Books:**

1. Vasant Desai,”Dynamics of E ntrepreneurial Development and Management”, Himalaya Publishing House.
2. Vasant Desai, “Entrepreneurial Development-Potential Beyond Boundaries” , Himalaya Publishing House.
3. Robert Hisrich , Michael Porter, Dean.A. Shepherd, “ENTREPRENEURSHIP” ,The
4. McGraw Hill Companies.

**4.3 MANAGEMENT INFORMATION SYSTEM (MIS)**

**UNIT-I**

Introduction to Information Systems **-** A frame Work for Information Systems-Operational Systems-Tactical Systems-Strategic Planning Systems-The Concept of Systems.

**UNIT-II**

Management Information Systems **-** Need, Purpose and Objectives - Contemporary Approaches to MIS - Information as a Strategic Resource - Use of Information for Competitive Advantage - MIS as an Instrument for the Organizational Change.

**UNIT-III**

Application of Informational Systems to Business**-** Operational Accounting and Financial Information System-Operational Marketing Information Systems-Operational Production Information System-Operational Human Resource Information System.

 **UNIT-IV**

Structured System Analysis and Design**-**S.D.L.C-S.S.A.D-Alternative Application Development Approaches-Software Packages-Prototyping-User Development Information Systems.

**UNIT-V**

Security of Information Systems**-**Risks, Threats and Vulnerabilities-Common Controls-Common Threats-Protecting Information Systems.

**Suggested Books:**

1. Management Information Systems, Jawadekar, Tata McGraw Hill

2. Management Information Systems, Davis and Olson, Tata McGraw Hill

3. Analysis and Design of Information Systems, Rajaraman, Prentice Hall

4. Decision Support Systems and Intelligent Systems, Turban and Aronson, Pearson

Education Asia

5. Management Information Systems, Schulthesis, Tata McGraw Hill

6. Management Information Systems - Sadagopan, Prentice Hall

**4.3.1 MIS LAB WORK**

**PRACTICALS:**

**Tally:** Company Creation, ledger creation, Maintaining Inventory, Voucher Posting and

 Preparation of Financial Statements

**Oracle (SQL):**

Data Types in SQL,

DDL, DML, TCL, DCL Commands

**4.4 FUNDAMENTALS OF FINANCIAL MANAGEMENT**

**UNIT- I**

Introduction: Nature and Scope- Role of Financial Manager in Contemporary Scenario-Principles and Objectives of Financial Management- Profit Maximization and Wealth Maximization.-Functions of Financial Management- Risk-Return trade off- Concept of Time Value of Money.

**UNIT- II**

Capital Budgeting: Capital Budgeting Process - Selection Of Projects - Estimation Of Cash Flows - Project Evaluation Techniques - Payback Period - Accounting Rate of Return - NPV Method - IRR-PI.**( Simple Problems)**

**UNIT- III**

Financial Planning: Capital Structure: Meaning - Optimum Capital Structure - Capital Structure Theories - Net Income Approach - Net Operating Income Approach - MM Approach - Traditional Approach - Cost of Capital: Meaning - Methods of Computing Cost of Debt, Equity and Preference Shares-Overall Cost of Capital **(Problems on cost of capital only)**

**UNIT- IV**

Dividend Policy: Factors Influencing Dividend Policy - Stable Dividend Policy - Cash Dividend - Stock Dividend - Stock Split - Dividend Theories-Relevance and Irrelevance Theories - Walter’s Model - Gordon’s Model - MM Approach.

**UNIT-V**

Working Capital: Concept-Types-Cycle- Factors Determining Working Capital-Estimating Working Capital Requirements. **(Theory only)**

**NOTE-**At least one **Case Study** is to be discussed per unit in the class.

**Suggested Books:**

1. Jonathan Berk, Peter DeMarzo and Ashok Thampy, Financial Management, 2010, Pearson.

2. Brigham, E. F. and Ehrhardt. M. C., Financial Management Theory and Practice, Thomson South-Western.

3. Ross Westerfield Jaffe, Corporate Finance, 7th Ed, TMH Publishers

4. Khan and Jain, Financial Management , TMH.

5. Prasanna Chandra, Financial Management Theory and Practice, Tata McGraw Hill,

6. I. M. Pandey, Financial Management, 2010, Vikas Publishing House.

7. Sudershana Reddy, Financial Management, 2010, HPH.

8. Rajiv Srivastava and Anil Misra - Financial Management, Oxford Higher Education.

**4.5 BANKING AND INSURANCE**

**UNIT-I**

Financial Services-Meaning - Structure of Indian Financial System-Importance of Financial System for the Economic Development.

