

Bangalore University
Bachelor of Business Management
(New Scheme)

SEMESTER SCHEME OF EXAMINATION UNDER SEMESTER : BBM COURSE

SEM NO.	PAPER NO.	TITLE OF THE PAPER	LECTURE HOURS	MARKS		TOTAL MARKS
				UE	RM	
I	1.1	LANGUAGE: KANNADA/SANSKRIT/URDU/TAMIL/ TELUGU/ADDITIONAL ENGLISH/ MARATHI/HINDI	04	90	10	100
	1.2	ENGLISH	04	90	10	100
	1.3	BUSINESS ECONOMICS	04	90	10	100
	1.4	FUNDAMENTALS OF ACCOUNTING	04	90	10	100
	1.5	BUSINESS MANAGEMENT	04	90	10	100
	1.6	BUSINESS MATHEMATICS	04	90	10	100
		TOTAL	24	540	60	600
II	2.1	LANGUAGE: KANNADA/SANSKRIT/URDU/TAMIL/ TELUGU/ADDITIONAL ENGLISH/ MARATHI/HINDI	04	90	10	100
	2.2	ENGLISH	04	90	10	100
	2.3	BUSINESS STATISTICS	04	90	10	100
	2.4	FINANCIAL ACCOUNTING	04	90	10	100
	2.5	ORGANISATIONAL BEHAVIOUR	04	90	10	100
	2.6	BUSINESS ENVIRONMENT	04	90	10	100
		TOTAL	24	540	60	600
III	3.1	BUSINESS COMMUNICATION	04	90	10	100
	3.2	HUMAN RESOURCE MANAGEMENT	04	90	10	100
	3.3	MARKETING MANAGEMENT	04	90	10	100
	3.4	CORPORATE ACCOUNTING	04	90	10	100
	3.5	SERVICES MANAGEMENT	04	90	10	100
	3.6	INTERNATIONAL BUSINESS	04	90	10	100
	3.7	INDIAN CONSTITUTION	04	90	10	100
		TOTAL	28	630	70	700
IV	4.1	BUSINESS RESEARCH METHODS	04	90	10	100
	4.2	BUSINESS LAW	04	90	10	100
	4.3	COST ACCOUNTING	04	90	10	100
	4.4	FINANCIAL MANAGEMENT	04	90	10	100
	4.5	PRODUCTION & OPERATIONS MANAGEMENT	04	90	10	100
	4.6	LAW AND PRACTICE OF BANKING	04	90	10	100
	4.7	COMPUTER FUNDAMENTALS	04	90	10	100
		TOTAL	28	630	70	700
V	5.1	INCOME TAX	04	90	10	100
	5.2	STRATEGIC MANAGEMENT	04	90	10	100
	5.3	MANAGEMENT ACCOUNTING	04	90	10	100
	5.4	COMPUTER APPLICATION IN BUSINESS	04	90	10	100
	5.5	PROJECT MANAGEMENT	04	90	10	100
	5.6	ENTREPRENEURIAL DEVELOPMENT	04	90	10	100
		TOTAL	24	540	60	600

VI	6.1	MANAGEMENT INFORMATION SYSTEM	04	90	10	100
	6.2	ELECTIVE – I	04	90	10	100
	6.3	ELECTIVE – II	04	90	10	100
	6.4	ELECTIVE – III	04	90	10	100
	6.5	ELECTIVE – IV	04	90	10	100
	6.6	PROJECT REPORT VIVA VOCE		75	25	100
				20	525	75
		TOTAL				3800

UE – UNIVERSITY EXAM
RM - RECORD MAINTENANCE

ELECTIVE – I: HRM
ELECTIVE – II: MARKETING
ELECTIVE – III: FINANCE
ELECTIVE –IV: INFORMATION TECHNOLOGY MANAGEMENT
ELECTIVE –V: INSURANCE
ELECTIVE –VI: ADVERTISING AND MEDIA MANAGEMENT
ELECTIVE – VII: TOURISM
ELECTIVE – VIII: INTERNATIONAL BUSINESS

ELECTIVE – I: HRM

- Ø HUMAN RESOURCE DEVELOPMENT
- Ø INDUSTRIAL RELATIONS
- Ø LABOUR WELFARE AND SOCIAL SECURITY
- Ø LABOUR LAWS

ELECTIVE – II: MARKETING

- Ø PRODUCT AND SALES MANAGEMENT
- Ø ADVERTISING AND MEDIA MANAGEMENT
- Ø CONSUMER BEHAVIOUR
- Ø SERVICES MARKETING

ELECTIVE – III: FINANCE

- Ø FINANCIAL MARKETS AND SERVICES
- Ø INTERNATIONAL FINANCE
- Ø COST AND FINANCIAL ANALYSIS
- Ø PORTFOLIO MANGEMENT

ELECTIVE – IV: INFORMATION TECHNOLOGY MANAGEMENT

- Ø E-BUSINESS AND WEB DESIGNING
- Ø ENTERPRISE RESOURCE PLANNING
- Ø DATA BASE MANAGEMENT
- Ø SYSTEM ANALYSIS AND DESIGN

ELECTIVE –V: INSURANCE

- Ø PRINCIPLES AND PRACTICE OF LIFE INSURANCE
- Ø PRINCIPLES AND PRACTICE OF GENERAL INSURANCE
- Ø ACTURIAL SCIENCE
- Ø RISK MANAGEMENT

ELECTIVE – VI: ADVERTISING AND MEDIA MANAGEMENT

- Ø ADVERTISING
- Ø MEDIA MANAGEMENT
- Ø MULTIMEDIA
- Ø TECHNOLOGY AND ADVERTISING

ELECTIVE – VII: TOURISM

- Ø TOURISM BUSINESS
- Ø TOURISM PRODUCT
- Ø TOURISM MARKETING
- Ø TRAVEL AGENCY AND TOUR OPERATORS BUSINESS

ELECTIVE – VIII: INTERNATIONAL BUSINESS

- Ø EXIM TRADE
- Ø INTERNATIONAL MARKETING
- Ø INTERNATIONAL FINANCE
- Ø INTERNATIONAL HRM

1.3 BUSINESS ECONOMICS

CHAPTER – 1: 6 Hrs

Business Economics

Nature & scope of Business Economics - Micro and Macro economics – Need - Objectives and importance of Business Economics.

Goals of business – Economics Goals – Social Goals – Strategic Goals - Profit maximisation Vs Optimisation of profits.

CHAPTER – 2: 4 Hrs

Consumer Behaviour: The Law of Diminishing Marginal Utility – The law of equi-marginal utility – the indifference curve techniques – properties of indifference curve.

CHAPTER – 3: 10 Hrs

Demand and Revenue Concepts

Meaning of demand – Determinants of demands - Demand Schedule – The Demand curve – The Law of Demand – Exceptions to the law of demand, Demand Distinction (types of demand) - Elasticity of Demand – Price elasticity – Types – Measurement of Price elasticity – factors influencing elasticity of demand – Income elasticity of demand – Types – Cross elasticity of demand, Demand Forecasting – Types – Techniques, Revenue concepts – Total revenue, Average revenue, Marginal revenue.

CHAPTER – 4: 4 Hrs

Production

Introduction – Production Functions – Law of Variable Proportions – Production functions with two variable inputs (isoquants & iso costs). Equilibrium through Iso quants and Iso cost curves.

CHAPTER – 5: 8 Hrs

Cost Analysis

Introduction – Cost Classification - Real Cost – Opportunity Cost – Money Cost – Explicit and Implicit Cost – Accounting and Economic Cost – Fixed and Variable Cost – Total Cost –

Marginal Cost – Short Run Total Cost Schedule of a Firm – TFC, TVC & TC Curves – The behaviour of short run average cost curve – Marginal Cost Curve – The Long Run Average Cost Curve – Cost and Output Relations. (Simple Problems)

CHAPTER – 6: 12 Hrs

Analysis of Market situations and Pricing.

Kinds of competitive situations – features of perfect competition, monopoly, duopoly, oligopoly and monopolistic competition.

Pricing: Meaning, Types of pricing, Pricing under different market situation: Perfect competition – Price determination under monopoly price discrimination – monopolistic competition and Price determination.

CHAPTER – 7: 4 Hrs

National Income

Meaning, Methods & difficulties of Measuring National income, uses of National Income. Meaning of GNP, GDP, NNP, PI, DPI.

CHAPTER – 8: 2 Hrs

Business cycles

Meaning – Features – Phases of a trade cycle – Adjusting business plans to cyclical situations.

SKILL DEVELOPMENT:

?Ñ Construction of Demand Schedule for any product

?ö Calculation of elasticity of demand

? Computation of Average Cost, Marginal Cost, Marginal Revenue, Average Revenue.

?< Fit a straight line trend by the method of the least square

?^ Numerical problems GNP, GDP, NNP, PI, DPI

?f Chart out Business cycle suiting present Indian Economic Conditions

BOOKS FOR REFERENCE:

1. Reddy P.N and Appanniah H.R - Business Economics
2. Srivayya, Gangadhara Rao, Rao V.S.P. - Managerial Economics
3. Gupta G.S. - Managerial Economics
4. Ivon Png - Managerial Economics
5. Dr. D.M. Mithani - Managerial Economics
6. Atmanand - Managerial Economics
7. Shankaran S - Business Economics
8. Paul R.Ferguson - Business Economics
9. Sharma N.K. - Business Economics
10. Wali and Kalkundikar - Business Economics
11. Varshney and Maheshwari - Managerial Economics
12. D.N. Dwivedi – Managerial Economics
13. Barry Keating & J. Hoton Wilson – Managerial Economics, Bizantra Pub.
14. Lekhi. R.K and Aggarwal S.L – Business Economics.

1.4 FUNDAMENTALS OF ACCOUNTING

CHAPTER – 1: 6 Hrs

Introduction to Accounting

Meaning, Need for accounting, Internal and External uses of Accounting information, Accounting concepts and conventions, Accounting practices, Generally Accepted Accounting Principles. (Concept only of GAAP)

CHAPTER – 2: 10 Hrs
Accounting systems & process
Nature of accounting, Systems of accounting (Single entry and double entry), Process of accounting, transactions, journal entries and posting to ledger.

CHAPTER – 3: 16 Hrs
Subsidiary books
Subsidiary books - all subsidiary books (Sales book, sales return book, purchases book, purchase returns book, bills receivable book, bills payable book, cash book (Single column, double column, and three columnar cash book), petty cash book and journal proper.
Bank reconciliation statement – Need for reconciliation and preparation of bank reconciliation statement.

CHAPTER – 4: 8 Hrs
Rectification of errors and Trial balance
Types of accounting errors and methods of rectification of errors. Preparation of Trial balance.

CHAPTER – 5: 12 Hrs
Final Accounts: Preparation of Trading and Profit and Loss account and balance sheet (including adjustments for Sole proprietary concern)

CHAPTER – 6: 8 Hrs
Single Entry system of bookkeeping - Preparation of Opening and Closing statement of Affairs and Computation of profit.

SKILL DEVELOPMENT:

- ?^ Writing up subsidiary books
- ?f Preparation of Bank Reconciliation statement.
- ?æ Conversion of Single entry into Double entry – steps involved and numerical example.
- ?É Accounting Equations.
- ?ë Preparation of trading, profit and loss account of a sole trader from a trial balance.

BOOKS FOR REFERENCE:

1. Principles and Practice of Accountancy – V.A.Patil and J.S. Korlahalli
2. Grewal T.E. – Double Entry book keeping
3. Shukla and Grewal – Advanced Accountancy
4. Gupta and Radhaswamy – Advanced Accountancy Vol I& II
5. Hrishikesh Chakraborty –Advanced Accounts
6. Jain SP and Narang KL, Basic Financial Accounting – I
7. S.N. Maheshwari, Fundamental of Accounting.

1.5 BUSINESS MANAGEMENT

CHAPTER – 1: 4Hrs
Meaning - Need for Business - Functions nature of Business - Scope of Business (Commerce, Trade and Aids to trade) - Business objectives - Characteristics of business

CHAPTER – 2: 10Hrs

Forms of Business ownership

Meaning and Need - proprietary concerns Partnership firms - Hindu Undivided Family (HUF) - Companies - Government undertakings
Non Business Organisation - Trusts - Co-operative Society - Clubs & Associations - NGO's
(Meaning, Nature, Merits and Limitations)

CHAPTER – 3: 8Hrs

Management

Introduction - Meaning - nature and characteristics of Management, Scope and functional areas of management - Management as a science art or profession - Management & Administration - Principles of management - Social responsibility of management and Ethics.

CHAPTER – 4: 8Hrs

Planning

Nature, importance and purpose of planning Planning process - Objectives - Types of plans (Meaning only) - Decision making - importance & steps

CHAPTER – 5: 8Hrs

Organising and Staffing

Nature and purpose of organization - Principles of organization- Types of organization - Departmentation - Committees - Centralisation V s Decentralisation of authority and responsibility Span of Control - MBO and MBE(Meaning only) Nature and importance of Staffing - Process of Selection & Recruitment(in brief)

CHAPTER – 6: 8Hrs

Directing

Meaning and nature of directing - Leadership styles Motivation Communication - Meaning and importance - Coordination meaning and importance and Techniques of Co-ordination

CHAPTER – 7: 4Hrs

Control

Meaning and steps in controlling, Essentials of a sound control system, Methods of establishing control (in brief)

SKILL DEVELOPMENT:

?Ç Identify some popular NGO's in the region and list out their objectives

?è Comparison of various features of forms of business ownership

? A practical session on communication skills

? Listing the social responsibilities of firm of your choice with photographs / pictures of a company.

?ê Prepare a diagram of decision making in organization of your choice.

?4 Prepare organization chart of any company which you have visited.

?w Some illustrations of practicing Ethics by firms.

BOOKS FOR REFERENCE:

1. Koontz & O'Donnell, Management
2. Appaniah & Reddy, Essentials of Management
3. M Prasad, Principles of management
4. Rustum & Davan, Principles and practice of Management
5. Srinivasan & Chunawalla, Management Principles and Practice
6. J.S. Chandan, Management Concepts and Strategies
7. Thomas N. Duening and John. M. Ivancevich, Management Principles and Guidelines, Biztantra Pub.

1.6 BUSINESS MATHEMATICS

- CHAPTER – 1: 6Hrs
Basic concepts of Mathematics- Theory of numbers, Factorisation, HCF, LCM.
- CHAPTER – 2: 12Hrs
Theory of Equations, Linear Equations, Quadratic equations - Solutions of linear and quadratic equations, solutions of systems of linear equations in the two variables (without proof)
Examples of Business application of equations.
- CHAPTER – 3: 10Hrs
Matrices and Determinants (without proof)
Matrices, Types of Matrices- problems on addition, subtraction, Multiplication of Matrix - Division of matrix -Transpose of Matrix -Ad joint of a Matrix- Inverse of a Matrix Determinants - Solution of Simultaneous Equations (Cramer's rule) Examples of Business application of Matrices.
- CHAPTER – 4: 8Hrs
Progressions (without proof) - Problems on Arithmetic progression, geometric progression-
Examples of Business application of Progressions.
- CHAPTER – 5: 6Hrs
Permutation and Combinations (without proof) Problems on Permutation and Combinations -
Examples of Business application of Permutation and Combinations.
- CHAPTER – 6: 6Hrs
Ratio and Proportion, Stocks and Shares, Interest (Simple and Compound Interest) And Annuities.
- CHAPTER – 7: 12Hrs
Differential Calculus.
Differentiation- Introduction- Derivative of a function of one variable, constant with a function, Sum of functions, Product of two functions ,Quotient of two functions, Function of a function, logarithmic function, Differentiation of implicit functions, Successive Differentiation, Parametric functions and Maxima and minima. Introduction to integral calculus.
- SKILL DEVELOPMENT:
- ?• Application of Equation to Business situation – any one situation
 - ?Û Application of Matrix multiplication to any one business situation
 - ? Using differential calculus arriving at minimum cost, maximum revenue and maximum profit
 - ?^a Problems on simple and compound interest – any two problems of different situations in each
 - ?7 Problems on stocks and shares – any two

BOOKS FOR REFERENCE:

1. Dorairaj S.N, Business Mathematics.
2. D.C. Sanchethi and V.K. Kapoor, Business Mathematics.
3. P. R. Vittal, Business Mathematics.
4. V.K. Kapoor, Problems and Solutions in business Mathematics
5. B.M. Aggarwal, Business Mathematics
6. G.K. Ranganath, C.S. Sampangiram & Y. Rajaram, A text book of Business Mathematics
7. D.C. Sanchethi & B.M. Aggarwal, Business Mathematics.
8. Sivayya & Sathya Rao, An introduction to Business Mathematics
9. Quzi Zameeruddin & others, Business Mathematics
10. S.L. Aggarwal, Business Mathematics and Statistics.
11. K.V. Narayana & Dr. M.K. Purushotham, Business Mathematics
12. Tarroyaman, Mathematics for economics.

2.3 BUSINESS STATISTICS

CHAPTER – 1: Background and Basic Concepts Introduction – Statistics defined – Functions – Scope – Limitations.	4 Hrs
CHAPTER – 2: Diagrammatic and Graphic Representation Introduction – Significance – Difference between Diagrams and Graphs – Types of Diagrams.	6 Hrs
CHAPTER – 3: Measures of Central Tendency Introduction – Types of Averages – Arithmetic Mean (Simple and Weighted) – Median – Mode.	10 Hrs
CHAPTER – 4: Measures of Dispersion Range – Quartile Deviation – The Mean deviation and the Standard deviation – Coefficient of Variation.	10 Hrs
CHAPTER – 5: Correlation and Regression Analysis Meaning – types – probable error – rank correlation (excluding bivariate and multi correlation)	10 Hrs
CHAPTER – 6: Time Series Meaning and components – (Problems on moving average and least square method)	10 Hrs
CHAPTER – 7: Index Numbers Classification – Construction of Index numbers – Methods of constructing index numbers Simple Aggregative Method – Simple Average of Price Relative Method – Weighted Index Method – Laspear’s method – Paasche’s method – Fischer’s method.	10 Hrs

SKILL DEVELOPMENT:

- ?’ Preparation of different diagrams and graphs.
- ?’ Prepare tables based on real data and compute arithmetic mean / median etc..
e.g. (a) data of T.V viewership by class students

- (b) data of weekly spending habits of class students
- ?ø Compute standard deviation of real data pertaining to gold prices / silver prices / share prices etc. collecting data from dailies.
 - ? Prepare a chart showing wholesale price index / consumer price index / for atleast 3 months under observation.
 - ?> Take any ten observations of two live variables and graphically present to find correlation.
 - ?İ Obtain profit data of any company for 20 years and find moving average.

