

## 1.3 INTRODUCTION TO INFORMATION TECHNOLOGY

### UNIT I

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

### UNIT II

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

### UNIT III

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

### UNIT IV

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

### UNIT V

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

### 1.3.1. IIT LAB

#### PRACTICALS:

MS DOS- MS WINDOWS- MS WORD- MS EXCEL

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

#### Suggested Books:

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

## 1.4 FINANCIAL ACCOUNTING-I

### UNIT-I

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

### UNIT-II

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

### UNIT-III

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

### UNIT-IV

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

### UNIT-V

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

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

### Suggested Books:

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

## 1.5 PRINCIPLES OF MANAGEMENT

### UNIT-I

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

### UNIT-II

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

### UNIT-III

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

### UNIT-IV

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

### UNIT-V

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

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

### Suggested Books:

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

## 1.6 BUSINESS ETHICS AND CORPORATE GOVERNANCE

### UNIT- I

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

### UNIT- II

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

### UNIT-III

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

### UNIT- IV

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

### UNIT- V

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

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

### Suggested Books:

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

## **1.7 Environmental Studies (Skill Enhancement Course)**

### **Unit – I**

#### **Ecosystem, Biodiversity & Natural Resources**

1. Definition, Scope & Importance of Environmental Studies.
2. Structure of Ecosystem – Abiotic – Biotic components Producers, Consumers, Decomposers, food chains, Food webs, ecological Pyramids
3. Function of an Ecosystem: Energy flow in the Ecosystem ( single channel energy flow model)
4. Definition of Biodiversity, Genetic, Species & Ecosystem diversity, Hot-Spots of Biodiversity, Threats to Biodiversity, Conservation of Biodiversity (Insitu&Exsitu)
5. Renewable & non – renewable resources, Brief account of Forest, Mineral & Energy (Solar Energy & Geothermal Energy) resources
6. Water Conservation, Rain water Harvesting & Watershed Management.

### **Unit – II**

#### **Environmental Pollution, Global Issues & Legislation**

1. Causes, Effects & Control measures of Air Pollution, Water Pollution
2. Solid Waste Management
3. Global Warming & Ozone layer depletion.
4. Ill – effects of Fire – works
5. Disaster Management – floods, earthquakes & cyclones\
6. Environmental legislation:-
  - a) Wild life Protection Act
  - b) Forest Act
  - c) Water Act
  - d) Air Act
7. Human Rights
8. Women and Child welfare
9. Role of Information Technology in environment and human health

#### **• Field Study:**

1. Pond Ecosystem
2. Forest Ecosystem

#### **References:**

1. Environmental Studies– from crisis to cure – by R. Rajagopalan (Third Edition) Oxford University Press.
2. Text Book of Environmental Studies for undergraduate courses (Second edition) by ErachBharucha
3. A text of Environmental Studies by D. K. Asthana and Dr.Meera Asthana.

## 2.3 BUSINESS COMMUNICATION AND SOFT SKILLS

### UNIT-I

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

### UNIT-II

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

### UNIT-III

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

### UNIT-IV

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

### UNIT-V

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

### Suggested Books:

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

## 2.4 FINANCIAL ACCOUNTING-II

### UNIT-I

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

### UNIT-II

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

### UNIT-III

Cash Flow Statement as Per AS-3.

### UNIT-VI

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

### UNIT-V

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

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

### Suggested Books:

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

## 2.5 BUSINESS ENVIRONMENT

### UNIT I

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

### UNIT II

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

### UNIT III

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

### UNIT VI

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

### UNIT V

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

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

### Suggested Readings:

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



## 2.6 ORGANIZATIONAL BEHAVIOUR

### UNIT-I

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

### UNIT-II

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

### UNIT-III

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

### UNIT-IV

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

### UNIT-V

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

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

### Suggested Books:

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

## **2.7 GENDER SENSITIZATION (Skill Enhancement Course)**

### **Unit – I**

#### **Gender – An Overview**

1. **Gender:** Definition, Nature and Evolution, Culture, Tradition, Historicity.
2. **Gender Spectrum:** Biological, Sociological, Psychological Conditioning
3. **Gender Based division of Labour**–Domestic work and use value.