**UNIT-II**

Banking Institutions: Commercial Banks-Functions-Reserve Bank of India-Public and Private Sector Banks- Reserve Bank of India- NPAs and Capital Adequacy Norms.

**UNIT-III**

Development Banking: Concept-Evolution- Functions and Activities-Non- Banking Financial Institutions: Operational Policies and Performance. Investment Banking: Concept-Functions and Activities-Underwriting

**UNIT-VI**

Insurance-Principles-Types- Life Health, Fire and Marine Insurance-Advantages-Insurance Sector Reforms in India-Challenges of Insurance Sector.

**UNIT-V**

Insurance Companies: Structure and Investment Pattern of LIC, GIC and other Insurance Companies-Competition and Innovation- Role of IRDA.

**NOTE:** At least one **Case Study** is to be discussed per unit in the class.

**Suggested Books:**

1. Vasant Desai and Jain, “Financial Services: Banking and Insurance”, HPH.
2. Mithani and Gordan, “Financial Services: Banking and Insurance”, HPH.
3. Sethi and Bhatia, “Elements of Banking and Insurance”, PHI.
4. Paul Suresh, “Management of Banking and Financial Services”, Pearson.
5. Tripathy and Pal, “Insurance-Theory and Practice”, PHI.

**4.6 BASICS OF PRODUCTION AND OPERATION MANAGEMENT**

 **UNIT-I:**

Introduction: Concept of Production Management-Operation Management-Scope-Role Objectives-Functions of Production Management in India.

**UNIT-II:**

Production Planning and Control:Introduction-Nature-Factors Affecting Production Planning and Control, Advantages, Objectives, Functions, Role of Production Planning and Control in Operations Management.

**UNIT-III:**

Plant location and layout:Plant Location- Meaning -Factors Affecting Location, Objectives, Plant Layout, Meaning-Types of Layout, Principles, Factors Influencing Plant Layout.

**UNIT-IV:**

Work study: Work Study - Work Measurement Study-Objectives of Work Study, Objectives of Method Study, Benefits of Work Measurement, Techniques of Work Measurement.

**UNIT-V:**

Project and Maintenance Management:Project Management**-**Concept of Project-Types of Projects-Feasibility Report-Detailed Project Report-Maintenance Management.

**NOTE:** At least one **Case Study** is to be discussed per unit in the class

**Suggested Books:**

* 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.

**5.1 FUNDAMENTALS OF TECHNOLOGY MANAGEMENT**

**UNIT: I**

Introduction and Technology Policy:Definition, Scope and Classification of Technology Management-Integrated and Holistic Model-Strategic, Operational - Management Issues-Management of Technology (MOT) at Firm and National /Government Level-Technology and Society.

**UNIT: II**

Technology Planning, Strategy and Acquisition:Forecasting Technology - Critical Technologies and Technology Maps-Structured Approach to Corporate Technology-Technology Strategy-Acquisition and Exploitation of Technology.

**UNIT: III**

Technology Life Cycles: Concept-System Approach to Technology Management Technology Cycle and Technology Flow Process Basic Tenets of Management of Technology-The S- Curve of Technological Progress-Product Life Cycle-Diffusion of Technology.

**UNIT: IV**

Innovation Management and Technology Transfer:Innovation and Management of Innovation - The Process of Managing Innovation -Decisions, Tools and Types of Process ‐ Technology Transfer -  Definition -  Classification -Significance ‐ Elements of Transfer process ‐ Types of Technology Transfer

**UNIT: V**

Technology Management in India:Determinants of Nation’s Capability-Role of Government-Science and Technology Policy-Reforms of Technological Policies in India-Future of Technology Management in India.

**NOTE:** At least one **Case Study** is to be discussed per unit in the class.

**Suggested Books:**

1. Management of Technology by Tarek Khalil, Tata McGraw-Hill Publication, Edition 2009
2. Handbook of Technology Management by Gerard H.Gaynor Tata McGraw Hill Pulication.
3. Management of technology and Innovation by P N Rastogi, Sage Publication

**5.2 BASICS OF HUMAN RESOURCE MANAGEMENT**

**UNIT-I**

Human Resource Management: Introduction to HRM-Definition-Functions of Human Resource Management – Scope of HRM - Role of HR Executives.