BOOKS FOR REFERENCE:

1. S.P. Gupta, Statistical Methods.
2. Elhance D.N, Fundamentals of Statistics.
3. Dr. B.G. Sathyaprasad & Prof. Chikkodi, Business Statistics.
4. Gupta. S.C, Fundamentals of Statistics.
5. S. Saha, Business Statistics.
6. Dr. J.S. Chandra, Prof. Jagjit Singh & K.K. Khanna, Business Statistics.
7. D.N. Ellahance, Veena Ellahance, B.M. Agarwal, Fundamentals of Statistics.
8. Aggarwal S.L., Business Mathematics and Statistics.

2.4 FINANCIAL ACCOUNTING

- CHAPTER – 1: 10Hrs
 Final accounts of Partnership firms
 Meaning - Partnership deed and its significance - Partners capital accounts (Fixed and fluctuating) - Final accounts - Preparation of P&L Appropriation Account, special Adjustments (Interest on capital, Interest on drawings, partners salary and other remuneration)
- CHAPTER – 2: 16Hrs
 Sale of a firm and conversion of Partnership into a Limited Company
 Calculation of Purchase Consideration - Accounting treatment in the books of the firm and company Including balance sheet.
- CHAPTER – 3: 12Hrs
 Royalty Accounts
 Meaning - Minimum rent - Short workings preparation of minimum rent account - Recoupment of short workings - Irrecoverable short workings -Entries in the books of Lessee and Lessor. (Excluding sublease)
- CHAPTER – 4: 12Hrs
 Hire Purchase and Installment purchase.
 Meaning - Features - Sale V s Hire Purchase – Entries and accounts in the books of the both the parties (Purchaser and vendor). (Asset Accrual method only) Interest Suspense method.
- CHAPTER – 5: 10Hrs
 Insurance claims:
 Calculation of loss of Stock (including normal and abnormal stock). Preparation of statement of claim, partial insurance, average clause.

SKILL DEVELOPMENT:

- ?~ List any five terms in a partnership deed and understand their accounting implications.
- ? A problem on calculation of purchase consideration when a firm is converted into a limited company
- ?X Computation of cash price, interest components and hire purchase instalments taking any

problem

- ?ø Understand the meaning and purpose of loss of stock insurance including the average clause
- ?^ A problem on royalty highlighting the significance of minimum rent and recoupment of short workings

BOOKS FOR REFERENCE:

1. B.S. Raman, Advanced Accountancy Vol II
2. Shukla and Grewal, Advanced Accountancy
3. M.A.Arunachalam & K.S.Raman, Advanced Accountancy
4. Gupta and Radhaswamy, Advanced Accountancy Vol I& II
5. Agarwal and Jain, Advanced financial Accounting
6. Maheshwari, Advanced Accountancy Vol I & II
7. B.M. Lall Nigam & G.L. Sharma, Advanced Accountancy
8. S.N. Maheshwari & S.K. Maheshwari, Financial Accounting
9. Jain S.P & Narang K.L, Basic Financial Accounting
10. S. Anil Kumar, Mariappa & V. Rajesh Kumar, Financial Accounting

2.5 ORGANISATIONAL BEHAVIOUR

CHAPTER – 1: 4Hrs

Organisational Behaviour

Organisation - Meaning and significance - The study of organisation behaviour - Definition - Scope and Application in Management -Contributions of other disciplines - Organisational structure, challenges facing management, Emerging Organisations.

CHAPTER – 2: 4Hrs

Perception

Meaning - Need - Perceptual Process – Perceptual Mechanism - Factors influencing perception - Interpersonal perception.

CHAPTER – 3: 8Hrs

Motivation

Meaning - Nature - Motivation process - Theories of Motivation (Maslow's Need Hierarchy theory - Herzberg's Two Factor Theory - McGregor Theory X & Theory Y - Financial and Non Financial Incentives - Job enrichment.

CHAPTER – 4: 4Hrs

Attitudes

Meaning - Characteristics of Attitudes – Components of Attitude - Attitude and Behaviour – Attitude formation and Measurement of Attitudes

CHAPTER – 5: 4Hrs

Learning and behaviour modification

Principles of learning & Reinforcement - observational learning - Cognitive Learning - Organisational BehavIOur Modification - Steps in Organisational Behaviour Modification process - Organisational Reward Systems

CHAPTER – 6: 6Hrs

Personality

Determinants of Personality - Biological factors - Cultural factors - family and Social Factors - Situational factors -Personality attributes influencing OB, Interactive Behaviour and

Interpersonal Conflict.

CHAPTER – 7: 6Hrs

Group Dynamics

Meaning - Types of Groups - Functions of small groups - Group Size Status - Managerial Implications- Group Behaviour - Group Norms - Cohesiveness - Group Think

CHAPTER – 8: 6Hrs

Leadership

Formal and Informal Leadership Characteristics Leadership Styles - Autocratic / Dictatorial - Democratic / Participative, Free reign/Laissez faire Leadership Styles & Management Activities.

CHAPTER – 9: 8Hrs

Organisational Change

Meaning - Nature of work change - Pressure for change - Change process - Types of change – Factors influencing change - resistance to change - overcoming resistance - Organisational Development - different techniques.

SKILL DEVELOPMENT:

- ?° Meaning of job enrichment and list the reconcilements of job enrichments
- ?Ñ Characteristics of attitudes and components of attitudes – A brief explanation
- ?ö List the determinants of personality
- ? Factors influencing perceptions – A brief explanation
- ?< List the characteristics of various leadership styles.

BOOKS FOR REFERENCE:

- 1.Robbins, Organisational Behaviour
- 2.John W. Newstrom & Kieth Davis, Organisational Behaviour
- 3.Fred Luthans, Organisational Behaviour
- 4.K. Aswathappa, Organisational Behaviour
- 5.M. Gangadhar. V.S.P.Rao and P.S.Narayan, Organisational Behaviour
- 6.N.S. Gupta, Organisational Behaviour
- 7.Jit. S. Chandan, Organisational Behaviour
- 8.M.N. Mishra, Organisational Behaviour
- 9.Sharma R.K & Gupta S.K, Management and Behaviour Process.
10. Appanniah & Reddy, Managemetn and Behavioural Process.

2.6 BUSINESS ENVIRONMENT

CHAPTER – 1: 4 Hrs
Business and its Environment
Meaning - Scope and Characteristics - Significance for economic policies and decisions in Organisation.

CHAPTER – 2: 6 Hrs
Global Environment
Nature of Globalisation – Manifestations of globalisation - Challenges of international business - Strategies for going global - India, WTO and trading blocks.

CHAPTER – 3: 6 Hrs
Technological Environment
Meaning – Features – Impact of Technology - Technology and Society- Management of Technology.

CHAPTER – 4: 8 Hrs
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.

CHAPTER – 5: 10 Hrs
Economic Environment
Characteristics of Indian Economy, Factors affecting economy, Economic resources (natural, industrial and technological) Impact of Liberalisation Privatisation and Globalisation on Indian Business.

CHAPTER – 6: 10 Hrs
Government policies
Impact of Fiscal, Monetary, Exim Policy and Industrial Policy on Business (Latest Policy Measures)

CHAPTER – 7: 6 Hrs
Natural environment - Meaning and influence on business

SKILL DEVELOPMENT:

- ? Study the impact of economic policies on decisions of any organization of your choice
- ?S Analyse the elements of globalisation and role of WTO
- ?– Globalisation of Indian business and impact of privatization and liberalization on Indian business – present a case.
- ?” Choose any one change in any of the economic policies and show the impact / or How does the change affect the business.
- ?– Political institutions – A brief account of the role of legislature, executive and judiciary.
- ?ù List the Fundamental Rights as per the Indian Constitution.
- ?< List out different trading blocs in international trade.
- ?† Give your observations as to how technology has helped society.

BOOKS FOR REFERENCE:

1. Dr. K Aswathappa, Business Environment
2. Francis Cherunilam, Business Environment
3. S. Adhikari, Business Environment
4. Misra & Puri, Economic Development

5. Ruddar Dutt & Sundaram KPS, Indian Economy
6. Chidambaram. K, Business Environment
7. Rosy Walia, Business Environment.

3.1 BUSINESS COMMUNICATION

CHAPTER – 1: 8Hrs
Business Communication
 Definition - Role of communication in business organization - Objectives of communication - Elements of communication - Process of communication Verbal and Non- verbal communication - Functions and types of communication Role of nonverbal communication.

CHAPTER – 2: 6Hrs
Organisational communication
 Dimensions in Organisational network communication structure -Communication in different situations

CHAPTER – 3: 6Hrs
Barriers to communication
 Barriers to communication in an Organisational set up and how to over come those barriers.

CHAPTER – 4: 6Hrs
Listening
 Meaning - Value of Listening - Task of Listening - Principles of Effective listening - Importance of listening in meetings, Committees, Conferences

CHAPTER – 5: 4Hrs
Interviews
 Meaning - Preparation - facing the interview Interviewer's function - Other types of interviews (Promotional, Appraisal, Exit, Problem and Stress)

CHAPTER – 6: 4Hrs
Modern Communication Devices
 Internet, Teleconferencing, Personal Digital Assistant (PDA), Mobile Phones, Computers, Laptops, Palmtops, Close Circuit TV s

CHAPTER – 7: 8Hrs
Written communication Business letters - Types - Layout - Parts of a letter Forms of Layout (Full block form, Modified block form, Semi block form etc)
Types of Business Letters
 Basic principles style and tone letters relate to calling for a post, calling for interviews, appointment orders, termination order, business enquiries, order, regret, cancellation of orders, Complaints and adjustments, Status enquiry and circulars.

CHAPTER – 8: 8Hrs
Report writing
 Reports - by individuals, by committees. Approach skills, basic principles, styles and common errors (Case study), Preparation of reports for different business situations, preparation of press note.

SKILL DEVELOPMENT:

- ?→ List and mention the features of modern communication devices
- ?@ A brief note on the preparations for facing the interview
- ?< A brief note on the significance of listening in meetings, committees and conferences

- ?e Writing business letters – take any five situation and draft relevant business letters.
- ?ø Preparing the chairman’s report on business performance to be released to the press.

BOOKS FOR REFERENCE:

1. Sharma, Business correspondence & Report Writing
2. Pradhan, Bhande and Thakur, Business Communication
3. Rai and Rai, Business Communication
4. Balasubramanyan, Business Communication
5. Raymond V. Lesikar John D. Pettit, Business Communication
6. Varinder Kumar, Business Communication
7. Reddy & Appanniah, Essentials of Business Communication.

3.2 HUMAN RESOURCE MANAGEMENT

CHAPTER – 1: Human Resource Management Meaning of HRM, Importance of HRM, Objectives and Functions, process of HRM, Systems and Techniques, Role of human resource manager, duties and responsibilities of human resource manager, typical organization set up of human resource department.	6Hrs
CHAPTER – 2: Human resource planning, Recruitment, Selection and Placement Meaning and importance of human resource planning, benefits of human resource planning, Meaning of recruitment, selection, placement and training Methods of Recruitment and Selection - Uses of tests in selection, Problems involved in placement.	8Hrs
CHAPTER – 3: Training and Induction Meaning of Training and Induction, Objective and purpose of induction, Need for training, benefits of training, Identification of training needs, methods of training.	8Hrs
CHAPTER – 4: Performance Appraisal and compensation Meaning of performance appraisal, objectives of performance appraisal, methods of performance appraisal and limitations. Principles and techniques of wage fixation, job evaluation, compensation -meaning of compensation, objectives of compensation.	8Hrs
CHAPTER – 5: Promotion & Transfers Purpose of promotion, basis of promotion, Meaning of transfer, reasons for transfer, types of transfer, right sizing of work force. Need for right sizing.	10Hrs
CHAPTER – 6: Work Environment Meaning of work environment, Fatigue, Implications of fatigue, causes and symptoms of fatigue, monotony and boredom, factors contributing to monotony and boredom, Industrial	5Hrs

accidents, Employee safety, Morale, Grievance and Grievances handling, Personnel records & Personnel Audits.

CHAPTER – 7: 5Hrs

HRD

Meaning of HRD, Role of training in HRD. Knowledge management, Knowledge resources, Impact of globalisation on human resource management, problems in relation to Transnationals and multi nationals.

SKILL DEVELOPMENT:

- ? Chart the function of HRM and a brief explanation on the need for each function.
- ? Prepare an Ad for recruitment / selection of candidates for any organization of your choice.
- ? Give observation of industrial safety practices followed by any organization of your choice
- ? Develop a format for performance appraisal of an employee
- ? Choose any MNC and present your observations on training programme.

BOOKS FOR REFERENCE:

1. C.B.Mamoria, Personnel management
2. Edwin Flippo, Personnel management
3. Aswathappa, Human Resource Management
4. Subba Rao, Human Resources management
5. Michael Porter, HRM and human Relations
6. Biswanath Ghosh, Human Resource Development and Management.
7. Reddy & Appanniah, Personnel Management.
8. Sahni, Personnel Management.

3.3 MARKETING MANAGEMENT

CHAPTER – 1: 4 Hrs

Introduction to Marketing

Definition, nature, scope and importance of marketing, Approaches to the study of marketing and economic development, traditional and modern concept of marketing. Functions of marketing.

CHAPTER – 2: 6 Hrs

Marketing Environment

Analysing needs & trends in the Micro & Macro environment - Marketing Mix - The elements of marketing mix

Market Segmentation - Bases for Market segmentation, Requisites of sound marketing segmentation - Market Targeting strategies -Positioning - Undifferentiated marketing - Concentrated marketing.

CHAPTER – 3: 6 Hrs

Analysing consumer markets and buying behaviour

Factors influencing Buying behaviour - Cultural, Social, Personal, Psychological factors - The Buying decision process - stages of the buying decision process

CHAPTER –4: 6 Hrs

Product

Classification of products, Product mix decisionProduct line, product addition & deletion,

Product life cycle, Product planning - Diversification, Product positioning, New product development process, Strategies- Branding –Packaging

CHAPTER – 5: 6 Hrs

Pricing

Pricing objectives, Policy, Factors influencing pricing policy, method of pricing policies and strategies

CHAPTER – 6: 6 Hrs

Channels of distribution

Definition - Need - channel design decision - channel management decision - factors affecting channels, Types of marketing channels.

CHAPTER – 7: 6 Hrs

Promotion

Nature and importance of promotion, Promotional methods - Advertising decisions, sales promotion, public relation, direct selling. Advertising copy, evaluation of advertising, personal selling and sales promotion.

CHAPTER – 8: 6 Hrs

Marketing Research

Marketing Information System, components - market intelligence system - Marketing Research, Process, Types and techniques of organising Marketing Research.

CHAPTER – 9:

Recent Trends in marketing

E-business, Tele-marketing, M-Business, Relationship Marketing, Retailing, Concept Marketing and Virtual Marketing.

SKILL DEVELOPMENT:

?V Analyse consumer behaviour by interacting with some select consumers of certain FMCG

?w Take any advertisement released by a company in a news paper and analyse the same keeping in view the essential ingredients of advertisements

?¾ Develop an Advertisement copy for any product of your choice

?ã Prepare a chart of marketing information system

? Draw a chart of product life cycle of one consumer durable and one consumer non durable product

?– Present diagrammatically Tele-marketing, virtual marketing or E-business

BOOKS FOR REFERENCE:

1. Philip Kotler, Marketing Management
2. William J. Stanton, Marketing Management
3. Sherleker S.A, Marketing Management
4. Ramaswamy, Marketing Management
5. J.C Gandhi, Marketing Management
6. Reddy, Appanaiah & Sherlekar, Marketing Management
7. Davar, Modern Marketing Management.
8. Rajagopal, Marketing Management.
9. Joel R. Evans and Barry Berman, Marketing in the 21st Century, Biztantra Pub.
10. Sonatakki, Marketing Management.

3.4 CORPORATE ACCOUNTING

CHAPTER –1: 10Hrs
Company Final Accounts
Meaning - Preparation of Trading and Profit and loss Account, P&L Appropriation Account - Balance Sheet

CHAPTER – 2: 12Hrs
Issue of Shares
Meaning - Kinds of Shares,- Problems on issue and allotment of Shares - Calls in arrears and Calls in Advance- Over Subscription and under Subscription - Issue of Shares at Premium, Discount - Forfeiture of shares - Reissue of forfeited shares - Issue of Shares to the Vendors - Issue of Shares to the Promoters.

CHAPTER – 3: 6Hrs
Issue of Debentures
Meaning, types of debentures, Shares V s Debentures - Issue of Debentures, Problems on issue of Debentures, Entries and Accounts.

CHAPTER – 4: 20Hrs
Pooling Method by nature of business (Amalgamation) and business purchase (Absorption and external reconstruction) as per Accounting Standards - 14 Meaning - Difference between Amalgamation and Absorption - Preparation of purchase Consideration under Different methods Settlement of Purchase Consideration - Problems on Amalgamation, Absorption and External Reconstruction

CHAPTER – 5: 12Hrs
Internal Reconstruction
Meaning - Forms of Reconstruction - Alteration of Capital and Capital Reduction - Internal Reconstruction V s Amalgamation - Internal Reconstruction - Internal Reconstruction V s Absorption V s External Reconstruction - Scheme for Internal Reconstruction of a Company – Problems

SKILL DEVELOPMENT:

- ?w Preparation of final accounts of a company – A brief note on legal requirements to be compiled with together with a numerical example.
- ?¾ A numerical example on issue and forfeiture of shares – summary of accounting procedure involved to be given
- ? A brief note on the methods of computing purchase consideration supported by numerical example involved in Amalgamation and absorption.
- ?– A brief note on motives behind mergers
- ?à Construction of a scheme for internal reconstruction taking any numerical example
- ?” Take any reported cases of merger of companies and understand the legal and accounting processes and implications.