### **Unit – I**

#### **Gender – Contemporary Perspectives**

1. **Gender Justice and Human Rights:** International Perspectives
2. **Gender:** Constitutional and Perspectives
3. Media and Gender
4. **Gender:** Emerging issues and Challenges

### **3.3 E-COMMERCE APPLICATION**

#### **UNIT -I**

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

#### **UNIT-II**

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

#### **UNIT-III**

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

#### **UNIT: IV**

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

#### **UNIT: V**

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

#### **Suggested Books:**

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

#### **3.3.1 E-COMMERCE APPLICATION-LAB**

#### **PRACTICALS:**

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

### 3.4 BASICS OF MARKETING

#### UNIT- I

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

#### UNIT- II

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

#### UNIT- III

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

#### UNIT- IV

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

#### UNIT- V

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

#### NOTE

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

#### Suggested Books:

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

### 3.5 BUSINESS STATISTICS

#### UNIT- I

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

#### UNIT- II

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

#### UNIT- III

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

#### UNIT- IV

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

#### UNIT- V

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

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

#### **Suggested Books:**

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

### 3.6 BASICS OF ENTREPRENEURSHIP DEVELOPMENT

#### UNIT- I

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

#### UNIT- II

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

#### UNIT- III

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

#### UNIT- IV

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

#### UNIT- V

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

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

#### Suggested Books:

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

### **3.7 Personality Development and Communication Skills(Skill Enhancement Course)**

#### **Unit – I:**

**Basics of English** Tenses, reported speech: Acquiring the Communication Skills – Interpersonal Skills, Speaking skills (brief speeches, group discussion); Writing Skills (paragraph, summary, note making, Editing, Business Letters)

#### **Unit – II:**

**Acquiring the soft Skills for personality development:** Body Language: goal setting  
Time Management: Emotional Intelligence: Problem – solving: Team work

#### **Reference Books:**

1. Jeremy Harmer&Jihn Arnold, Advance Speaking skills Essex, Longman Group Limited, 1978
2. Hedwig Lewls, Body Language: A Gulde for Professionals. Response Books (a division of sage publication India, PVT. LTD., New Delhi. 1998
3. Danle Goldman, Emotional Intelligence, New York, Bantam Books 1995
4. Rajiv Mishra, Personality Development, Rupa& Co.
5. Sheffield, RM Montgomery, RJ, Moody, PG., Development Soft Skills, 4<sup>th</sup> Edition, Pearson 2010

Barun, K., Mitra, Personality Development and Soft Skills, Oxford University Press

### 4.3 MANAGEMENT INFORMATION SYSTEM (MIS)

#### UNIT-I

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

#### UNIT-II

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

#### UNIT-III

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

#### UNIT-IV

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

#### UNIT-V

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

#### Suggested Books:

1. Management Information Systems, Jawadekar, Tata McGraw Hill
2. Management Information Systems, Davis and Olson, Tata McGraw Hill
3. Analysis and Design of Information Systems, Rajaraman, Prentice Hall
4. Decision Support Systems and Intelligent Systems, Turban and Aronson, Pearson Education Asia
5. Management Information Systems, Schulthesis, Tata McGraw Hill
6. Management Information Systems - Sadagopan, Prentice Hall

#### 4.3.1 MIS LAB WORK

#### PRACTICALS:

**Tally:** Company Creation, ledger creation, Maintaining Inventory, Voucher Posting and  
Preparation of Financial Statements

#### Oracle (SQL):

Data Types in SQL,  
DDL, DML, TCL, DCL Commands



#### 4.4 FUNDAMENTALS OF FINANCIAL MANAGEMENT

##### UNIT- I

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

##### UNIT- II

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

##### UNIT- III

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

##### UNIT- IV

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

##### UNIT-V

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

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

##### **Suggested Books:**

1. Jonathan Berk, Peter DeMarzo and Ashok Thampy, Financial Management, 2010, Pearson.
2. Brigham, E. F. and Ehrhardt. M. C., Financial Management Theory and Practice, Thomson South-Western.
3. Ross Westerfield Jaffe, Corporate Finance, 7th Ed, TMH Publishers
4. Khan and Jain, Financial Management , TMH.
5. Prasanna Chandra, Financial Management Theory and Practice, Tata McGraw Hill,
6. I. M. Pandey, Financial Management, 2010, Vikas Publishing House.
7. Sudershana Reddy, Financial Management, 2010, HPH.
8. Rajiv Srivastava and Anil Misra - Financial Management, Oxford Higher Education.

## 4.5 BANKING AND INSURANCE

### UNIT-I

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

### UNIT-II

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

### UNIT-III

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

### UNIT-VI

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

### UNIT-V

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

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

### Suggested Books:

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

## 4.6 BASICS OF PRODUCTION AND OPERATION MANAGEMENT

### UNIT-I:

Introduction: Concept of Production Management-Operation Management-Scope-Role

Objectives-Functions of Production Management in India.