**UNIT-II**

Human Resource Planning: Importance of HR planning- Job Analysis Process -Job Description- Job Specification. Recruitment – Source: Internal and External source of Recruitment-Current trends in Recruitment.

**UNIT-III**

HRM Mechanism: Selection- Process of Selection. Interviews: Types of Interviews. Orientation of new employees. Training the employees: Need and Objectives of Training.

**UNIT-IV**

HRM Dimensions: Performance Appraisal - Needs and Importance – Grievance: Introduction and Redressal Procedure- Essentials of a Good Discipline System.

**UNIT-V**

Challenges of HRM: Basic Concepts of Work Cultural Diversity –Managing Diversity. Stress: Types of Stress - Causes and Consequences of Work Stress-Stress Management Techniques. Employee Retention Strategies in current scenario.

**NOTE:** At least one **Case Study** is to be discussed per unit in the class.

**Suggested Books:**

1. Aswathappa K - Human Resource and Personnel Management -Tata McGraw Hill
2. Human Resources Management-L.M.Prasad
3. Human Resources Management - Ashwathappa
4. Managing Human Resources - Arun Monppa
5. Rao VSP-Human Resource Management Text and Cases- Excel Books
6. Ivansevich-Human Resource Management -Tata McGraw Hill
7. Dessler-Human Resource Management -Prentice Hall
8. Human Resources Management- Gary Dessler
9. Personnel Management-C.B Mamoria
10. Human Resources Management-Mirza & Zaiyadin

**5.3** **ELEMENTS OF** **PROJECT MANAGEMENT**

**UNIT- I**

Conceptof project- characteristics- need and importance of Project Management- Types of Projects- Project Life Cycle- Role and Significance of Project Manager- Forms of Project Organizations

**UNIT-II**

Project Identification- Project Formulation- Market and Demand Estimation Techniques- Project Planning Process

**UNIT-III**

Project Scheduling and Monitoring- Network Techniques: PERT and CPM- Time and Cost Trade off- Probability of Completing the Project- Crashing the Project Schedule **(Simple Problems)**

**UNIT-IV**

Project Implementation and Project Control Process- Project Evaluation Process- Project Audit- Project Closure/Termination

**UNIT-V**

Project Financing: Means of Project Financing- Institutions- Project Appraisal Process- Technical, Economic, Financial and Social Appraisal of the Industrial Projects.

**NOTE:**  At least one **Case Study** is to be discussed per unit in the class.

**Suggested Books:**

1. P. Chandra, “Projects: Planning Analysis: selection Implementation and Review”, TMH
2. P.Gopal Krishnan & V E Ramamoorthy, “Text book of Project Management”, Mc Millan
3. N Singh, “Project Management and Control” HPH
4. V Desai, “Project Management”, HPH
5. Mohsin M, “Project Planning and Control”, Vikas Publications

**5.4 RESEARCH METHODS FOR MANAGERS**

**UNIT-I**

Research -Meaning -Scope and Significance -Types of Research -Research Process -Characteristics of Good Research -Scientific Method -Problems in Research.

**UNIT-II**

Identifying Research Problem -Concepts-Constructs and Theoretical Framework - Research Design -Types - Formulation - Features of Good Design - Measurement -Techniques of Measurement - Scaling Techniques -Meaning -Types of Scales.

**UNIT –III**

Hypothesis: Meaning -Setting up Hypothesis -Types - Sampling Design-Meaning -Concepts-Steps in Sampling -Criteria for Good Sample Design -Types of Sample Designs -Probability and Non-Probability Samples-Data Collection-Types.

**UNIT-IV**

Constructing Questionnaire -Pilot Study –Case Study -Data Processing-Coding-Editing-and Tabulation of Data –Data Analysis - Test of Significance-Assumptions about Parametric and Non-Parametric Tests.

**UNIT –V**

Report Writing-Significance - Report Writing - Steps in Report Writing - Layout of Report -Types of Reports - Mechanics of Writing Research Report -Precautions for Writing Report - Appendix - Bibliography.

**NOTE:** At least one **Case Study** is to be discussed per unit in the class.

**Suggested Books:**

1. Rao K.V.Research methods for management and commerce-sterling
2. Zikmund, Business Research Methods
3. Kothari C.R.-Research methodology
4. Donald R.Cooper and Pamela S.Schindler -Business Research Methods -Tata McGraw Hill.
5. Uma Sekaran, Research Methods for Business, Wiley Publications

**6.1 PROJECT WORK**

The students should undertake the Project internship during the summer vacation (For 6 weeks of duration) intervening between II & III Year of BBA Day Programme. Project Report Work should be carried out in the Final Year of MBA Programme i.e., V & VI Semesters for Day Programme. 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 consists 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. The Project Work should be undertaken under the supervision of the Faculty Member assigned for the purpose. The Project Report should be submitted to the University 30 days (one month) before commencement of Final Semester Examinations.