BOOKS FOR REFERENCE:

1. R.L. Gupta and M. Radha Swamy, Advanced Accountancy
2. B.S. Raman, Advanced Accountancy Vol I&II
3. Shukla and Grewal, Advanced Accountancy
4. Anil Kumar, V. Rajesh Kumar & B. Mariappa, Financial Accounting Vol II
5. Agarwal and Jain, Advanced Financial Accounting
6. Rup Ram Gupta, Advanced Accountancy
7. Maheshwari, Advanced Accountancy Vol I & II

8. B.M. Lal Nigam & G.L. Sharma, Advanced Accountancy
9. M.A. Arunachalam & K.S. Raman, Advanced Accountancy
10. S.N. Maheshwari, Corporate Accounting.
11. Jain & Narang, Corporate Accounting.

3.5 SERVICES MANAGEMENT

CHAPTER – 1: 4Hrs
 Introduction: Understanding Services Phenomenon; Growth, of Service Sector; Role of services in Economy; The concept of Services; Characteristics of services; Classification of services

CHAPTER – 2: 6Hrs
 Marketing Mix in Service Industry
 Product in services, price, promotion, Place, process, people, physical evidence- (concepts only)

CHAPTER – 3: 6Hrs
 Knowledge of the customer: Customer Involvement in Service Processes; Customer behaviour in Service Settings; Targeting Customers, Managing Relationships and building Loyalty.

CHAPTER – 4: 8Hrs
 Planning & Managing Service Delivery - Creating delivery systems in place, Cyberspace and time; Enhancing Value by Improving Quality and Productivity; Balancing Demand & Capacity.

CHAPTER – 5: 10Hrs
 Tourism Management: Introduction; Concept & Nature of Tourism; Significance & Impact of Tourism; Market Segmentation in Tourism; Tourism marketing Mix
 Management of Travel Services:
 Role of Travel Agencies & Travel Organisation
 Tour Operations - Meaning and services.

CHAPTER – 6: 10Hrs
 Management of Hotel Industry: Hotels; Facilities; The guest Cycle; classification of hotels; Marketing Mix of Hospitality Industry

CHAPTER – 7: 6Hrs
 Health care services:
 Hospital service Management - Introduction to Hospitals; Development of Hospitals; Facilities; Personnel; Administration;
 Hospital service extensions - Pharma; Mid wife;
 Marketing the medical transcription services

SKILL DEVELOPMENT:

- ?m Visit any hotel and give an account of facilities provided by the management to tourists.
- ?~ Interact with a tourist operator and try to understand elements of tourism management.
- ?ù Select any service and analyse the Marketing mix involved.
- ?< Proforma of medical transcriptions.
- ?† List out organizations providing health care services in your area.
- ?’ List out different Health care services.
- ?’ Visit a big Hospital and identify the managerial functions and draw a chart.
- ?¬ Develop a Tourism package for 3/7/15 days.

BOOKS FOR REFERENCE:

1. Shanker, Ravi - Services Marketing - the Indian Perspective; Excel Books, New Delhi; First Edition; 2002
2. Lovelock, Christopher; Services Marketing - People, Technology, Strategy; Pearson Education Asia, Delhi; First Indian Reprint, 2001.
3. Dr. Shajahan. S; Service Marketing (Concept, Practices & Cases); Himalaya Publishing House; Mumbai; First Edition 2001.
4. Vasanthi Venugopal & Raghu V.N; Services Marketing; Himalaya Publishing house; Mumbai; First Edition 2001.
5. Cengiz Haksever et. al, Service Management and Operations, Pearson Education

3.6 INTERNATIONAL BUSINESS

<p>CHAPTER – 1: International Business International Business – nature Theories and Competitive advantages – Evolution – Nature of International business Reasons and Stages of internationalization – Approaches and theories of International Business – Comparative cost advantage and problems of International Business.</p>	8 Hrs
<p>CHAPTER – 2: Modes of Entering International business International Business Analysis – modes of Entry –Exporting - Licensing – Franchising – Contract manufacturing – turn Key Projects – Foreign Direct investment – Mergers and Acquisitions and Joint Ventures – Comparisons of Different modes of Entry</p>	8 Hrs
<p>CHAPTER – 3: Globalisation Meaning Definitions and Features –Stages – Stages of Markets Production – investment and Technology Globalisation – Advantages and Dis advantages methods and Essential conditions for Globalisation – Globalisation and India.</p>	8 Hrs
<p>CHAPTER – 4: MNCs and International Business Definitions – Distinction among Indian Companies, MNC, Global Companies and TNC - Organisational Transformations –Merits and Demerits - MNCs in India</p>	6 Hrs
<p>CHAPTER – 5: International marketing Intelligence Information required - Sources of Information International Marketing Information System and Marketing Research</p>	6 Hrs
<p>CHAPTER – 6: Foreign trade Process - Documents - Regulations regarding imports and exports - and Financing techniques – Imports and exports. Banks- Other financial institutions focusing on exports (ECGC, EXIM Bank- functions and roles). Exchange rate determination (concept only), capital account convertibility (concept). Balance of trade and payments. Disequilibrium's and measures for rectification.</p>	8Hrs
<p>CHAPTER – 7: Export Promotion Role and functions of state trading S.T.C, M.M.T.C, M.I.T.C.S, T.T.C.I specialised export promotion councils and agencies</p>	6 Hrs

SKILL DEVELOPMENT:

- ?ø List atleast 3 MNC's operating in India along with the products / services they offer
- ?^ List latest news affecting India through WTO, World Bank, IMF etc. collect and paste.
- ? Any two documents used in export trade
- ?« Collect and paste any two documents used in import trade
- ?> Chart in different currencies of different countries
- ?Ï Tabulate one month data of foreign exchange rate of atleast 2 currencies
- ?a Chart the features of any two schemes of Export Promotion Councils

BOOKS FOR REFERENCE:

1. K. Aswathappa, International Business
2. Francis Cherunilam, International Business Environment.
3. Subba Rao, International Business
4. Vern Terpasstra & Ravi Sarathy, International marketing
5. Balla, International Business
6. Kindle berger, International economics.

3.7 : INDIAN CONSTITUTION

UNIT – 1:

- a. Framing of the Indian Constitution: Role of the Constituent Assembly.
- b. Philosophy of the Constitution: Objectives, resolution, preamble, fundamental Rights and Duties. Human rights and Environmental protection.

UNIT – 2:

- a. Special Rights created in the Constitution of Dalits, Backward Classes, Women and Children, and religious and linguistic minorities.
- b. Directive Principles of State policy: The need to balance fundamental rights with directive principles.

UNIT – 3:

- a. Union Executive: President, Prime Minister and Council of Ministers; powers and functions, coalition Government, problems in their working.
- b. Union Legislature: Lok Sabha and Rajya Sabha, powers and functions. Recent trends in their functioning.

UNIT – 4:

- a. State Government: Governor, Chief Minister and Council of ministers, Legislature.
- b. Centre – State relations: Political, financial, administrative: Recent Trends.

UNIT – 5:

- a. Judiciary: Supreme Court, Judicial Review, Writs, Public interest litigations. Enforcing rights through writs.
- b. Emergency provisions (Article 356)

BOOKS FOR REFERENCE:

1. D.D. Basu – Introduction to the Indian Constitution.

2. A.S. Narang – Indian Constitution, Government and Politics.
3. Nani Palkhivala – We, the People, UBS Publishers, New Delhi, 1999.
4. A.G. Noorani – Indian Government and Politics.
5. J.C. Johari – Indian Government and Politics Vol. I & II, Vishal, New Delhi.
6. Gran Ville Austin – The Indian Constitution – Corner stone of a Nation, Oxford, New Delhi, 2000.
7. M.U. Plyce, Constitutional Government in India.

4.1 BUSINESS RESEARCH METHODS

CHAPTER – 1: 4Hrs
 Introduction
 Meaning - Objectives - Types of Research - Research Approaches - Research methods Vs Research Methodology - Steps in Research.

CHAPTER – 2: 4Hrs
 Defining the Research Problem
 Meaning - Selecting the Problem - Techniques involved in defining the problem.

CHAPTER – 3: 6Hrs
 Research Design
 Meaning - Need - Features - Important concepts relating to Research Design - Types of Research Design - basic Principles of Experimental Designs.

CHAPTER – 4: 8Hrs
 Sampling
 Meaning - Need - Census & Sample Survey Sampling Designs-Probability Sampling (Simple Random - Systematic - Stratified - Cluster – Area Multistage - Sequential Sampling Methods).

CHAPTER – 5: 8Hrs
 Data Collection and Processing
 Collection of Primary data - Collection of data through Questionnaire & Schedules - Secondary data – Qualitative techniques of data collection - Interview, Observation - Tabulation of Data.

CHAPTER – 6: 8Hrs
 Analysis and Interpretation of Data and Research Reporting
 Meaning of Interpretation - Technique of Interpretation - Significance of Report writing - Steps - Layout of the Research Report - Types of Reports - Precautions while writing Research Reports.

SKILL DEVELOPMENT:

- ? " Illustrate different types of samples with examples
- ?m Construct a questionnaire for collection of primary data keeping in mind the topic chosen for research
- ?ù Narrate your experience using observation technique
- ?< Diagrammatically present the information collected through the questionnaire

BOOKS FOR REFERENCE:

1. O.R. Krishna Swamy, Research Methodology
2. CR. Kothari, Research Methodology
3. Wilkinson & Bhandarkar, Methodology and Techniques of Social Research
4. Sadhu Singh, Research Methodology in social science

5. V.P. Michael, Research Methodology in Management
 6. William M.K. Trochim, Research Methods, Bizantra

4.2 BUSINESS LAW

CHAPTER – 1: 4 hours

Introduction: Meaning and Scope of business law – Sources of Indian business law.

CHAPTER – 2: 30 hours

Indian Contract Act of 1872 : Definition – types of contract – essentials – offer, acceptance, consideration capacity of parties – free consent (meaning only) – legality of object and consideration – various modes of discharge of a contract – remedies for breach of contract.

CHAPTER – 3: 5 hours

Intellectual Property Legislations : Meaning and scope of intellectual properties – Paten Act of 1970 and amendments as per WTO agreements : Background – objects – definition – inventions – patentee – true and first inventor – procedure for grant of process and product patents, WTO rules as to patents (in brief), rights to patentee – infringement – remedies.

CHAPTER – 4: 4 hours

The Environment Protection Act of 1986 : Back ground – definition of 1) Environment 2) Environmental pollutant 3) Environment pollution 4) Hazardous substances, and 5) Occupier – Power of central Government in relation to protection of environment and prevention of environment pollution.

CHAPTER – 5: 4 hours

Consumer Protection Act. [COPRA] 1986 : Back ground – definitions of 1) Consumer 2) Consumer Dispute 3) Complaint 4) Deficiency 5) Service – Consumer Protection Council – consumer redressal agencies – District Forum, State Commission and National Commission.

CHAPTER – 6: 4 hours

Foreign Exchange Management Act 1999 : Objectives, Scope and salient features – offences under the act.

CHAPTER – 7: 5 hours

Cyber Laws 1999 : Objectives, definitions and salient features, provisions pertaining to piracy and related offences and penalties.

CHAPTER – 8: 4 hours

Competition Law 2003 : Meaning and scope, salient features, offences and penalties under the Act.

SKILL DEVELOPMENT:

?† Draft a 'rent agreement' incorporating all the essential features of a valid agreement.

?’ Draft an agreement to repay a loan borrowed from a bank on installment basis.

?’ Case laws ‘involving points of law of contracts’.

?¬ Draft a complaint against ‘unfair trade practice’ adopted by a businessman, to the consumer forum.

?e List out the latest cases of both High Court and Supreme Court on Environmental issues with both facts and judgements. [Atleast 2 cases]

BOOKS FOR REFERENCE:

1. Tulsian-Business Law, Tata McGraw Hill, New Delhi.
2. Aswathappa. K & Ramachandra – Business Law, HPH, Mumbai.
3. Kapoor N.D. - Business Law, Sultan Chand & Co.
4. Bare Acts.
5. Nabhi - Business Law, Indian Law House, Mumbai.
6. Garg, Sareen, Sharma & Chawla - Business Law.
7. M.C. Kuchhal, Business Law.

4.3 COST ACCOUNTING

CHAPTER – 1:

Nature & scope of Cost Accounting 10 Hrs
Meaning - Cost – Costing – Cost Accounting –Cost Accountancy – Financial Accounting and Cost Accounting - Cost Concepts – Cost Centre - Cost Unit – Classification and Elements of Cost – Costing Methods and Techniques – Preparation of Cost Sheets – Tenders and Quotations.

CHAPTER – 2:

Materials 10 Hrs
Meaning of Material Control – Steps in Material Control – Need – Objective of Material Control – Issue of Materials – Methods of Pricing material issues (FIFO, LIFO, Simple & Weighted average Methods only)

CHAPTER – 3:

Labour cost 8Hrs
Meaning of Labour Cost – Idle time – Over time - Methods of Remunerating Labour – Time rate and Piece rate systems - Halsey and Rowan Premium systems, Taylor and Merricks Differential Piece Rate systems.

CHAPTER – 4:

Overheads 10 Hrs
Classification of Overhead Cost – Allocation of Overhead Expenses – Apportionment of Overhead Expenses – Bases of Apportionment – Primary and Secondary distribution (Repeated and simultaneous equation methods only) Absorption of overhead (Machine hour rate only)

CHAPTER – 5:

Methods of cost ascertainment 16 Hrs
1. Contract costing
2. Process costing (Excluding interprocess profits and equivalent Production)
3. Operating costing (Transportation costing)

CHAPTER – 6:

Reconciliation of cost and financial accounts 6 Hrs
Meaning – Reasons for the differences – Preparation of reconciliation statement

SKILL DEVELOPMENT:

? List methods of costing adopted by industries located in the region

- ?e List materials consumed in any two organizations of your choice
- ?ø Draw a specimen of purchase requisition format
- ?^ Draw specimen of bin-cards
- ? Draw specimen of stores ledger
- ?« Draw specimen of wage sheet / pay roll with imaginary figures

BOOKS FOR REFERENCE:

1. SP Jain & KL Narang, Cost and Management Accounting
2. Prabhu Dev, Cost Accounting
3. Nigam, Theory and Techniques of Cost Accounting
4. MY Khan & PK Jain, Management accounting
5. B.M.Lall Nigam & I.C.Jain, Cost Accounting Principles and practices
6. Dr. S.N. Maheshwari, Elements of Management accounting
7. Edward B Deakin & Michael W Maher, Cost Accounting
8. Jawahar Lal, Cost Accounting
9. M.N. Arora, Cost Accounting

4.4 FINANCIAL MANAGEMENT

<p>CHAPTER – 1: Financial Management Meaning - Scope of Finance - Financial Decisions in Firm - Goals of Financial Management.</p>	6 Hrs
<p>CHAPTER – 2: Financing Decision Introduction to Capitlisation and Capital structure - Sources and Instruments of funds (Long term, Medium Term and Short term sources) Primary Market, Capital Market and Money Market.</p>	10 Hrs
<p>CHAPTER – 3: Cost of Capital Meaning - Computation of Cost of Capital of Equity, Preference, Debentures, Retained earnings, Public Deposits - Weighted Average Cost of Capital, Marginal cost of capital.</p>	10 Hrs
<p>CHAPTER – 4: Capital Structure and Leverages Meaning of Capital Structure - Optimum Capital Structure - Factors determining capital structure - Problems - Leverages - Operating Leverage, Financial Leverage and Combined Leverage - EPS Analysis - Problems.</p>	10 Hrs
<p>CHAPTER – 5: Investment Decision Meaning of Capital Budgeting - Significance – Capital Budgeting process – Project classification and Investment Criteria - Payback method - ARR Method - Net Present Value - IRR Method – Profitability Index.</p>	10 Hrs
<p>CHAPTER – 6: Management of profits Meaning - Types of Dividend policies – Factors influencing dividend policy - Forms of Dividends.</p>	

CHAPTER – 7: 8 Hrs
Management of working capital
Meaning - Introduction - concepts of working capital - Factors Influencing working capital - Requirements - Importance of adequacy of working capital - Components of working capital - Cash Management - Receivables Management and Inventory Management (Meaning and Importance Only) - Simple Problems on estimation of working capital requirements

SKILL DEVELOPMENT:

- ?ò Collect and paste share application form of IPO.
- ?, Collect EPS of atleast 5 companies for 3 years and draw EPS chart.
- ? Prepare a capital budget by applying different techniques for a new business to be started.
- ?· Illustrate operating cycle for atleast two different companies of your choice.
- ?8 Draw Cash Management charts.
- ?Ë Draw working capital policy charts.

BOOKS FOR REFERENCE:

1. Dr. Sathya Prasad & P.V. Kulkarni, Financial Management .
2. V.K. Bhalla, Investment management.
3. V.K. Bhalla, Financial Management.
4. I.M. Pandey, Financial Management.
5. Dr. S.N. Maheswari & Dr. C.B. Gupta, Financial Management.
6. Prasanna Chandra, Financial Management & Practice.
7. Preeti Singh, Investment Management Security Analysis and Portfolio Management.
8. Sharma & Gupta, Financial Management.

4.5 PRODUCTION AND OPERATIONS MANAGEMENT

CHAPTER – 1: 4 Hrs
Introduction to Production & Operation management - Meaning & Scope of the subject

CHAPTER – 2:
Plant location and layout
Factor affecting location, theory and practices, cost factor in location, plant layout principles, space requirement, Different types of facilities, Organisation of physical facilities – building, sanitation, lighting, air conditioning, safety etc..

CHAPTER – 3: 10Hrs
Materials Management
Purchasing, selection of suppliers, inventory management, material handling principles and practices, economic consideration, criteria for selection of materials handling equipment, standardization, codifications, simplification, inventory control, Value analysis, value engineering and ergonomics, Inter- relationship of plant layout and materials handling.

CHAPTER – 4: 10 Hrs
Production planning and control
Objectives and concepts, capacity planning, corresponding production planning, controlling, scheduling routing

CHAPTER – 5:
Quality Control 8Hrs
Statistical quality control, Quality management, Control charts and operating characteristic curves, acceptance sampling procedures, quality circle, Meaning of ISO and TQM.