### UNIT-II:

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

### UNIT-III:

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

### UNIT-IV:

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

### UNIT-V:

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

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

### Suggested Books:

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

## **4.7 Event Management(Skill Enhancement Course)**

### **Unit – I**

Event Management – Definition – Concept – Functions of Event Management – Role of Event Manager – Project Management – Strengths & Weakness of the Event Management Profession – Types of Events (Conferences – Meeting – Lunch Events Fashion Shows, Weddings – Religious Events – Exhibitions – Sports Events – Political Events – Concerts – Anniversaries)

### **Unit – II**

Planning the Event – Client Need – Event Proposal- Contracts & Agreements – Steps for planning the Event – Invitations – Greeting – Dress Code – Table Manners & Table Settings – Evaluating the Event

### **Suggested Books:**

1. Event Management – HarAnand Publication, Davesb Kishore & Ganga Sagar Singh
2. The Art of Successful Event Management – APH Publishing LeelammaDevasia& VV Devasia

## 5.1 FUNDAMENTALS OF TECHNOLOGY MANAGEMENT

### UNIT: I

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

### UNIT: II

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

### UNIT: III

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

### UNIT: IV

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

### UNIT: V

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

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

### Suggested Books:

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

## 5.2 BASICS OF HUMAN RESOURCE MANAGEMENT

### UNIT-I

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

### UNIT-II

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

### UNIT-III

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

### UNIT-IV

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

### UNIT-V

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

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

### Suggested Books:

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

### 5.3 ELEMENTS OF PROJECT MANAGEMENT

#### UNIT- I

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

#### UNIT-II

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

#### UNIT-III

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

#### UNIT-IV

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

#### UNIT-V

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

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

#### Suggested Books:

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

## 5.4 RESEARCH METHODS FOR MANAGERS

### UNIT-I

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

### UNIT-II

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

### UNIT -III

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

### UNIT-IV

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

### UNIT -V

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

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

### Suggested Books:

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



**5.5 (a) Financial Institutions & Markets (FIM)****UNIT:I**

Financial System: Structure of Indian Financial System - Functions and Role of RBI- Monetary Policy and Techniques of Monetary Control of RBI: SLR and CRR, Open Market Operations -The Role and Functions of SEBI.

**UNIT:II**

Banking Institutions: Commercial Banks: Concept and Evolution-Public and Private Sector Banks-Structure and Comparative Performance RRBs and Foreign Banks - Development Banking: Concept-Evolution- Functions and activities

**UNIT:III**

Non- Banking Financial Institutions: Growth of Mutual Funds and its Regulation- Insurance Companies: LIC, GIC and other Insurance Companies-Competition and Innovation- Role of IRDA- Challenges of Insurance Sector.

Investment Banking: Concept-Functions and activities-Underwriting- Portfolio Managers.

**UNIT:IV**

Primary Securities Market: Organization- Structure of Call Money Market-Treasury Bill Market- Commercial Bill Market- Commercial Paper - Certificate of Deposits- Merchant Banking and Underwriting:

**UNIT:V**

Secondary Securities Market: Organization- Structure-Listing-Trading and Settlement - Problems and Prospects of Indian secondary Market

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

**Suggested Books:**

1. Meir Kohn, "Financial Institutions And Markets", Oxford University Press.
2. Gordon and Natarajan, "Financial Markets and Services", Himalaya Publishing House.
3. Vasant Desai, "Financial Markets and Financial Services, Himalaya Publishing House.
4. M.Y.Khan, "Indian Financial Syatem", Vikas Publishers.
5. L.M.Bhole, ""Financial Markets and Institutions", Tata McGraw Hill.
6. Frank.J. Fabozzi and Franco Modigliani,"Foundations of Financial Markets and Institutions", Pearson.
7. Ronald I.Robinson and Dwayne Wrightsman, "Financial Markets - Accumulation of Wealth", McGraw Hill

**5.5 (c) Change Management (CM)****UNIT: I**

Change: Introduction to change An Overview of Change - Change as Growth - Need for change - Forces for change - Understanding of change

**UNIT: II**

Types of change - Incremental change-Radical change - Participative change - Directive change - Change levels

**UNIT: III**

Change Management: Models of Organizational change - Sources of change - Recognizing Resistance - Resistance to change - Planning and implementing change

**UNIT: IV**

How to manage change effectively - Key roles in organizational change - Visionary leader as a change agent - Planning & Implementing Change

**UNIT: V**

Planning OD - Change Leading to Organizational Development Dynamic of Planned Change

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

**Suggested Readings:**

1. Dr.. D.K. Tripathi: Team Building Leadership with Text & Games.
2. Daft, Richard: The Leadership Experience, Thomson
3. Gary Yukul, 2006, Leadership, Pearson Education.
4. A.M. Sharma : Personal and Human Resource Management, Himalaya Publication.
5. Dubrin, Andrew, ' Leadership', Biztantra.
6. Lussier, Robert and Christopher Fachua 'Leadership' Thomson

**5.5 (b) Marketing of Services (MS)**

**UNIT I**

Definition - Service - Evolution and growth of service sector - Nature and Scope - Unique characteristics.