**6.2 TOTAL QUALITY MANAGEMENT**

**UNIT-I**

Principles and Practices:Introduction-Historic Review-Benefits of TQM- Leadership-Characteristics of Quality Leaders- The Deming Philosophy- Quality Councils

**UNIT-II**

Principles and Practices:Continuous Process Improvement- Juran Trilogy- The PDCA Cycle- Kaizen- Re-engineering. Suppliers Partnership- Partnering- Sourcing- Supplier Selection- Supplier Rating- Performance Measures.

**UNIT-III**

Tools and Techniques**:** Information Technology- ISO Registration- Benefits, ISO 9000 Series Standards- ISO 14000 Series - Internal, Audit and Environmental Management System.

**UNIT-IV**

Tools and Techniques:Quality by Design- Benefits- Communication Model- Failure Mode and Effective Analysis- Failure Rate, FMEA Documentation- The Process of FMEA Documentation.

**UNIT-V**

Management Tools:Management Tools- Introduction- Forced Field Analysis- Tree Diagram- Process Decision Program Chart- Statistical Process Control- Cause and Effect Diagram- Histogram.

**NOTE:** At least one **Case Study** is to be discussed per unit in the class.

**Suggested Books:**

1. Howard s Gilton, Alan J Oppenheim: Quality Management, TMH, 2008
2. Dale H.Besterfield, Carlon Besterfield|: Total Quality Management, Pearson Education, 2008
3. Sridhara Bhatt: Total Quality Management Texts and Cases, Himalaya 2009
4. Shailendra Nigam: Total Quality Management, Excel, 2009
5. Kanishka Bedi: Quality Management, Oxford 2008
6. James- R.Evans, M.Lindsay: The Management and Control of Quality, cengage, 2009
7. Pradeep V.Mehta: Introduction to Quality Assurance- New Age Publication, 2008
8. Divya Singhal: Implimentation ISO 9001- 200, PHI,2008

**6.3 BASICS OF STRATEGIC MANAGEMENT**

**UNIT-I**

Strategic Management: Definition- Strategic Management Process- Developing a Strategic Vision Characteristics of Vision Statement - Mission Statement- Characteristics of a Mission Statement Establishing Objectives- Policies

**UNIT-II**

Analysis of Environment: Evaluating a Company’s External Environment-Operating Environment - Porter’s Five-Forces Model - Competitive Analysis-Internal analysis –SWOT Analysis

**UNIT-III**

Core Competence: Concept-Characteristics-Competitive Advantage: Concept-Sources- Sustaining Competitive Advantage.

**UNIT-IV**

Strategic Formulation and Choice: Porter’s Generic Strategies- BCG Matrix- Diversification- Different Types of Diversification Strategies.

**UNIT-V**

Strategy Implementation: Meaning-Linkage between Formulation and Implementation-McKinsey’s 7-S Model

**NOTE:**  At least one **Case Study** is to be discussed per unit in the class.

**Suggested Books:**

1. Gerry Johnson, Kevan Scholes, Richard Whittington,"Exploring Corporate Strategy",2009,PearsonEd Ltd,
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.
3. Michael Hitt, Ireland, Hoskission, "Strategic Management", 2010, Cengage Learning, New Delhi.
4. Fred R. David, "Strategic Management - Concepts and Cases", 2010, PHI Learning, New Delhi.
5. Subba Rao, P, "Business Policxy and Strategic Management (Text and Cases)", 2010,HPH
6. V.S.P. Rao and V., Hari Krishna, "Strategic Management", 2010, Text and Cases, Excel Books,
7. U.C. Mathur, "Text Book of Strategic Management", 2005, Macmillan Publisher India Ltd,
8. Upendra Kchru, "Strategic Management, Concepts and Cases", 2010, Excel Book,s New Delhi.