CHAPTER – 6: 6 Hrs
Time and Motion Study
Concepts of “Standard Time”, Method study, time and motion study, charts and diagrams, work measurements

CHAPTER – 7:
Maintenance Management 4 Hrs
Types of maintenance, Break down, spares planning and control, preventive routine, relative advantages, maintenance scheduling, equipment reliability and modern scientific maintenance methods

CHAPTER – 8:
Waste Management 4 Hrs
Scrap and surplus disposal, salvage and recovery

CHAPTER – 9:
Automation 6Hrs
Meaning, advantages and problems

SKILL DEVELOPMENT:

?< Visit any organization and give a report on the functioning of PPC

?^ Function of Materials management

?f Function of Quality Circles

?æ ISO specification charts

?É List environmental issues handled by the company visited

?ë Understand the plant location of the organization selected

BOOKS FOR REFERENCE:

1. SN Chary, Production & Operations Management
2. Ashwathappa. K, Production & Operations Management
3. Alan Muhlemann, John Oaclank and Keith Lockyn, Production & Operations Management
4. K K Ahuja, Production Management
5. Everett E Adam Jr., and RonaldJEbert, Production & Operations Management
6. Dr. L. N. Agarwal and Dr. K.C. Jain, Production Management
7. Thomas E. Morton, Production Operations Management
8. Sonatakki. C.N, Production Management

4.6 LAW & PRACTICE OF BANKING

OBJECTIVES: To familiarise the students to understand the law and practice of banking.

CHAPTER- 1: 6 Hrs
Banker and Customer: General and special relationship.

CHAPTER - 2: 12 Hrs
Paying Banker: Nature of banking business, negotiable instruments and their characteristics, payment of cheques and protection to the paying banker dishonors of cheques - grounds - payment of cheque and other instruments - mandatory function of the banker.

CHAPTER - 3: 12 Hrs
Collecting-Banker: Collection of cheques and other instruments-protection to the collecting banks under the negotiable instruments Act - endorsements on cheques. Bills of exchange - different types of endorsements - forged endorsements. Holder of value - holder/payment in due course.

CHAPTER - 4: 15 Hrs
Types of Customers and Account holders: Procedure and practice is opening and conducting the accounts of customers particularly individuals including minors - joint account holders. Partnership firms - joint stock companies with limited liability-executors and trustees-clubs and associations-joint Hindu family etc.. Step to be taken on death, lunacy, bankruptcy, winding up or in cases of garnishee orders-non-resident accounts - accounts of Govt. Departments, payment of pension-certificate of deposit

CHAPTER – 5: 5 Hrs
Services to Customers: Remittance of funds by demand drafts, mail transfers, telegraph/telex transfers - safe, y lockers safe custody of articles – standing instructions - credit cards.

CHAPTER – 6: 10 Hrs
Principles of Bank Lending: Different kinds of borrowing facilities granted by banks such as Loans, cash credit, overdraft, bills purchased, bills discounted, letters of credit, Types of securities, NPA.

SKILL DEVELOPMENT:

?2 Collect and Paste (xerox) of A/c opening form for SB A/c and Current A/c

?5 Collect and paste pay in slip for SB A/c and Current A/c.

?7 Draw specimen of Demand Draft.

? : Draw different types of endorsement of cheques.

?< Past specimen of Travellers Cheques / Gift cheques / Credit cheques.

?? List customer services offered by atleast 2 banks of your choice.

BOOKS FOR REFERENCE:

1. Tannan M.L : *Banking Law and Practice in India*.
2. Bedi H.L & Hardikar V.K : *Practical Banking - Advance*
3. Sheldon H.P : *Practice and Law of Banking*.
4. Bedi. H.L : *Theory and Practice of Banking*.
5. Kothari N. M: *Law and Practice of Banking*.
6. Maheshwari. S.N. : *Banking Law and Practice*.
7. Shekar. K.C : *Banking Theory Law and Practice*.
8. Lan Nigam RM : *Law and Practice of a Banking*.
9. Sundaram KP.M : *Money, Banking and International Trade*. 10.Pannandikar & Mithami: *Banking in India*.
- 11.Radhaswamy & Vasudevan: *Text Book of Banking*.
- 12.Indian Institute of Bankers (Pub) *Commercial Banking Vol-I/Vol-II (part I& II) Vol- III*.

13. Varshaney: *Banking Law and Practice*.
14. Sheldon: *Theory and Practice of Banking*.
15. Devat. S.R: *Law and Practice of Banking*.
16. Dr. P.N. Reddy & H. R. Appannaiah : *Banking Theory and Practice*.
17. Ranganathachary, *Banking Law and Practice*.

4.7 : COMPUTER FUNDAMENTALS

UNIT – 1: 8 hours
 General features of a Computer. Generation of computers. Personal Computer, Workstation, Mainframe Computer and super Computers. Computer applications – data processing, information processing, commercial, office automation, industry and engineering, healthcare, education, graphics and multimedia.

UNIT – 2: 10 hours
 Computer organization. Central processing unit. Computer memory primary memory and secondary memory. Secondary storage devices – magnetic and optical media. Input and output units. OMR, OCR, MICR, scanner, mouse. Modem.

UNIT – 3: 12 hours
 Computer hardware and software. Machine language and high level language. Application software. Computer program. Operating system. Computer virus, antivirus and Computer security. Elements of MS DOS and Windows OS. Computer arithmetic. Binary, octal and hexadecimal number systems. Algorithm and flowcharts. Illustrations. Elements of database and its applications.

UNIT – 4: 10 hours
 Word processing and electronic spread sheet. An overview of MS WORD, MS EXCEL and MS POWERPOINT. Elements of BASIC programming. Simple illustrations.

UNIT – 5: 10 hours
 Network of computers. Types of networks. LAN, Intranet and Internet. Internet applications. World wide web. E-mail, browsing and searching. Search engines. Multimedia applications.

LIST OF PRACTICAL ASSIGNMENTS: (12 Sessions of 2 hours each)

1. System use, keyboard, mouse operations. Word pad and paint brush.
 Creating a folder and saving a document – 2 sessions.
2. Simple MS. DOS commands – 1 Session
3. Windows operating system – icons, menus and submenus, my computer – 2 sessions
4. Desktop publishing – preparation of a document using MS.WORD – 2 sessions
5. Installation of a software, virus scanning – illustrations – 1 session.
6. Spreadsheet calculations using MS.EXCEL – 1 session.
7. BASIC programming – illustrations – 1 session.
8. Internet use. Surfing, browsing, search engines, E-mail. – 2 sessions.

BOOKS FOR REFERENCE:

1. Alexis Leon and Mathews Leon (1999): Fundamentals of information technology, Leon Techworld Pub.
2. Jain, S.K. (1999): Information Technology “O” level made simple, BPB Pub.
3. Jain, V.K. (2000): “O” Level Personal Computer Software, BPB Pub.
4. Rajaraman, V. (1999): Fundamentals of Computers, Prentice Hall India.
5. Hamacher, Computer Organisation, Mc Graw.
6. Sinha, Computer Fundamentals, BPB Pub.

5.1 INCOME TAX

CHAPTER – 1:

Introduction 4 Hrs
Meaning-Income Tax Act 1961 – Basic concepts – Assessment Year –Previous year- Person- Assessee- Income- GTI –Total Income- Agricultural income (only Theory)

CHAPTER – 2:

Residential Status and its Effect on tax incidence 4 Hrs
Incomes Exempted from tax

CHAPTER – 3:

40 Hrs
Computation of income under different heads - Income from Salary - Income from House property - Profits and gains from Business or Profession - Capital gains - Income from other sources – Assessment of Individual only.

CHAPTER – 4:

4 Hrs
Set off and Carry forward of losses

CHAPTER – 5:

4 Hrs
Deductions to be made while computing the total income

CHAPTER – 6:

4 Hrs
Income tax authorities
Assessment procedure, penalties & prosecutions appeals & revisions

SKILL DEVELOPMENT:

- ?“ Collect salary details of any employee of any organization and compute taxable income, tax liability
- ? Fill up Form 16 and Income tax return
- ?b Procure Income tax return (prescribed form) complete with imaginary figures and paste it
- ?- Draw an organizational chart of IT authorities
- ?B List atleast 5 cases recently pronounced by the supreme court with the section / principle involved
- ?ø Prepare perquisites chart
- ?• Prepare exempted incomes chart

BOOKS FOR REFERENCE:

1. H.C.Mehrothra, Income Tax
2. Dr.Vinod. K.Singhania and Monica Singhania, Income Tax
3. Bhagawati Prasad, Law and Practice of Income Tax
4. Dinkar Pagare, Law and Practice of Income Tax
5. Mahesh Chandra & Goyal, Income Tax Law and practice
6. Gaur & Narang, Law and Practice of Income Tax

5.2 STRATEGIC MANAGEMENT

CHAPTER – 1: 4 Hrs
Business Policy: Definition and Importance of business policy, Purpose of business policy, objectives of business policy.

CHAPTER – 2: 6 Hrs
Utility and application of strategic management: Meaning and definition of strategy - Need for strategic management, process of strategic management, Strategic decision-making, reasons for failure of strategic management, Strategists and their role in strategic management.

CHAPTER – 3: 6 Hrs
Environment appraisal: The concept of environment, The company and its environment, scanning the environment, relating opportunities and resources based on appraisal of the environment (situation analysis - opportunities and threats analysis).

CHAPTER – 4: 8 Hrs
Strategic planning: Strategic planning process, strategic plan, - Corporate level strategies: Stability strategy, expansion strategy, merger strategy, retrenchment strategy, restructures strategy.
Business level strategy: SBU (strategic business units, cost leadership, decentralisation.

CHAPTER – 5: 16 Hrs
Implementation of strategies:
Activating strategy: - interrelationship between formulation and implementation, aspects of strategy implementation, project implementation, procedural implementation.
Structural implementation: - structural considerations, structures for strategies, Organisational design and change, Organisational systems.
Behavioural implementation: - Leadership implementation, corporate culture, corporate politics and use of power.
Functional and operational implementation: Functional strategies, Functional Plans and policies, Financial, marketing, operational and personnel dimensions of functional plans and policies. Integration of functional plans and policies.

CHAPTER – 6: 6 Hrs
Strategy evaluation: Strategic evaluation and control, operational control, overview of management control, focus on KRA (Key Result Areas).

CHAPTER – 7: 4 Hrs
Social responsibilities
The company and its social responsibilities, social responsibility for economic growth. Social audit.

SKILL DEVELOPMENT:

- ?^ Select any organization and identify the KRAs.
- ? Select any organization and undertake SWOT analysis
- ?« List Social responsibility action initiated by any one company known to you.
- ?> Present a chart showing Strategic Management process.
- ?Ï Prepare a chart showing organisational design and change.
- ?a Summarise Social Audit process in any organization known to you.

BOOKS FOR REFERENCE:

1. R. Nanjundiah & Dr. S. Ramesh, Strategic planning and business policy .
2. Azhar Kazmi, Business policy and strategic management.
3. Michael, Business policy and Environment.
4. Verma, Business policy.
5. Ghosh P.K, Business policy and strategic Planning & management.
6. Lawrence, Business policy and strategic management.
7. Sukul Lomesh, P.K. Mishra, Business Policy and Strategic Management.
8. Sharma & Gupta, Strategic Management.

5.3 MANAGEMENT ACCOUNTING

CHAPTER – 1: Management Accounting Meaning - Nature and Scope of Management Accounting – Evolution - Cost Accounting Vs Management Accounting Vs Financial Accounting – Limitations of Management Accounting	6 Hrs
CHAPTER – 2: Fund Flow Statement Meaning of Fund and Funds Flow Analysis - Advantages of Fund Flow Statements and Limitations, preparation of Funds flow statement.	10Hrs
CHAPTER – 3: Cash flow Statement Meaning – Advantages of Cash Flow Statements and Limitations – Distinction between Fund Flow and Cash Flow Statement, preparation of cash flow statement (As per Accounting Standards)	10Hrs
CHAPTER – 4: Ratio Analysis Meaning and Significance – Classification of ratios – Capital structure ratios – Liquidity ratios – Turn over ratios – Profitability ratios – Limitations of Ratio Analysis	16 Hrs
CHAPTER – 5: Budgetary Control Meaning – Need – Objectives and Functions – Advantages and Limitations – Classification – Preparation of Cash and Flexible budget only	8 Hrs
CHAPTER – 6: Marginal Costing	10Hrs

Meaning of Marginal Costing – Marginal cost – Objectives – Advantages – Contribution – PV Ratio – Break Even Analysis – Problems on Computation of BEP (Excluding Decision Making)

SKILL DEVELOPMENT:

- ?< Collection of financial statements of any one organized for atleast 2 years
- ?> Calculation of profitability ratios, Turnover ratios, solvency ratios and liquidity ratios
- ?İ Prepare trend charts of the company chosen
- ?a Preparation of Funds flow statements with imaginary figures as per Accounting Standards
- ?ð Preparation of Cash flow statements with imaginary figures as per accounting standards
- ?, Draft an imaginary management report (General)
- ? Draft situation specific Management report.

BOOKS FOR REFERENCE:

1. Cost and Management Accounting J. Made Gowda
2. Cost and Management Accounting - Jain and Narang
3. Management Accounting Sharma and Shashi Gupta
4. Management Accounting Tools and Techniques – Vinayakam
5. Management Accounting – Prabhakara Rao
6. Management Accounting – B.S. Raman
7. M.A. Sahab, Management Accounting
8. I.M. Pandey, Management Accounting
9. Reddy & Appanniah, Essential of Management Accounting.

5.4 COMPUTER APPLICATION IN BUSINESS

CHAPTER – 1:

Data & information 6Hrs
Difference between data and information- Data processing – database – DBMS - Features of information - Types of DBMS, Data warehouse data mart - Data mining.

CHAPTER – 2:

Information system 6Hrs
Components of information system - Information system benefits - Information system and business - Information system resources - Types of information system - TPS, OAS, MIS, DSS, ESS.

CHAPTER – 3:

Basic MIS 6Hrs
Need for MIS - Definitions, functions, characteristics of MIS MIS & Decision-making.

CHAPTER – 4:

Introduction to E-Commerce 8Hrs
Internet - What is e-commerce- E-evolution - Role, elements, classification B2B, B2C etc - History. E-Commerce framework, EDI, EFT, security firewall, E-commerce applications: B to C, B-to-B

CHAPTER – 5:

Mobile Commerce 6Hrs
Meaning- characteristics, advantages and disadvantages - mobile commerce – infrastructure - wireless - standards, applications.

CHAPTER – 6:

8Hrs

Enterprise resource planning: (ERP) and Customer relationship management (CRM): meaning, definition, advantages, disadvantages. Customer relationship management (CRM): Meaning, definition, and role of CRM

CHAPTER – 7: 20Hrs
MS Office – Word, Spread Sheet, Excel, and Power point, Computerised Accounting.

SKILL DEVELOPMENT:

?ð Examples on data mining, steps involved in the introduction of DBMS understand by visiting any organization the working of ERP, CRM and computerized accounting

BOOKS FOR REFERENCE:

1. James Obrein, Management Information Systems
2. C.S.V. Murthy, E- Commerce
3. Rayport, E- Commerce
4. S Sadagopan, Enterprise resource planning (ERP)
5. S.P. Rajagopal, Computer Application in Business
6. Alexis Leon & Mathews Leon, Fundamentals of Information Technology

5.5 PROJECT MANAGEMENT

CHAPTER – 1: 15Hrs
Introduction to Project Management:
Understanding Project Management, Project Manager, Line Manager & Staff Manager, Inter Relationship & Interface, Defining Project Managers, Functional Managers & Executive's role. Project Manager as a planning agent, Project Driven Vs Non Project Driven organization, Marketing in the Project Driven Organization, Portion of the Project Manager, Programs and Projects, Product Vs Project Management, Project Life Cycles.

CHAPTER – 2: 10Hrs
Project Planning:
Identifying strategic project variables, Project planning, Statement of work, Project specifications, Milestone schedule, Work breakdown structure, Planning cycle, Management Control.

CHAPTER – 3: 10Hrs
Feasibility of the project
Technical feasibility, marketing feasibility, socio economic feasibility, Managerial feasibility and financial feasibility.

CHAPTER – 4: 5Hrs
Project Evaluation and Review techniques:
Estimating activity time, Estimating total program time, PERT/CPM planning, Crash time

CHAPTER – 5: 10Hrs
Project Management Functions:
Controlling, Directing, Project authority, Team building, Leadership, communications, Project review meetings, Management policies and procedures.

CHAPTER – 6:

10Hrs

Pricing Estimating & Cost Control:

Types of estimates & Pricing process, Labor distributions, Overhead rates, Material/Support costs, Pricing review, Budgeting for projects variance & earned value, Status reporting.

SKILL DEVELOPMENT:

• Prepare project life cycle chart.

BOOKS FOR REFERENCE:

1. Choudary S, Project Management
2. Joseph J Moder and Philips C.R., Project management
3. Joy P.K., Total Project management
4. Gopal Krishnan Rama, Text book of Project Management
5. Harold Kerzer, Project Management
6. Josh S, Project Management
7. Saprthe R.K, Project Management
8. Narendra Singh, Project Management and Control
9. Vasanth Desai, Project Management and Entrepreneurship
10. Bhavesh. M. Patel, Project Management

5.6 ENTREPRENEURIAL DEVELOPMENT

CHAPTER – 1:

10 Hrs

Entrepreneurship:

Introduction to Entrepreneur, Entrepreneurship and Enterprise - Importance and relevance of the entrepreneur - Factors influencing entrepreneurship - Pros and Cons of being an entrepreneur - Women entrepreneurs, problems and promotion - Types of Entrepreneurs - Characteristics of a successful entrepreneur - Competency requirement for entrepreneurs - Awareness of self competency and its development.

CHAPTER – 2:

10 Hrs

Small Scale Enterprises

Small scale enterprises/ Tiny industries/Ancillary industries/ Cottage Industries – definition, meaning, product range, capital investment, ownership patterns - Importance and role played by SSE in the development of the Indian economy - Problems faced by SSE's and the steps taken to solve the problems - Policies governing SSE's – Sickness in SSE's – Meaning and definition of a sick industry – Causes of industrial sickness – Preventive and remedial measures for sick industries.

CHAPTER – 3:

10 Hrs

Starting a Small Business

To understand what constitutes a business opportunity, scanning the environment for opportunities, evaluation of alternatives and selection based on personal competencies.

An overview of the steps involved in starting a business venture – location, clearances and permits required, formalities, licensing and registration procedures.

Assessment of the market for the proposed project.

To understand the importance of financial, technical and social feasibility of the project.

CHAPTER – 4: 10 Hrs
Preparing the Business Plan (BP)
Meaning of BP, Importance of Business Plan, Preparation of business plan. Typical BP format - Financial aspects of the BP - Marketing aspects of the BP - Human Resource aspects of the BP - Technical aspects of the BP - Social aspects of the BP - Preparation of BP - Common pitfalls to be avoided in preparation of a BP

CHAPTER – 5: 10 Hrs
Institutional assistance to small scale enterprises
Financial assistance through SFC's , SIDBI, Commercial Banks, KSIDC, KSSIC, IFCI, - Non financial assistance from DIC, SISI, EDI, SIDO, AWAKE, TCO, TECKSOK, KVIC - Financial incentives for SSI's , and Tax Concessions - Assistance for obtaining raw material , machinery, land and building and technical assistance - Industrial estates – role and types

SKILL DEVELOPMENT:

- ?î Prepare a project report to start an SSI unit
- ?• Draft a letter to the concerned authority for seeking licence to start an SSI unit
- ? Prepare a format of Business plan
- ?ç A report on the survey of SSI units located in the region
- ?4 Financial assistance chart for SSI units
- ?< Any one success story of Entrepreneur of the region
- ?° List Tax concessions available to SSI units under direct and indirect taxes

BOOKS FOR REFERENCE:

1. Udai Pareek and T.V. Rao, Developing Entrepreneurship
2. S.V.S. Sharma, Developing Entrepreneurship, Issues and Problems
3. Srivastava, A Practical Guide to Industrial Entrepreneurs
4. Government of India, Report of the committee on Development of small and medium entrepreneurs, 1975
5. Bharusali, Entrepreneur Development
6. Vasanth Desai, Management of Small Scale Industry
7. Vasanth Desai, Problems and Prospects of Small Scale Industry
8. CSV Murthy, Entrepreneurial Development
9. Entrepreneurial Development - Dr.Anil Kumar, S.C.Poornima, Minni K.Abraham, Jayashree K.
10. Aruna Kaulgud, Entrepreneurship Management.

6.1 MANAGEMENT INFORMATION SYSTEMS

CHAPTER – 1:
Introduction to MIS: Importance of information to decision making and strategy building, information systems and subsystems, systems concepts (types of systems, system concepts applied to MIS).

CHAPTER – 2:
Conceptual foundations : The decision making process, systems approach to problem solving, support systems for planning, control and decision making.

CHAPTER – 3:

Technical foundations of IS: Introduction to computer concepts, hardware concepts and software concepts applied to IS. Database and file management.

CHAPTER – 4:

Subsystems of MIS: Transaction processing systems, DSS and GDSS, ES.

CHAPTER – 5:

Information Subsystems and Organisation: Introduction to ERP, BPR, AI, EIS, KMS and E-CRM.

**ELECTIVE I
HUMAN RESOURCE MANAGEMENT**

1. HUMAN RESOURCE DEVELOPMENT

CHAPTER – 1:

6 Hrs

HRD

Meaning of Human Resource Development and Importance of Human Resource Development, Objectives of Human Resource Development. Scope of Human Resource Development.

CHAPTER – 2:

12 Hrs

Training

Objectives of training, Importance of training, Meaning of orientation, Objectives of orientation, Difference between Orientation and training, the process of training, Methods of training –(Off the Job Training – Lectures, case study, role play, business game, in-basket exercise; On the Job - Job Instruction, Vestibule, training by Superiors, Simulation, Apprenticeship) designing training program performance appraisal as a tool.

CHAPTER – 3:

6 Hrs

Performance Appraisal:

Importance and Objectives of Performance Appraisal; Approaches to Performance Appraisal; The Evaluation Process; Tools for Performance Appraisal – Traditional Methods; Free Essay Method; Merits & Demerits of Traditional Method; Modern Methods of Appraisal and Career development; Evaluation and Problems of Appraisal; How to make Performance Appraisal a success?

CHAPTER – 4:

6 Hrs

Management Development:

Purpose and Objectives of management development, Factors inhibiting Management Development; Pedagogical approaches to and techniques of Management development – On the Job techniques: Under-study assignment or attachment method; Syndicate; Off-the-job techniques- sensitivity training; Survey feedback.

CHAPTER – 5:

8 Hrs

Organizational development

Meaning & definition of OD, characteristics of OD, goals of OD, benefits and limitation of OD, Process of OD Program, what is a change process? Types of change, managing resistance.

CHAPTER – 6: 8 Hrs
Managing Quality and productivity
Alternative work arrangements; Using quality circle programs; Total quality management programs; IT and HR - attitude surveys; Creating self-directed team; Empowering Team work; extending participative decision making, HR and business process reengineering.

CHAPTER – 7: 4Hrs
Recent trends in the area of HRD
Personality quotient, Emotional quotient, The changing view of Global HRD; The use of computer and the internet.

SKILL DEVELOPMENT:

• Visit any organization and analyse the methods of bringing prevalent in that organization and examine its pros and com.

BOOKS FOR REFERENCE:

1. Pandey, HRD
2. C.B. Mamoria & S.V. Gankar, Personnel Management
3. K. Aswathappa, Human Resource Management
4. Rao & T.V. Verma, HRD
5. Jean Marleen, Performance Oriented HRD
6. Gary Dessler, Human Resource Management
7. Sharma, Human Resources Management.

2. INDUSTRIAL RELATIONS

CHAPTER – 1: 8 Hrs
Introduction to Industrial Relation
Definition & Meaning; Concepts; Factors of industrial relations; Importance of industrial relations, Objective of Industrial Relations; Approaches to industrial relations, The Labour movement, Characteristics of Indian Labour.

CHAPTER – 2: 8 Hrs
Indian Trade Union Movement
Nature of Trade Unions; Functions of Trade Union; Objectives & Importance of Trade Union; Trade Union movement; Reasons for employees to join trade Unions; Problems of Trade Unions & Remedies; Trade Union Act 1926; Trends in Trade Union Movement in India.

CHAPTER – 3: 8Hrs
Collective Bargaining
Meaning & Definition of collective bargaining, Concept of collective bargaining, Prerequisites for collective bargaining, the collective bargaining process, Principles of Collective Bargaining, Essential conditions for the success of collective bargaining, Collective Bargaining in India.

CHAPTER – 4:
Grievance handling and Industrial Discipline:
Concept; Causes of grievance; Procedure for settlement; Indiscipline / misconduct; Causes of Misconduct; Types of punishment under standing order.

CHAPTER – 5: 6Hrs
Industrial Disputes
Meaning of Industrial Conflicts, Causes of Industrial Conflicts, Types of Industrial Conflicts - Strikes & Lockouts, Machinery for resolving Industrial Disputes under the Industrial Disputes Act 1947, Arbitration, Adjudication, Prevention of Industrial Conflicts, Approaches to Settlement of Conflict.

CHAPTER – 6: 6Hrs
Collaboration and Workers Participation in Management
Bases of collaboration, Interventions for collaboration. Meaning of workers participation in management, concepts and objectives of workers participation in management, growth and development of workers participation in management, types of workers participation in management.

SKILL DEVELOPMENT:

1. Learn the procedure involved in settling industrial disputes by visiting any organization of student's choice.

BOOKS FOR REFERENCE:

1. Daver, Personnel management and Industrial Relations
2. C.B. Memoroia –Dynamics of industrial Relations in India
3. Johnson, Introduction to Industrial Relations
4. Sharma A.M, Industrial Relations
5. Biswanth Ghosh, Personnel management and Industrial Relations
6. Bhagdiwall- Flippo, Personnel management and Industrial Relations
7. M.V. Pylee, Industrial Relations
8. Ahuja, Industrial Relations.

3. LABOUR WELFARE AND SOCIAL SECURITY

CHAPTER – 1: 10Hrs
Introduction
Concept; Definition; Merits & Demerits of Welfare Measures, Concepts of Labour Welfare & Social Security, Types of Welfare Activities, Statutory and non-statutory, Growth of Labour Welfare & Social Security in India.

CHAPTER – 2: 2Hrs
Occupational Hazards, Industrial Health & Safety
Types of accidents, Causes accidents, Prevention of accidents.
Safety, Need for safety, measures to ensure safety in organizations. The supervisors role in safety.
Health-Physical health & Mental health, Problems and remedies, noise control, job stress, communicable diseases, Alcoholism and drug abuse, Violence in the work place, Use of computers to monitor health and safety.

CHAPTER – 3: 8Hrs
Living Conditions
Living conditions of employees and his family, continual education, housing for employees, recreation for employees.

CHAPTER – 4: 10Hrs

Counseling

Meaning of counseling, Manager as a counselor, Conditions for counseling, Counselor's relation with the Counselee, Methods, Techniques and skills for counseling, Principles of personal counseling, Cordial relationship, mutual recognition, respect and congruence, empathy, Types of problems for counseling.

CHAPTER – 5: 5Hrs

Post – retirement benefits

Provident Fund- purpose of provident fund, employer obligation to employee towards provident fund, Public Provident fund, Gratuity, statutory provisions regarding gratuity, Pension.

SKILL DEVELOPMENT:

• Visit any organization and understand the various social security measures the organization has implemented.

• Also understand the significance of employee counseling

BOOKS FOR REFERENCE:

1. Arora, Labour law
2. D.Sanjeeviah, Labour problems and Industrial Developments in India.
3. Sharma A .M, Aspects of labour welfare and social security.
4. Prasanna Chandra, Labour problem Social Security and Welfare
5. Punekar and Deodhan, Labour Welfare, Trade Unionism and industrial Relations.

4. LABOUR LAWS

CHAPTER – 1: 6Hrs

Payment of wages Act – 1936 - Short title & Extent; Definitions; Responsibility for payment of wages; fixation of Wage period; Time of Payment of Wages; Mode of Payment; Deductions from wages for absence from duty, damage or loss, for services rendered, recovery of advances & loans; Maintenance of registers and records; Penalty for offences; Payment of undisbursed wages incase of death.

CHAPTER – 2: 6Hrs

Payment of Bonus Act –1965 - Short title & Extent; Definitions, eligibility for bonus, payment of minimum and maximum bonus, disqualification for bonus, set on and set off allocable surplus, time limit for payment of bonus.

CHAPTER – 3: 6Hrs

Equal remuneration Act –1976 - Short title & Extent; Definitions, duty of employer to pay equal remuneration to men and women workers for same work or work of similar nature, No discrimination to be made while recruiting men and women workers, duty of employers to maintain registers.

CHAPTER – 4: 8Hrs

ESI Act – 1948 - Short title & Extent; Definitions.

Contributions:- who is to be insured, principle employer to pay contribution in the first instance, general provisions as to payment of contributions, method of payment.

Benefits: - Sickness benefit, maternity benefit, disablement benefit, presumptions as to accidents arising in course of employment, dependants benefit, medical benefits.

Penalties: - Punishment for false statement, punishment for failure to pay contributions and prosecutions.

CHAPTER – 5: 4Hrs

Maternity benefit Act- 1961- Short title & application, Definitions, employment of, or work by, women prohibited during certain period, right to payment of maternity benefit, continuance of payment of maternity benefit in certain cases, Leave for miscarriage, leave for illness arising out of pregnancy/ delivery/ premature birth of child etc, nursing breaks.

CHAPTER – 6: 2Hrs

Payment of Gratuity Act- 1972- Short title & Extent; Definitions, continuous service, payment of gratuity, compulsory insurance, nomination, determination of the amount of gratuity.

CHAPTER – 7: 6Hrs

Factories Act- 1948- Short title & Extent; Definitions.

Health: - cleanliness, disposal of waste, ventilation, dust and fume, artificial humidification, over crowding, lighting, drinking water, toilets, spittoons.

Safety: - Fencing of machinery, work on or near machinery in motion, employment of young persons on dangerous machines, Safety officer.

Welfare: - Washing facilities, facilities for storing and drying clothing, facilities for sitting, first aid appliances canteens, shelters and restrooms, crèches.

Working hours for adults, annual leave with wages.

CHAPTER – 8: 4Hrs

Industrial Employment (Standing Orders) Act –1946 - Short title & Extent; Definitions, register of standing orders, posting of standing orders, duration and modification of standing orders, Payment of subsistence allowance.

CHAPTER – 9: 6Hrs

Minimum Wage Act – 1948 - Short title & Extent; Definitions, fixing of minimum rates of wages, minimum rate of wages, procedure for fixing and revising minimum wages, wages in kind, payment of minimum rates of wages, fixing hours a normal working day, over time.

CHAPTER – 10: 2Hrs

Employees provident funds and miscellaneous provisions act 1952: - Short title & Extent; Definitions, Employment provident fund scheme, employees pension scheme, employees deposit linked insurance scheme.

SKILL DEVELOPMENT:

?à Visit any organization and familiarise with various forms and procedures followed under various labour legislation.

BOOKS FOR REFERENCE:

1. AM Sarma, Aspects of Labour Welfare & Social Security
2. MS Pandit & Shobha Pandit, Business Law
3. P.L.Malik, Industrial Law
4. N.D.Kapoor, Industrial Law

ELECTIVE II MARKETING MANAGEMENT

1. PRODUCT AND SALES MANAGEMENT

PRODUCT MANAGEMENT

CHAPTER – 1: 6Hrs
Introduction: Product focused organisation; Market focused organisation; Functionally focused Organisation; Product management – facts Vs fiction; Changes affecting product Management; Product strategy.

CHAPTER – 2: 4Hrs
Planning: Objectives of product planning; Frequent mistakes in planning; The planning process; Components of a good plan; Product life cycle; Market Growth.

CHAPTER – 3: 4Hrs
Product Attractiveness: Factors influencing a product; Threat of new entrants, Product differentiation; Bargaining power of buyers & suppliers; Pressure from substitutes; Environment analysis; Product line management.

CHAPTER – 4: 3Hrs
Competitor Analysis: Sources of Information; Creating a product features matrix; Assessing competitors objectives & strategies; Marketing strategy; Differential advantage; Product positioning.

CHAPTER – 5: 2Hrs
Customer Analysis: Long term value of customers; Segmentation.

CHAPTER – 6: 4Hrs
New Product: Organisation for new product development; Idea generation and screening; Concept development and evaluation; Product development and evaluation; Product Modification; Product Variants; Brand Extension; Test Marketing.
Evaluation for market acceptance; Commercialisation; Product Failure.

SALES MANAGEMENT

CHAPTER – 7: 4Hrs
Selling as a career: qualities of a good salesman, Recruitment of a salesman in the organisation-product, knowledge-planned selling, Approach-pre-approach-meeting objectives-closing the sale-scales call. Customer Psychology-Buying Motives of our customer-Effective speaking-consumer product Vs Industrial products selling-trade relations-sales personnel recruitment, selection, training, remuneration.

CHAPTER – 8: 4Hrs
Role of selling in a planned economy
Sales organisation-branch set up-sales territories-role of communication in selling. Coverage plans-sales forecasting, sales quotas incentives-role of wholesalers, retailers-trade margins, discount and price structure. Selling costs- sales motivation and leadership.

CHAPTER – 9: 3Hrs
Objectives of consumer sales promotion schemes & situations in which they launched.

Direct premiums (Branded packs, price rebates, quantity deals, sampling, etc), criteria for judging the success or failure of sales promotion schemes. What sales promotion can achieve and its limitations. Consumer contests, Interim Action Premiums (Coupon, Offers, etc), self-liquidating premium. Survey of gift scheme Window display. Types of dealer promotion schemes, wholesale and retail trade (Discount and Bonus incentives for the trade Sales promotion and industrial products-merchandising and display-sales Aids and Dealers Aids.

CHAPTER – 10: 4Hrs
Reviewer of selling system sales cost control, sales force evaluation and control.

CHAPTER – 11: 4Hrs
Marketing channels
Behavioral process in marketing channels, designing channels, channels of distribution & promotion, physical distribution; factor affecting channel choice.

SKILL DEVELOPMENT:

- ?• Select any product and examine the features of channels selected for distribution
- ? Visit any organization and understand about remuneration and incentives to salesman
- ?¢ Chart out Product planning process
- ?4 Chart Sales Promotion schemes of 2 consumer durable products and 2 non – consumer durable products.
- ?° Identify a product and position it in the market – chart it out.

BOOKS FOR REFERENCE:

1. Lehmann R. Donald & Winer. S. Russell; Product Management; Tata McGraw- Hill Edition; 3rd Edition
2. Still R. Richard, Cundiff W. Edward & Govoni A P Norman; Sales Management Decisions, Strategies and Cases; Prentice Hall of India (P) Ltd; New Delhi, 2001; Eastern Economy Edition – 5th Edition
3. Ramanujam and Majumdar, Product management
4. Chunawalla S.A, Product management.
5. Aswathappa, Product management.
6. Verma & Agarwal, Sales management.
7. Acharya, Field and Sales management
8. Chunawalla, Sales Management.

2. ADVERTISING AND MEDIA MANAGEMENT

CHAPTER – 1: 4Hrs
Introduction; Changing concept of advertising: Social and economic aspects advertising in the marketing mix relation to profits. Advertising in India and abroad, Law, ethics, morality, in relation to advertising, types of advertising: consumer, institutional, retail, trade, and professional.

CHAPTER – 2: 4Hrs
Advertising Planning & Decision Making: Planning framework; marketing strategy and Situational analysis; Marketing plan; Communication process; DAGMAR approach; The advertising plan; facilitating agencies; personal selling, sales promotion, publicity, identifying prospects, Ad appeals, stimulating & expanding demand, other functions of advertising.

CHAPTER – 3: 12Hrs
Creative Execution and Judgment:
Choosing an effective advertising theme, sources of themes, means of presentation, adapting presentation according to medium
Creative Approaches: Rational; Emotional; Using an endorser; Distraction effects;
Creative Process : Coming up with an idea; Copywriting; Illustration; Layout; Types of Commercial;
Positioning and creative Interpretation
Creative Styles: Rosser Reeves- USP; David Ogilvy's – The Brand Image and William Bernbach – Execution.