**6.4 ELEMENTS OF DIRECT TAXES**

**UNIT-I**

Introduction: Introduction to Direct Taxes- Features- Basic Concepts- Person- Assessee -Previous Year-Assessment Year -Income- Gross Total Income- Taxable Total Income- Permanent Account Number (PAN)- Residential Status-Incidence of Tax- Income Tax Rates. **(Theory Only).**

**UNIT-II**

Income from Salary:Salary Meaning - Allowances- Prerequisites- Profits in Lieu of Salary and their Treatment- Qualified Savings and Provident Funds-Deductions from Salary Income- Computation of Salary Income**.(Simple Problems)**

**UNIT-III**

Income from House Property:Meaning- Annual Value- Let-Out House- Self-Occupied House- Deemed to be Let-Out House- Deductions from Annual Value- Deemed Ownership- Co-ownership- Unrealized Rent- Computation of Income from House Property **(Simple Problems)**

**UNIT-IV**

Income from Business or Profession:Chargeability- Deductions Expressly Allowed and Disallowed- General Deductions- Computation of Profits and Gains from Business and Profession. **Capital gains:** Capital Assets Meaning- Types - Cost of Inflation Index- Transfer Types- Transfer not regarded as Transfer- Cost of Acquisition of Various Assets- Deductions from Capital Gains-Exemptions U/S 54-Computation of Taxable Capital Gains **(Simple Problems).**

**UNIT-V**

Income from Other Sources:Interest on Securities - Dividends on Shares- Casual Income- Deductions- Deemed Income-Set off of losses within Head and Outside Head. **(Theory)**

Total Income and Tax Liability (Students should be given computed Income under five heads for Calculation of Tax Liability) **(Theory and Problems).**

**NOTE-** At least one **Case St**udy is to be discussed per unit in the class.

**Suggested Books:**

1. Vinod K. Singhania and Kapil , Direct taxes-Law and Practice, Taxman‘s Publications Ltd.
2. Bhagawati Prasad, Direct Tax Laws and Practice.
3. Vinod K. Singhania & Mounica Singhania, Students guide to Income Tax, Taxman‘s Publications Ltd.
4. 4.V.P.Gaur and D.B.Narang, Elementary Income Tax, Kalyani Publications.
5. 5.V.P.Gaur, Puja Ghai, M.Yadagiri & Vasudev Reddy, Taxation and Lab work, Kalyani Publications.

**6.5 FUNDAMENTALS OF FINANCIAL ANALYTICS**

**UNIT - I**

**Introduction to Financial Analytics:** Definition, relevance and scope financial Analytics, recent trends in financial analytics

**UNIT - II**

**Financial Time Series and Their Characteristics:**Asset Returns, Distributional Properties of Returns, Review of Statistical Distributions and properties of financial time series.

**UNIT - III**

**The Capital Asset Pricing Model:** Basics of portfolio construction. Diversification and Portfolio Optimization

**UNIT - IV**

**High-Frequency Data Analysis and Market Microstructure:**Bid–Ask Spread, Empirical Characteristics of Transactions Data, Models for Price Changes, Duration Models

**UNIT - V**

**Modeling Credit Risk:**

Corporate Liabilities as contingent claims, Endogenous default boundaries and optional Capital Structure, Intensity Modeling, Rating based Term-Structure Models, Credit Risk and interest-Rate Swaps, Modeling dependent defaults.

**NOTE-** At least one **Case St**udy is to be discussed per unit in the class.

**Suggested Readings:**

1. Bhalla, V.K. (2009). Financial Management. New Delhi: Anmol Publications
2. Brealey, R. R., Myers. S., Allen, F., & Mohanty, P. (2009). Principles of corporate finance (8th ed.). New Delhi: Tata Mc-Graw Hill.
3. Brigham, E. F., & Houston, J. F. (2007). Fundamentals of financial Management (11th ed.). USA: Thomson.
4. Chandra, P. (2008). Financial management (7th ed.). New Delhi: Mc-Graw Hill.
5. Hickman, K. A., Hunter, H. O., & Byrd, J. W. (2008). Foundations of corporate finance (2nd ed.). USA: South Western.
6. Bodie, Z. A., Kane. A., & Marcus, A. J. (2007). Essentials of investments (7th ed.). UK: McGraw Hill.
7. Chandra, P. (2008). Investment analysis and portfolio management. New Delhi: Tata McGraw Hill.
8. Fischer, D. E., & Jordan, R. J. (1995). Security analysis and portfolio management (6th ed.). India: Prentice Hall.
9. Kevin, S. (2006). Security analysis and portfolio management. New Delhi: Prentice Hall.
10. Ranganathan, M., & Madhumathi, R. (2006). Investment analysis and portfolio management. New Delhi: Pearson Education.