CHAPTER – 4: 6Hrs
Advertising Agencies:
Origin development of the Agency, Organisation, structure, functions, departments: accounts executive, media planner and buyer, copy-writers, visualisers, studio manager, Research Executive, print production.
Client – agency relationship; the advertising budget, evaluating advertising – research. Some typical and agency problems.

CHAPTER – 5: 8Hrs
Media Strategy : Role of Media; Setting Media Budgets; Types of Media; Media- related Decision; Media Research and Advertising Decisions
Media Tactics: Media Class Decision; Media Vehicles Decisions; Media Option Decisions; Scheduling and Timing Decisions; Media Buying & Organisation.

CHAPTER – 6: 6Hrs
Advertising Regulations: Deceptive advertising; Determining Deceptive Advertising Research; Remedies; Competitors lawsuits; Self- regulations;
Advertising & Society: Effects on Values and Lifestyles; Economic Effects of Advertising; Advertising and competition.

CHAPTER – 7: 6Hrs
Global Marketing & Advertising: Globalisation of Markets; Cultural Differences; Global consumer segments; Seeking Balance; Global branding & positioning; Global advertising; Message – strategy & tactics; Media – strategy & Tactics.

CHAPTER – 8: 4Hrs
E- Advertising: Evolution; Banner advertising; Message strategy and tactics; Media strategy and tactics; Impacts of e-advertising.

SKILL DEVELOPMENT:

- ?< Examine the latest advertising strategies followed by an organization of student's choice
- ?† Select any advertisement copy from any business magazine / TV and examine the strength and weakness of the same.
- ?' List the advertising objectives on DAGMAR approach for any product of students choice.
- ?¬ Collect message contents of 10 products of your choice.
- ?@ Develop Ad message for atleast 5 products of students choice.

BOOKS FOR REFERENCE:

1. Batra, Rajeev; Myers, G. John; Aaker, A. David; Advertising Management, 5th Edition; Prentice – Hall of India (P) Ltd.; February 2000.
2. Chunnawalla. S.A. & Sethia K.C.; Foundations of Advertising – Theory & Practice; Himalya publishing house; Mumbai; 5th revised Edition; 2002
3. Mohan, Manendra; Advertising Management – Concepts and Cases; Tata McGraw- Hill Publishing Company Ltd.; New Delhi; 8th reprint; 1995
4. Sontakki, Advertising.

3. CONSUMER BEHAVIOUR

- CHAPTER – 1: 2Hrs
Introduction to Psychology: its role in marketing & application to buyers behaviour.
- CHAPTER – 2: 2Hrs
Introduction to Consumer Behaviour: A managerial and consumer perspective; Consumer rights and social responsibility; current trends in CB; Models of CB.
- CHAPTER – 3: 4Hrs
Consumers Decision Making: Decision-making process in buying, Consumer information process; psychological problems association with the prices, distribution, point of purchase and window display, packaging, labeling, brand evaluation.
- CHAPTER – 4: 6Hrs
Consumer learning, habit and brand loyalty:
Consumer learning – classical conditioning; instrumental conditioning; cognitive learning
Habit – Habitual purchasing behaviour; function of a habit; Habit v/s complex decision making.
Brand loyalty – approaches to brand loyalty; brand loyal consumer; brand loyalty & product involvement.
- CHAPTER – 5: 10Hrs
Consumer Perception & Attitudes
Perception – Consumer characteristics affecting perception; perceptual selection; Perceptual Organisation & Interpretation; Price perception
Attitude – Nature of consumer attitudes; role of attitudes in developing marketing strategy;
Relationship between beliefs and attitudes; Relationship between attitudes & behaviour;
attitudes reinforcement & change; attitude change before purchase, during purchase and post purchase.
- CHAPTER – 6: 6Hrs
Consumer characteristics & lifestyles:
Demographics & social class- demographic fragmentation of Indian market; social class influences
Lifestyles and personality influences – changing lifestyle trends of Indian consumers; measuring lifestyles; Personality- theories relating to personality; limitations.
- CHAPTER – 7: 6Hrs

Consumer and cultural influences: Need of Culture; cultural influence; Cultural values and CB; Culture & Product; Social implications.

CHAPTER – 8:

8Hrs

Group influence:

Reference group; Types of reference group; Nature of reference groups and its influence on consumers

Household decision making – Types of household; decision making and societal implication of family influence.

Group communications: Word of mouth and diffusion process.

CHAPTER –9:

6Hrs

Business to Business buying behaviour: Introduction; evolution; scope; difference between consumer buying behaviour and industrial buying behaviour; Buying decisions; Decision makers; sources of information.

SKILL DEVELOPMENT:

?ç Interview some customers of FMCG and analyse their pre and post purchase behaviour

?4 Conduct a formal interview with local retailer and ascertain how die we segment the consumer

?° Gather information and chart out the differences between industrial buying behaviour and consumer buying behaviour

?ö Prepare a chart of decision making process

? Ascertain through survey the brand loyalty of consumers for any FMCG.

?< Illustrate how social class differences influence (a) Product lines & styles (b) Advertising media selection

BOOKS FOR REFERENCE:

1. Assael Henry; Consumer Behaviour and Marketing Action; Asian Books (P) Ltd; Thomson Learning; 6th Edition;
2. Nair. R. Suja; Consumer Behaviour in Indian Perspective; Himalaya Publishing House; Mumbai; First Edition Reprint 2002
3. Bennett, Consumer Behaviour
4. David Loudon, Consumer Behaviour
5. Jay D. Lindquist & M. Joseph Sirgy, Consumer Behaviour, Biztantra Pub.

4. MARKETING OF INDUSTRIAL GOODS

CHAPTER – 1:

8 Hrs

Industrial goods:

Meaning, Characteristics, Classification.

The industrial marketing system Participants, Channels. The relationships: Contract of sale. Franchise. Agreements. Loyalty confidence Reciprocity.

CHAPTER – 2: 8 Hrs
The Demand for Industrial Goods
Demand and Product characteristics- Market Levels and Product types - Major equipment - minor and accessory equipment - Fabricating and components parts - Process materials - operating supplies - Raw materials -Derived demand - Influence of ultimate buyer - Influence of business conditions _ influence of financial conditions and Price.

CHAPTER – 3: 4 Hrs
The Industrial Customer
Buyer Motives: The core variable: Quality Service, Price Savings Assurance of Supply Buyer temperament.

CHAPTER – 4: 6 Hrs
Purchasing System
Documentation Supporting investigation - Sorting I and appraising altenlative Competitive bids. I Negotiation make or buy Selecting the alternatives, I Order placement Follow- up and Expediting

CHAPTER – 5 6 Hrs
Marketing Intelligence
The Marketing Intelligence System - the Search process - the Evaluation Process - Measuring marketing performance.

CHAPTER – 6: 16 Hrs
Marketing Strategy
Product sand Service component, The Channel Component - Channel logistics, The price Component - Firm Size - product type - product Life Cycle the Cost Factor - pricing Decisions - Pricing policies, The Promotional Component.

CHAPTER – 7: 2 Hrs
Marketing Control
Performance Standards and instruments of control.

SKILL DEVELOPMENT:

?I Identify the Core Variables affecting demand for any industrial goods selected by the student.

?< Understand the features of industrial goods on a comparative basis with that of FMCG.

BOOKS FOR REFERENCE:

1. Richard M.Rill Ralph S., Alexander and James S. Cross - Industrial marketing.
2. Robert R.Reeder - Edward I G.Brierty and betty h. Reeder, I Industrial marketing.

ELECTIVE III

FINANCE

1. FINANCIAL MARKETS AND SERVICES

CHAPTER – 1: 6Hrs
Financial Market: Introduction; Structure of Financial System; Equilibrium in Financial markets; Overview of Indian Financial System; Financial System & Economic Development; Contribution of Development Financial Institutions.

CHAPTER – 2: 6Hrs
Non-Banking Financial Intermediaries:
Investment & Finance Companies; Merchant banks; Hire purchase finance; Lease Finance; Housing Finance; Venture capital funds and Factoring.

CHAPTER – 3: 10Hrs
Markets
Call Money Market – Introduction, Meaning, Participation & location, Call rates and recent development & Trends;
Treasury Bill Market – Introduction, Types of bills;
Commercial bill Market – Bill of exchange, size of bill market in India, Bill market rates;
Market for commercial paper and Certificate of deposits- Introduction, Meaning of commercial paper, meaning of certificate of deposits;
Discount Market – Introduction; Discounting service; Discount & finance house of India;
Market for financial guarantees & government securities.

CHAPTER – 4: 8Hrs
SEBI
Objectives of SEBI; Organization; Functions and functioning of SEBI; Powers of SEBI; Role of SEBI in Marketing of Securities and Protection of Investor Interest.

CHAPTER – 5: 6Hrs
International Dimensions of Financial Markets
Introduction; Foreign exchange market; Exchange rates.

CHAPTER – 6: 8Hrs
Mutual funds – Introduction; Concept; scope of MF; Market evolution; Impact of growth on the economy; Types of mutual fund services, elements of MF marketing, Product design pricing, promotion and distribution of products, customer service; marketing & market research, strategic marketing plan; Credit rating- Meaning, Functions and Benefits of Credit rating.

CHAPTER – 7: 6Hrs
Recent trends in financial services
Personalised banking – ATM; tele-banking & e-banking; Credit & Debit Card; customization of Investment portfolio; Financial advisors.

SKILL DEVELOPMENT:

?† Select any Mutual Fund and examine the various closed and open-ended schemes offered.

?’ Visit any Housing Finance Companies and analyse the features of various financing schemes offered.

?– Prepare a chart showing structure of financial markets.

?@ Prepare a chart showing instruments of financial markets.

?e Prepare a chart of ratings given by different rating agencies.

?ø Prepare a chart showing Foreign exchange rates of atleast any two countries for one month.

BOOKS FOR REFERENCE:

1. Gordan and Natarajan K, Financial market and Services
2. Tony Martin, Financial Services
3. Christine and Ennew, Market Financial Services
4. Jordan, Emerging Scenario of Financial Services
5. Advani V.K, Marketing of Financial Services
6. Gordan and Natarajan, Emerging Scenario of Financial Services
7. Sharma, Financial Services

2. INTERNATIONAL FINANCE

CHAPTER – 1: 8Hrs

International Finance:

Introduction; Meaning of International Finance; Issues involved in International business & Finance; Currency to be used; Credit worthiness; Methods of Payment; Foreign Exchange Markets.

CHAPTER – 2: 10Hrs

International Financial Management:

Meaning of International Financial Management; Scope and significance of International financial management in international markets.

CHAPTER – 3: 12Hrs

Foreign Exchange rates:

Need for foreign exchange; Foreign exchange market and Market intermediaries; Exchange rate determination; Foreign Exchange risk - Forwards, futures, swaps, options, Valuation of future and swaps- valuation of options and efficiency of the exchange market; Convertibility of a rupee and its implications.

CHAPTER – 4: 10Hrs

International Financial Markets:

Foreign Institutional Investors- Regulations governing Foreign Institutional Investors in India; Global Depository Receipts - Meaning; Foreign Direct investment (FDI) – growth of FDI; Advantages and Disadvantages of FDI to Host country and home country.

CHAPTER – 5: 8Hrs

International Risk Management:

Types of Risk – Political, commercial, exchange control restrictions on remittances, differing tax system, sources of funds, exchange rate fluctuations, different stages and rates of inflation, risks of non-payment; Managing Risk.

SKILL DEVELOPMENT:

?B Visit any authorized dealers establishment and understand the activities of dealing room

?s Analyse the trend of FDI into India during the preceding five years.

BOOKS FOR REFERENCE:

1. Mittal, International Rate Foreign Exchange Tariff policy

2. Venkataraman K.V, Finance of Foreign Trade and Foreign Exchange
3. Chowdery, Finance of Foreign Exchange
4. Chowdery, Finance of Foreign Trade and Foreign Exchange
5. Balachandran, Foreign Exchange.
6. Srivastava, International Finance.

3. COST AND FINANCIAL ANALYSIS

CHAPTER – 1: 4Hrs
 Understanding Financial Statements – Basic Concepts – Presentation of Information- Statement form; Full Disclosure – Generally Accepted Accounting Principles.

CHAPTER – 2: 6Hrs
 Financial Statement Analysis – Tools of Analysis – Units of Measurement – Comparison of Balance Sheet – Common size analysis – Horizontal & Vertical Analysis – Time Series Analysis – Development Analysis – Divisional Performance.

CHAPTER – 3: 14Hrs
 Comparison of Income Statements – Profit and Loss Ratios – Cost of Sales to Sales – Vs – Expenses to sales – analysis of variation in income – statement of causes of financial changes – increases / decreases in working capital – cash flow and fund flow analysis.

CHAPTER – 4: 8Hrs
 Financial Forecasting – sales forecast – projected income statement and balance sheet – formula method of forecasting additional fund needs – corporate financial planning models.

CHAPTER – 5: 8Hrs
 Cash flow analysis – cost – volume – profit analysis – graphic and algebraic analysis – differential cost analysis for managerial decisions – variance analysis.

CHAPTER – 6: 6Hrs
 Cost Analysis – applications and limitations – limitations of financial analysis – forecasting financial requirements to reflect price level changes – assessment of business risk.

CHAPTER – 7: 8Hrs
 Standard Costing – Meaning – Standard Cost – Types of Standard – Objectives of Standard Costing – Advantages and limitations of Standard Costing.
 Element wise classifications of Variances – Material, Labour and overhead variances (Theory only)

CHAPTER – 8: 12Hrs
 Analysis and Interpretation of Financial Statements
 Meaning – Need – Analysis – Comparison – Interpretation – Objectives – Types of Analysis – Techniques of Financial Statement Analysis – Comparative Financial Statement Analysis – Common Size Statement Analysis – Trend Analysis.

SKILL DEVELOPMENT:

?ø Select published accounts of any public limited company and analyse the financial strength and weakness bring tools of financial analysis

BOOKS FOR REFERENCE:

1. Gupta R.L, Financial Statement Analysis
2. Kennedy D. Riralph, Financial Statements

4. PORTFOLIO MANAGEMENT

CHAPTER – 1: 6Hrs
Introduction and scope of the subject, economic meaning and significance of savings, investments, speculation, gambling, and arbitrage mechanisms.
Comparison between investment and speculation and its significance in Indian financial system.

CHAPTER – 2: 6Hrs
Various investment means available in India, characteristic features of financial instruments, - risk, return, security, maturity, and optional features. Finance vs. investments- interactive decision elements.

CHAPTER – 3: 10Hrs
Profile of Indian investors and factors influencing investment decisions, financial positions, tax positions, risk perception and attitude.
Introduction to systematic and non-systematic risks.

CHAPTER – 4: 10Hrs
Mathematics of financial evaluation, discounting, compounding, annuities, present value, and yield calculations.

CHAPTER – 5: 8Hrs
Investment opportunities: company shares, debentures, bonds, convertible securities, hybrid securities, fixed deposits, gilt- edged securities, post office schemes, company and public provident funds, unit trust of India, LIC, real estate, and insurance schemes.

CHAPTER – 6: 8Hrs
Stock exchanges: role and importance trading in securities, Badla transactions, and brokers and jobbers impact of certain economic indicators on the stock market. Role of SEBI in brief.

CHAPTER – 7: 6Hrs
Introduction of portfolio theory- contribution of William Sharpe and Harry Markowitz, -mutual funds and Investment avenues.

CHAPTER – 8: 6Hrs
Features of capital markets and functioning, new issues market, IPOs, valuation of issues fundamental and technical considerations – role of SEBI.

SKILL DEVELOPMENT:

- ?@ Select any debentures of noted in any Stock Exchange and compute YTM.
?< Examine the investment opportunities available to an employee.

?e Understand the procedure involved in buying and selling shares and debentures through a line and demat schemes.

BOOKS FOR REFERENCE:

1. Fisher & Jordan, Investment Management.
2. Avadhani, Security Analysis and Portfolio Management.
3. Bhalla, Security Analysis and portfolio management.
4. Puneethavathi & Pandian, Security Analysis and Portfolio Management.
5. Prasanna Chandra, Managing Investments.

**ELECTIVE IV
INFORMATION TECHNOLOGY MANAGEMENT**

1. E-BUSINESS AND WEB DESIGNING

CHAPTER – 1: 4Hrs
Basic Internet Fundamentals: Contents:
Overview of the Internet, Browsing the World Wide Web, Electronic Mail, Basics of using FTP, Newsgroups, Searching the Web to gain Market Intelligence, Internet Technology.

CHAPTER – 2: 12Hrs
e-Commerce:
General framework of electronic commerce. Electronic commerce and media convergence, multimedia content of e-commerce application, client server architecture of electronic commerce.
The network infrastructure of e-commerce, components of the information highway. The intranets a network infrastructure, Internet, Intranets and Extranet connectivity options.
Network security and firewalls, client server network security problems and emerging safety solutions.
Electronic commerce and the World Wide Web, electronic commerce application service. Different types of e-commerce application, World Wide Web architecture.
EDI Layered architecture, Information flow with critical EDI. EDI application in international trade, EDI in finance transaction,. How EDI work
Electronic payment systems. Characteristics of electronic cash, smart cards and electronic payments. System credit card. Electronic payment system.

CHAPTER – 3: 12Hrs
Electronic Customer Relationship Management:
What is CRM
What is a Customer
How do we define CRM
What is CRM technology
Putting the ‘e’ in eCRM
CRM and eCRM : Difference
The Web Experience
The features of eCRM
Is eCRM really separate
Using popular eCRM software

CHAPTER – 4: 12Hrs
 Mobile Commerce:
 Objectives of the course, What is m-Commerce? Context and Trends: The Forces Behind m-Commerce, Simple reference model, Signal propagation
 Basic multiplexing techniques, including SDMA, FDMA, TDMA, CDMA
 Basic modulation techniques, Medium Access Control Algorithms.

CHAPTER – 5: 10Hrs
 Web Designing using HTML,DHTML

BOOKS FOR REFERENCE:

1. Peter Loshin, E-Commerce
2. C.S.V. Murthy, E-Commerce
3. Shuretty – E-Business with Net Commerce
4. Schiller, Mobile Communication
5. Greenbeg, CRM At The Speed of Light
6. Krishnamurthy & Sandeep, E-Commerce, Text & Cases

2. ENTERPRISE RESOURCE PLANNING

CHAPTER – 1: 2Hrs
 Introduction to ERP

CHAPTER – 2: 4Hrs
 Evolution of ERP from Bill of Materials. MRP-I,MRP-II,MRP-III and DRP. ERP as a front-runner among automated “Enterprise Management System”.

CHAPTER – 3: 4Hrs
 Hierarchy of strategies in an enterprise. Consistency of the goals of ERP with the goals of the enterprise.

CHAPTER – 4: 3Hrs
 Information architecture, ERP architecture based in client server model and information criteria.

CHAPTER – 5: 7Hrs
 ERP – A manufacturing perspective: Review and understanding of the basic business processes.
 Procurement, inventory control and stores control.
 Production and operation
 Finance and accounts, ROI and working capital models
 Costing functions and systems
 Marketing and market research function and systems
 Personnel and payroll function and systems
 Make to order, make to stock, assemble to stock, engineer to order & configure to order.

CHAPTER – 6: 5Hrs
 Data Warehousing and Data Mining – brief description

CHAPTER – 7: 5Hrs
 Successful implementation of ERP-Key factor analysis

CHAPTER – 8: 5Hrs
 Benefits of ERP in an enterprise – Overview of CRM

CHAPTER – 9: 5Hrs
Roles of vendors, consultants and techno structure

CHAPTER – 10 5Hrs
Renowned ERP vendors and their market shares

CHAPTER – 11: 5Hrs
Success and failure analysis – user organization perspective.

BOOKS FOR REFERENCE:

1. S. Sadagopan, Enterprise Resource Planning
2. Leon & Leon, Enterprise Resource Planning
3. Greenberg, CRM At The Speed of Light

3. DATABASE MANAGEMENT SYSTEM

CHAPTER – 1: 10Hrs
Introduction: Overview of database management, Advantages of DBMS over File Management system.
Describing and storing data in a DBMS – The Relational Model, Levels of Abstraction in a DBMS, Data Independence, Data Isolation, Data Inconsistency.

CHAPTER – 2: 8Hrs
Entity-Relationship Modeling: Entities, Relationships, Mappings, Dependency Constraints and Notations.

CHAPTER – 3: 8Hrs
Relational Data Model: Operations on tables, Constraints, Advantages of Relational Model, Integrity Rules, Representing Relational Database schemas.

CHAPTER – 4: 8Hrs
Relational Database design; Database design, Anomalies –insertion, deletion and update anomalies, Objectives of normalization, Various normal forms –1NF, 2NF, 3NF, Decomposition Process, Mapping ER model into relational structures.

CHAPTER – 5: 8Hrs
Data on Disk: Physical storage, storage hierarchy, disks, files, operations of files.

CHAPTER – 6: 8Hrs
Security and Integrity: aspects pertaining to Databases.

BOOKS FOR REFERENCE:

1. Elmassri, Fundamentals of Database System
2. C.J. Date, An Introduction to Database System
3. Abraham Silberschatz, Henry. F. Korth, S. Sudarshan, Database System Concepts.

4. SYSTEM ANALYSIS AND DESIGN

- CHAPTER – 1: 7Hrs
Systems concepts and the information systems environment: The system concept, Definition, Characteristics of a system, Elements of a system, Types of system - Information Systems: A review of fundamental information systems, Transaction processing systems, Management Information systems, Decision support systems, Expert systems, Office information systems, Personal and workgroup information systems. systems owners, systems users, systems designers, systems builders, Building blocks, expanding the Information System, Framework - building blocks of data process, interfaces, geography.
- CHAPTER – 2: 6Hrs
The role of system analyst: Definition, preparing career as a system analyst, interpersonal skills, Technical skills, System analysis and design skills, Multifaceted role of system analyst, Analyst user interface, the place of analyst in the MIS organization.
- CHAPTER – 3: 5Hrs
Process Modeling: The tools for structured analysis, DFD, Data Dictionary, Decision trees, Structured English, Decision tables, Computer Aided System Engineering (CASE), A CASE tool frame work, Architecture, benefits.
- CHAPTER – 4: 5Hrs
Feasibility and Cost Benefit Analysis: Feasibility considerations, steps in feasibility analysis, Feasibility report, Cost –benefit analysis, categories, data analysis, Procedure for cost benefit determination, The system proposal.
- CHAPTER – 5: 6Hrs
System Design: Strategies for system design, introduction to structured design, Information Engineering, Prototyping, JAD, RAD, object-Oriented design, structured design, logical and physical design, structured design, Form-driven methodology, major development activities, personnel allocation, audit considerations, processing controls and data validations, audit trial and documentation control.
- CHAPTER – 6: 6Hrs
Input/Output and User Interface design: Methods and issues for data capture and input: data capture, data entry, data input, Modern input methods, Batch versus On-line inputs,. Internal controls for inputs, GUI controls for input design, Principles and guidelines for output design, Types of outputs, Media and formats, System user issues for output design.
- CHAPTER – 7: 5Hrs
System testing: Testing, Different methods, Nature of test data, Test data, Test plan, activity networks for system testing.
- CHAPTER – 8: 5Hrs
Implementation and software maintenance: Conversion, Activity network for conversion, Post implementation review, software maintenance, Primary activities of a maintenance procedure, Reducing maintenance costs.
- CHAPTER – 9: 5Hrs
Security, Disaster/Recovery and Ethics in system development: System security, Definitions, Threats to system security, Control Measures, disaster/recovery planning ethics in system development, ethics codes and standards of behavior.

BOOKS FOR REFERENCE:

1. Whitten, System Analysis and Design Methods.
2. Elias M. Awadh, System Analysis and Design.
3. I.T. Hawryszkiewicz, Introduction to SAD.

**ELECTIVE V
INSURANCE****1. PRINCIPLES AND PRACTICE OF LIFE INSURANCE**

CHAPTER – 1: 8Hrs
Introduction to Life Insurance. Principles of Life Insurance. Life insurance products, pensions and annuities.

CHAPTER – 2: 8Hrs
Life insurance underwriting - Need for selection - Factors affecting rate of mortality - Sources of data - Concept of extra mortality - Numerical methods of undertaking - Occupational hazards.

CHAPTER – 3: 8Hrs
Legal Aspects of Insurance - Indian contract Act, special features of Insurance contract. Insurance laws, Insurance Act, LIC Act, IRDA.

CHAPTER – 4: 10Hrs
Product development, design and evaluation - Marketing and Servicing, Tax planning and legal framework - Personnel Financial planning and insurance - Various Distribution Channels.

CHAPTER – 5: 8Hrs
Claim Management - Claim Settlement - Legal Framework - Third party Administration - Consumer Protection Act.

CHAPTER – 6: 8Hrs
Re-Insurance in Life Insurance - Retention Limits - Methods of re-insurance.

SKILL DEVELOPMENT:

- ¾ Visit any branch of LIC and understand various policies offered with benefit and elements.
- ã Understand the procedure involved in evaluation of a proposal form and final issue of policy.

BOOKS FOR REFERENCE:

1. Principles and Practice of Life Insurance
2. Raman B, Your Life Insurance Hand Book
3. Mishra M.M, Insurance Principles and Practice
4. William C. Arthur, Risk Management and Insurance
5. Gopal Krishnan, Liability Insurance
6. Mishra M.N, Insurance
7. Mishra M.N, Insurance Principles and Practice
8. Bose A.K, Engineering Insurance
9. Fire Insurance Claim – Insurance institute of India
10. Life Insurance Claims - Insurance institute of India
11. Gupta S.P, Liability and Engineering Insurance
12. Gupta S.P, Marine Insurance Claim

2. PRINCIPLES & PRACTICE OF GENERAL INSURANCE

CHAPTER – 1: 8Hrs
Introduction to General Insurance. Principles of General Insurance. Personal general insurance products (fire, personal liability, home owners, personal motors, miscellaneous insurance). Terminology, perils, clauses and covers. Risk assessment, underwriting and ratemaking. Product design, development and evaluation. Less Provincial control.

CHAPTER – 2: 8Hrs
Risk management - Introduction to Risk and Insurance - Risk Identification, evaluation and management techniques, risk avoidance, retention and transfer. Selective and implementation of techniques. Various terminology, perils, clauses and risk covers.

CHAPTER – 3:
Insurance industry - Brief History - Pre Nationalization and post nationalization - Current scenario.

CHAPTER – 4: 6Hrs
Principle of Insurance and Insurance Contracts. Special features – Indemnity, subrogation, Contribution - Co-Insurance.

CHAPTER – 5: 8Hrs
Various Branches in General Insurance (Brief History) – Fire - House owners insurance – Marine Engineering - Personal Motor Insurance – Aviation - Personal Liability - Agriculture - Miscellaneous insurance.

CHAPTER – 6: 8Hrs
Loss Prevention - Cargo Loss prevention - Consequential loss (Fire, etc)

CHAPTER – 7: 6Hrs
Re-Insurance - Functions, Methods of re-Insurance - Legal requirements and procedures.

SKILL DEVELOPMENT:

Visit any branch of General Insurance establishment and familiarise with the features of policies offered.

BOOKS FOR REFERENCE:

1. Gopal Krishnan, Liability Insurance
2. Mishra M.N, Insurance
3. Mishra M.N, Insurance Principles and Practice
4. Bose A.K, Engineering Insurance
5. Fire Insurance Claim – Insurance institute of India
6. Life Insurance Claims - Insurance institute of India
7. Gupta S.P, Liability and Engineering Insurance
8. Gupta S.P, Marine Insurance Claim.
9. Pandey, Principles and Practice of Insurance.

3. ACTUARIAL SCIENCE

CHAPTER – 1: Introduction Actuarial principles. Elements of compound Interest and elementary theory of probability, Demography. Principles of ratemaking. Data required for rate making. Insurance models. Application of Models.	8Hrs
CHAPTER – 2: Premium and General Principles - Survival distributions and life tables. Loss and express research. Valuation - Sources of surplus and its distribution - Credibility theory and less distribution - Interests and life contingencies.	10Hrs
CHAPTER – 3: Loans & Advances - Loans on Insurance - Types of loans - Redemption of loans - Sinking funds - Interest yield on the funds in the life Office.	8Hrs
CHAPTER – 4: Construction of Mortality table and its sources.	6Hrs
CHAPTER – 5: Tax Planning - Personal finance – Taxation	8Hrs
CHAPTER – 6: The social security schemes.	6Hrs
CHAPTER – 7: Group Schemes - Background and history - Group underwriting - Group gratuity - Super Annuation Scheme.	6Hrs

SKILL DEVELOPMENT:

- ? Visit any branch of LIC and familiarise with loan facilities available to policy holders.
- ?1 Examine the Life insurance as a means of tax planning and risk coverage.

BOOKS FOR REFERENCE:

1. Gopal Krishnan, Liability Insurance
2. Mishra M.N, Insurance
3. Mishra M.N, Insurance Principles and Practice
4. Bose A.K, Engineering Insurance
5. Fire Insurance Claim – Insurance institute of India
6. Life Insurance Claims - Insurance institute of India
7. Gupta S.P, Liability and Engineering Insurance
8. Gupta S.P, Marine Insurance Claim

4. RISK MANAGEMENT

CHAPTER – 1: 8Hrs
Introduction to risk management- elements of uncertainty & risk in wealth creation- definition, types and various means of managing risk – limitations of risk management.

CHAPTER – 2: 6Hrs
Sources of risk and exposure, pure risk and speculative risk, acceptable and non- acceptable risks, static and dynamic risk, various elements of cost of risk.

CHAPTER – 3: 10Hrs
Corporate risk management, riskiness of returns, -approaches and processes of corporate risk management, management of business risk, currency and interest rate risk, assets and liability management, - guidelines and tools of risk management.

CHAPTER – 4: 8Hrs
Derivatives as risk management tools, features of hedging, forward, future, options and swaps. And hybrid debt securities. Classification of derivatives, important features of derivatives.

CHAPTER – 5: 6Hrs
Hedging risks with currency and interest rate futures, index future and commodity futures.

CHAPTER – 6: 6Hrs
Fundamental concepts of options and hedging and risk management with options.

CHAPTER – 7: 3Hrs
Fundamentals of currency and interest rate swaps- risk management with swaps.

CHAPTER – 8: 3Hrs
Fundamental concepts of VAR approach and insurance.

SKILL DEVELOPMENT:

?1 Understand the elements of Corporate Risk Management. Adequate exposure to the functioning of Risk Management tools.

BOOKS FOR REFERENCE:

1. Gopal Krishnan, Liability Insurance
2. Mishra M.N, Insurance
3. Mishra M.N, Insurance Principles and Practice
4. Bose A.K, Engineering Insurance
5. Fire Insurance Claim – Insurance institute of India
6. Life Insurance Claims - Insurance institute of India
7. Gupta S.P, Liability and Engineering Insurance
8. Gupta S.P, Marine Insurance Claim

ELECTIVE VI ADVERTISING AND MEDIA MANAGEMENT

1. ADVERTISING

CHAPTER – 1: 10Hrs
Changing concept of advertising : Social and economic aspects advertising in the marketing mix.

Relation to profits. Advertising in India and abroad. Law, ethics, morality in relation to advertising. Types of advertising: Consumer, institutional, retail, trade, and professional.

CHAPTER – 2: 10Hrs
Advertising, marketing, personal selling, sales promotion, publicity, Identifying prospects, complete consumer definitions consumer motivations and advertising appeals stimulating & expanding demand other functions of advertising.

CHAPTER – 3: 10Hrs
Choosing an effective advertising theme, Sources of themes mean of presentation, adapting presentation according to medium. Rosser Reeves, USP, David Ogilvy's and Stephen King's Brand Image theory, positioning, purchase proposition and creative Interpretation.

CHAPTER – 4: 10Hrs
Origin development of the Agency, Organisation, structure, functions, departments: Accounts Executive, Media Planner and Buyer, Copy-writers, visualisers, Studio Manager, Research Executive, print production, Ad agency, skills, services.

CHAPTER – 5: 10Hrs
Origin and development of Ad Campaign, strategy, purchase proposition, creative development presentation. Client agency relationship. Advertising manager and his department, the advertising Budget, Evaluating advertising – research. Some typical and agency problems.

SKILL DEVELOPMENT:

?1 Understanding the functioning of advertising agency, types of advertising, social and economic aspects of advertising.

BOOKS FOR REFERENCE:

1. Mohan Mahindra, Advertising Management.
2. Sandge S.H, Advertising Theory and Practice
3. Percy & Larry, Advertising and Promotion Management.
4. Verma & Agarwal, Advertising Management.
5. Rajeev Bhatra, Advertising Management.
6. Chunawalla & Sethia, Foundations of Advertising Theory and Practice.
7. Kazmi S.H.H & Sathish K. Batra, Advertising and Sales Promotion.
8. Roger Barton, Hand Book of Advertising Management.
9. Chunnawalla S.A., An Introduction to Advertising and Marketing Research.
10. Sontakki, Advertising.

2. MEDIA MANAGEMENT

- CHAPTER – 1: 4Hrs
Media management: Meaning, Role of media in advertising, different medias of advertising.
- CHAPTER – 2: 6Hrs
Inter personal media, Types and Kinds, Effectiveness and appeal, Feedback and inter personal media, Talk, Discussions and Meetings.
- CHAPTER – 3: 4Hrs
Conferences and Press conferences, Employee relations, Relations with internal and External public, Community relations.
- CHAPTER – 4: 4Hrs
Print Media: Characteristics, Use of Print media in public relations, Types and kinds of print media, Their effectiveness and appeal, Features and Photographs in print media.
- CHAPTER – 5: 6Hrs
House journals, Specialized Newspapers and Magazines, Sections and supplements, Advertisements.
- CHAPTER – 6: 6Hrs
Radio as medium of public relations, Use of radio in public and private sectors public relations, Effectiveness of radio in PR, Advertisements in radio, Features and other programs.
- CHAPTER – 7: 6Hrs
Television as a medium of public relations, Effectiveness and use in public and private sectors, public relation program and advertisements, News, Views and Features.
- CHAPTER – 8: 4Hrs
Film as a medium of public relations, Effectiveness, Appeal, Characteristics, Feature film, Documentary, Slides, Comic strips and Advertisements in film media.
- CHAPTER – 9: 4Hrs
Direct mailing, Press release, Press notes, Miscellaneous media and tools of PR.
- CHAPTER – 10: 6Hrs
Advertising as a tool of PR, Advertising media, Publication, Characteristic, ORG, NRS Studies, Classification of Newspapers, Types of Newspaper, Broadcast media, Television, Video Advertising, Films, Position Media, Hoarding signs, Factors affecting selection of media for advertising.
- SKILL DEVELOPMENT:**
?m Make a comparative analysis of strengths and weaknesses of various media.

BOOKS FOR REFERENCE:

1. Agghart, The Media Line
2. Naidu C.S., Media and Communication Management
3. Michael Goodwin, Making Multimedia Work
4. Scott Garold Anthony, Visual Basic for Multimedia
5. Raidu Nageshwar, Mass Media Law and Regulations

3. MULTIMEDIA

CHAPTER – 1:	
Introduction to Multimedia	4 Hrs
Examples of current multimedia titles and applications. Overview of elements. What is multimedia?	
CHAPTER – 2:	4 Hrs
Typefaces and Graphics	
Exploration of type styles, graphic modes and formats. Graphic Elements and user interface considerations.	
CHAPTER – 3:	5 Hrs
Preproduction & Presentation Graphics	
Beginning preproduction and outlines. Graphic imports and page layout. Content flow.	
CHAPTER – 4:	5 Hrs
Desktop Publishing	
Page Layout part 2. Import text, graphics, libraries. Style sheets and formats. Text and style considerations. MS Multimedia Extensions.	
CHAPTER – 5:	5 Hrs
Production Planning and Design	
Research, content flow. Content acquisition. Multimedia team management using project management software. Budgeting considerations. Element and resource lists.	
CHAPTER – 6:	5 Hrs
User Interface Design & Graphics II	
Backgrounds, buttons, presentation elements. Interface design.	
CHAPTER – 7:	5 Hrs
Hypermedia Authoring	
Common authoring schemes. Links and return scripts. Layout and flow. Making media elements work. Technical considerations and troubleshooting.	
CHAPTER – 8:	5 Hrs
Multimedia Sound & File Compression	
Sound types, formats. Digitizing considerations. Sampling technology and concepts. Element use and psychological impact. Sound in video. File compression technology and concepts.	
CHAPTER – 9:	5 Hrs
Video Production	
Video concepts and formats. Lighting, staging. Storyboards. IIT video procedures and limitations. Digital Video preview.	
CHAPTER – 10:	5 Hrs
Digital Video	
Introduction to digitization. Sizing, looping. Technical limitations and formats.	
CHAPTER – 11:	6 Hrs
Animation	

Animation science and uses. Demonstration of 2D, 3D concepts. Motion graphics do's and don'ts.

CHAPTER – 12: 6 Hrs

Authoring Part 2: HTML & Web-Based Multimedia

Internet design and considerations. Simple HTML commands. Internet resources for development.

BOOKS FOR REFERENCE:

1. Techmedia, Adobe web designing and publishing unleashed.
2. Orielly, Internet in a nut shell.
3. Michel Goodwin, Making Multimedia Work.
4. Scott Garold and Anthony Potts, Visual basic For Multimedia.
5. Borhdan, Multimedia Networking.
6. Raidu Nageshwar, Mass Media Law and Regulations.
7. Shuman, Multimedia in Action.

4. TECHNOLOGY AND ADVERTISING

CHAPTER – 1: 6 Hrs

Introduction and overview of technology and advertising.
Web advertising, virtual advertising, Banner advertising.

CHAPTER – 2: 8 Hrs

Introduction to new media technology in the present time, Explanation of terms in new media technology.

CHAPTER – 3: 8 Hrs

Explanation of the technology of networks, telephony, the Internet, and communication system theory.

Introduction to campus media and computing resources.

CHAPTER – 4: 6 Hrs

Media technology developments in historical perspective, Comparative analysis of media.

CHAPTER – 5: 6 Hrs

Media convergence

Multimedia, application and uses.

CHAPTER – 6: 6 Hrs

Broadcast and satellite technologies

Discuss final paper or project ideas

CHAPTER – 7: 10 Hrs

The Internet

Internet lab, research and production- meaning purpose and uses.

BOOKS FOR REFERENCE:

1. Mohan Mahindra, Advertising Management.
2. Sandge S.H, Advertising Theory and Practice.
3. Percy & Larry, Advertising and Promotion Management.

4. Verma & Agarwal, Advertising Management.
5. Rajeev Bhatra, Advertising Management.
6. Chunawalla & Sethia, Foundations of Advertising Theory and Practice.
7. Kazmi S.H.H & Sathish K. Batra, Advertising and Sales Promotion.
8. Roger Barton, Hand Book of Advertising Management.
9. Chunnawalla S.A., An Introduction to Advertising and Marketing Research.

ELECTIVE VII TOURISM

1. TOURISM BUSINESS

CHAPTER – 1: 10 Hrs
Definition, Nature, Importance, Components and typology of Tourism. Concepts of Domestic and international tourism recent trends.

CHAPTER – 2: 10 Hrs
Tourism as an industry, visitor, tourist, excursionist. Meaning, definition, components of tourism industry, Infra structure required for the industry.

CHAPTER – 3: 10 Hrs
Growth and development of Tourism in India.

CHAPTER – 4: 10 Hrs
Impacts of Tourism-Economics, social, physical and environmental.

CHAPTER – 5: 10 Hrs
Institutional organizations both national and international in world in promotion and development – WTO, TAAI, IATO, FHRAI etc.

BOOKS FOR REFERENCE:

1. Christopher J.Holloway: The Business of Tourism : Macconald and Evans, 1983.
2. A.K.Bhatia : Tourism Development, Principles and practices : Sterling publishers (p) Ltd New Delhi.
3. Anand.M.M : Tourism and Hotel Industry in India: Sterling Publishers (p) Ltd New Delhi.
4. Kaul.R.H : Dynamics of Tourism : A trilogy Sterling Publishers (p) Ltd N.Delhi.
5. IITTM : Growth of Modern Tourims – Monograph : IITM New Delhi. 1989.
6. ITTM : Tourism as an industry – monograph : IITM, New Delhi, 1989.
7. Burhat &Medlik : Tourism – Past, present and future Heinemann, London.
8. Wahab, S.E: Tourism Management : Tourism International Press, London 1986.
9. Brymer, Robert A : Introudction to Hotel and Restaurant Management : Hub publication, Co., Iowa, 1984.
10. Riccline J.R.Brent : Travel and Tourism Hospitality Research, London, 1982.
11. Surinder Aggarwat : Travel agency.

2. TOURISM PRODUCT

CHAPTER – 1: 8 Hrs
Tourist Resources – Definition and Differentiation. Tourist Resources of India – types and typologies, cultural resource – Art and Architecture, historical monument, religious and spiritual centers, fairs and festivals, craftsmanship, folk customs, costumes and dresses, museums monuments and art galleries etc. Natural tourist resources – rich diversity in Landform and Landscape, outstanding geographic features, climate water bodies and flora and fauna.

CHAPTER – 2: 14 Hrs
Socio Cultural Resources – I
Architectural Heritage of India : Glimpses of India’s architectural styles adopted over the ages, historical monuments of touristic significance ancient, medieval and modern their spartial and regional dimesions. Important historical / archaeological sites Musuem, art galleries and libraries their Location, assets and characteristics. Popular Religious shrines/centers-Hindu Buddhist, Jain, Sikh, Muslim, Christian and others. Yoga, meditation and other centers.

CHAPTER – 3: 16 Hrs
Socio-Cultural Resources – II
Performing arts of India, Classical Dances and Dance styles, centre of learning and performances. Indian folk dances.
Music and musical instruments: different schools of Indian music: status of vocal and instrumental music: new experiments.
Handicrafts of India as a potential tourist resources. Fairs and festival-social, religious and commercial fairs, festival, promotional (Tourism) fairs, viz : kite festival white water festival, snake boat race etc. Indian folk culture-folk culture folk custom and costumes, settlement patterns, religious observations, folk-lere and legends. Created tourist destinations, academic, scientific and industrial institutions.

CHAPTER – 4: 12 Hrs
Natural Tourist Resources – I
Tourist resource potential in mountain with special reference to Himalayas, resources and resource use patterns in the past, present and future perceptive.
India’s main desert areas, their geological structure, development as desert tourism existing trends and facilities available, desert safairies and desert festival.
Coastal areas, beaches and islands, resources and resource pattern. Resources in islands with special reference to Andaman and Nicobar Islands. Overview on Tourism Development strategies.

BOOKS FOR REFERENCE:

1. Percy Brown : Indian Architecture Hindu and Buddhist period.
2. Harle J.C : The Art and Archiecture of Indian Sub Continent.
3. Bhartiya Vidya Bhawan : Imperial Unity
4. Bhartiya Vidya Bhawan : Classical age.
5. Acharya Ram : Tourism & Cultural Heritage of India : ROSA Publication (Jaipur, 1986)
6. Basham.A.L : The wonder that was India: Rupa and Com Delhi – 1988.
7. The Gazette of India : History and Culture, Vol.2, publication division, Ministry of Information and Broadcasting, Government of India, 1988.
8. Hussain.A.K : The national culture of India, National Beek trust, New Delhi – 1987.
9. Mukerjee.R.K – The culture and art of India – George Allen Unwin Ltd, London 1959.
10. The treasure of : Marg Publication Bombay Indian Museums.

3. TOURISM MARKETING

CHAPTER – 1: 20 Hrs
The Concept marketing, nature, classification and characteristics of services and their marketing implications developing marketing strategies for services firms. Linkage in tourism and other sectors (Travel Agency, Accommodation, Food, Nutrition, Catering).

CHAPTER – 2: 10 Hrs
Tours packaging, concept, characteristics methodology considerations and pricing of Tour Package, Designing and printing of Tour Brochure.

CHAPTER – 3: 20 Hrs
Marketing and publicity aids viz. books, periodicals, brochure, posters, handouts, press release and audiovisuals. Promotional and public relations methods employed in Tourism Marketing.

BOOKS FOR REFERENCE:

1. Kotler Philips, Marketing Management, PHI, New Delhi.
2. Maccarthy D.K.J, Basic Marketing – A Management approach.
3. Douglas Foster, Travel and Tourism Management.
4. Negi. M.S., Tourism and Heteliering.
5. Wahab. S. Grampter, Tourism Marketing, Tourism International Press, London 1976.
6. Stephan. F. Witt, Tourism Marketing and Management Handbook, Prentice Hall, New York, 1985.
7. Renal A. Nykiel L, Marketing in Hospitality Industry (2nd Ed.) Van Nestrand Reinhold, 1986.
8. Maclean, Hunter, Marketing Management (Tourism in your business), Canadian Hotel and Restaurant Ltd., 1984.
9. Kenneth E. Clow & David L. Kurtz, Services Marketing, Biztantra Publications.

4. TRAVEL AGENCY AND TOUR OPERATORS BUSINESS

CHAPTER – 1: 15 Hrs
Definition, main function, organizational structure of a travel agency and the tour operators.

CHAPTER – 2: 10 Hrs
Different types of travel agents and their responsibilities, procedures for becoming a travel agent and tour operator in India.

CHAPTER – 3: 15 Hrs
Role of India Airlines, Indian railways, Air India and Private airlines in the growth of travel agency and tour operators Business.

CHAPTER – 4: 10 Hrs
Accommodation – Types organization and management.

BOOKS FOR REFERENCE:

1. Merissen Jome.W: Travel agents and tourism.
2. David H.Howel – Principal and methods of scheduling reservations (national publishers) 1987.
3. Agarwal, Surinder: Travel agency management (Communication India 1983)

4. Geo, Chack – Professional Travel agency management: Prentice Hall London, 1990.
5. Bhatia.A.K – Tourism development – principles and policies sterling publishers, 1991 New Delhi.
6. William Cordve – Travel in India,
7. National Publishers: The world of travel, national publishers Delhi 1979.

ELECTIVE VIII INTERNATIONAL BUSINESS

1. EXIM TRADE

- CHAPTER – 1:** 6 Hrs
 International trade policies and Relations
 Introduction – Tariffs – Subsidies – Imports – Quotas – Voluntary export Restraints – local Content requirements – Administrative policies – Government intervention – International law and business firms.
- CHAPTER – 2:** 10 Hrs
 Export Documentation and Procedure
 Role export Documentation – Regulatory requirements – Operational Requirements – Significance of some export Documents – Common defects in Documentations – Processing of an Export order – Stages in processing of an Export order.
- CHAPTER – 3:** 10 Hrs
 Institutional infrastructure for Export Promotion in India
 Introduction – Consultative and Deliberative Body – Commodity organisation – Commodity board – Service institutions – Indian trade Promotion organisation –national Center for trade Information – ECGC – Export Import bank – Export Inspection Council – Indian Institute of packaging – Indian Council of Arbitration – federation of Indian Export organisation – Department of Commercial intelligence and Statistics – Directorate general of Shipping – All Indian Shippers Council.
- CHAPTER – 4:** 8 Hrs
 India's Trade policy
 Introduction – Import Policy – instrument of Commercial policy – Long term Fiscal policy – Restructuring of Customs Duty – thrust Commodities – export Strategy based on Country commodity matrix.
- CHAPTER – 5:** 10 Hrs
 Export Assistance
 Need for Export Assistance – New system of Export Assistance – market based Exchange Rate – Tax concessions – facilities available under the export import policy for exporter – EPCG (Export Promotion Capital Goods) Scheme – Export Obligation – Duty Exemption Scheme – Duty Exemption/ Remission Scheme.
- CHAPTER – 6:** 6 Hrs
 Role and functions of state trading S.T.C, M.M.T.C, M.I.T.C.S, and T.T.C.I specialized export promotion councils and agencies.

SKILL DEVELOPMENT:

- ?< Visit any export house and try to familiarise with the procedure involved in exporting.

- ?e Familiarise with the documents and procedure involved in imports and exports.
- ?ø Understand the institutional supports that are available in India for encouraging exports.

BOOKS FOR REFERENCE:

1. B.L. Varshney and B. Bhattacharya, International Marketing management.
2. P.G.Apte, International Financial Management.
3. Francis Cherunilum, International Marketing Management.
4. Philip R. Cateoria, International Marketing.
5. B.S. Rathore & J.S. Rathore, International Marketing Management.
6. M.L. Verma, Foreign Trade and Management in India.

2. INTERNATIONAL MARKETING

CHAPTER – 1: International Marketing Meaning – Reasons and Motives for International marketing – International Marketing Decisions – Scope of marketing Indian products abroad.	4 Hrs
CHAPTER – 2: Nature and scope of International Marketing Features of International Marketing – Need for international Trade – International Marketing Environment - The basis of International Trade - Theory of comparative cost - Modern Theories - Tariff and Non-Tariff barriers - WTO and its impacts.	6 Hrs
CHAPTER – 3: International Marketing Intelligence Requirement and Sources of Information’s – systems and marketing research – Problems in International Marketing research.	6 Hrs
CHAPTER – 4: Special features of International Marketing Identifying foreign market product scanning for exports. Export distribution and channels packaging: Overseas market research pricing.	10 Hrs
CHAPTER – 5: International Product Decisions Product, Product mix, Branding, Packaging Labelling and Product Communication Strategies.	6 Hrs
CHAPTER – 6: International Pricing Exporters cost and Pricing Objectives – methods and Approaches and Steps – transfer pricing – dumping – Information Requirements for pricing.	6 Hrs
CHAPTER – 7: International Distribution International channels System – Direct and Indirect Exports – Distributions Strategies and International logistics.	6 Hrs
CHAPTER – 8: International Promotion	6 Hrs

Marketing Environment and promotion Strategy – International marketing Communication mix – export promotion Organization trade Fair and Exhibitions – Problems in International Marketing.

SKILL DEVELOPMENT:

- ?> Understand the role of WTO in International Marketing.
- ?İ Report form the literature available in business magazines about International Product promotion adopted by business units in India.
- ?ò From the magazine try to acquire conceptual clarity on transfer pricing and dumping.
- ?, Visit any institution responsible for export promotion and evaluate the functioning with reference to defined objectives.

BOOKS FOR REFERENCE:

1. B.L. Varshney and B. Bhattacharya, International Marketing management.
2. P.G.Apte, International Financial Management.
3. Francis Cherunilum, International Marketing Management.
4. Philip R. Cateoria, International Marketing.
5. B.S. Rathore & J.S. Rathore, International Marketing Management.
6. M.L. Verma, Foreign Trade and Management in India.
7. Dana – Nicoleta Lascu, International Marketing, Biztantra.
8. Srivasthava, International Marketing.

3. INTERNATIONAL FINANCE

CHAPTER – 1: Meaning of International Finance Scope and significance of International finance.	6 Hrs
CHAPTER – 2: International Accounting Variations in Accounting System – Consequences of absence of Comparability – harmonization of differences.	6 Hrs
CHAPTER – 3: International Finance and Foreign Exchange Convertibility of Rupee and its implications – Foreign Institutional investors – Global Depository Receipts – Foreign Direct Investments – Capital Expenditure Analysis – International risk management.	8 Hrs
CHAPTER – 4: Balance of Payments Components of balance of payments – Disequilibrium in the balance of payments- methods of correction of disequilibrium.	6 Hrs
CHAPTER – 5: Instruments in International Financial Markets.	6 Hrs

CHAPTER – 6: 6 Hrs
Exchange risks – hedging, Forward, future, swaps options, Valuation of future and swaps-valuation of options and efficiency of the exchange market.

CHAPTER – 7: 6 Hrs
Globalisation of Capital markets, Innovation in foreign securities and international portfolio management.

CHAPTER – 8: 6 Hrs
International financial institutions and liquidity: -
The IMF, International liquidity and SDR's (special drawing rights) – International bank for reconstruction and development (World Bank), International development association, International investment guarantee agency.

SKILL DEVELOPMENT:

- ?i Visit any authorized dealers establishment and understand the activities of dealing room
- ?• Analyse the trend of FDI into India during the preceding five years.

BOOKS FOR REFERENCE:

1. Harris Manville, International Finance.
2. Keith Pibean, International Finance.
3. Timothy Carl Kesta, Case and Problems in International Finance.
4. Avadhani B.K, International Finance Theory and Practice.
5. P.A. Apte, International Financial Management.
6. Madhu Vij, International Finance.
7. Levi, International Marketing Management.
8. Bndar D.C, International Finance.
9. Murthy E.N, International Finance & Risk Management.
10. M.L. Verma, Foreign Trade & Management in India.
11. Rao and Chary, International Finance.

4. INTERNATIONAL HUMAN RESOURCE MANAGEMENT

CHAPTER – 1: 10 Hrs
Globalization and Human Resource Management-
Introduction – Impact on employment- impact on HRD, Impact on Wages & Benefits, Impact on Trade Unions, Impact on Collective Bargaining, Impact on Participative management and Quality Circles, Managing Diversified cultures.

CHAPTER – 2: 6 Hrs
Total quality management and HRM
Introduction, Principles and core concepts of TQM, HRM and TQM, the Total quality HR strategy.

CHAPTER – 3: 14 Hrs
Recent Techniques in HRM
Employees for lease, Moon lighting by employees – Blue moon to full moon, Dual career groups, Flexitime and Flexiwork, Training and Development – Organization's Educational Institutes, Management Participation in Employee's Organization, Consumer Participation in Collective Bargaining, Collaborative Approach, Employee's Proxy, HR accounting, Organizational Politics, Exit Policy and Practice, Future of HRM.

CHAPTER – 4: 10 Hrs
Managing HR in an International Business
Introduction – The internationalization of Business - Improving international assignments through selection - Diversity counts- sending women managers abroad - Training and maintaining international employees.

CHAPTER – 5: 10 Hrs
HR Records, Audit, Research and Information system
HR Records, HR Audits, HR Research, HR Information System, HR philosophy and building employee commitment.

SKILL DEVELOPMENT:

• Understand the concept of TQM in HR.

[Visit any establishment of MNCs and understand the training requirements of Manpower in the global context.

BOOKS FOR REFERENCE:

1. Shaun Tyson, Strategic Prospects HRM.
2. Peter J. Dowling & Others, International Human Resources Management.
3. Subba Rao, International Business Text and Cases.