**UNIT II**

Classification of services - Expanded marketing mix - market segmentation, targeting and positioning.

**UNIT III**

Service Life Cycle - New service development - GAP's model of service quality - Measuring service quality - SERVQUAL

**UNIT IV**

Positioning of services - Designing service delivery System, Service Channel- Pricing of services, methods - Service marketing triangle - Integrated Service marketing communication.

**UNIT V**

Services Marketing for health - Tourism - Educational - Entertainment Sectors.

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

**REFERENCES**

1. Palmer, Adrian, "Principles of Services marketing", McGraw Hill
2. Services Marketing, Valarie Zeithaml et al, 5th Edition, Tata McGraw Hill, 2012 Pvt. Ltd., 2010.

**5.6 (a) Investment Management (IM)****UNIT I**

Investment:- Meaning - Characteristics - Objectives - Investments vs Speculation - Investment vs Gambling - Types of Investors - Investment Avenues - Investment Process - Financial Instruments.

**UNIT 2**

Securities Market:- Primary Market - Secondary Market - Functioning of Stock Exchanges - Trading and Settlement Procedure - Types of Stock Market Indices - Indices of Indian Stock Exchange.

**UNIT 3**

Fundamental Analysis & Technical Analysis: - Economic Analysis - Industry Analysis - Company Analysis - Technical Analysis.

**UNIT 4**

Measurement of Risk & Return:- Systematic Risk - Unsystematic Risk - Calculation of Risk and Returns (of Single Security) - Calculation of Portfolio Risk and Return (Simple Problems).

**UNIT 5**

Portfolio Evaluation:- Need - Evaluation Perspective - Portfolio Evaluation - Jenson, Sharpe and Treynor's Model (Simple Problems).

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

**Suggested Books:**

1. Investment Management: R.P. Rastogi
2. Security Analysis & Portfolio Management: P. Pindian
3. Security Analysis & Portfolio Management: Fischor and Ronald.

**5.6 (c) Industrial Relations (IR)****UNIT: I**

Industrial Relations: Meaning and Characteristic of Industrial Relations - Factors Affecting Relations

**UNIT: II**

Principles of Sound IR (Industrial Relations) - Importance of Harmonious IR (Industrial Relations) - Scope of IR (Industrial Relations) - objectives of IR

**UNIT: III**

Three Factors of IR - Functions of IR (Industrial Relations) - Eventual certification for sound IR (Industrial Relations) HRD (Human Resource Development) Approvals to IR

**UNIT: IV**

IR Policy - Impact of Trade Unions on IR (Industrial Relations) - Managing diversified Culture and its impact on IR (Industrial Relations)

**UNIT: V**

Forms of Industrial Disputes - Causes of Industrial Disputes - Industrial Disputes settlement Machinery.

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

**Suggested Books**

1. P. Subba Rao, Essentials of Human Resource Management and Industrial Relations (Text, Cases and Games) 3<sup>rd</sup> Revised & Enlarged Edition
2. James A. F. Stoner, Management, Prentice - hall of India (P) Ltd., New Delhi, 1984, p 87
3. Sundeep Khanna, The New People Economy, Business Today, January 7-21, 1996, PP12-17
4. VSP. Rao Human Resource Management Text and Cases Second Edition
5. J. Storey (ed), "New Perspectives on Human Resource Management", London, Rutledge, 1989

**5.6 (b) CRM and Retail Management (CRM & RM)****UNIT: I**

Introduction to Retail: Meaning- Functions of a retailer-Evolution of Retail in India- - Challenges to Retail Development in India -Retail marketing mix-Types of retailing.

**UNIT: II**

The Evolution of Retail formats - Theories of retail development-Environmental, Cyclical and Conflict Theory-The Concept of life cycle in Retail-Innovation, accelerative growth-Maturity-Divide-Phases of growth in retail markets

**UNIT: III**

Retailing And Customers -Introduction-Retailing and consumption-Changing consumer-demographics-Life style changes-Consumer buying process- Shopping behavior-Retail outlet choice-The factors influencing the retail shopper

**UNIT-IV**

Meaning CRM - Need for CRM in business--Benefits of CRM-The approaches of CRM-- Relationship building process.

**UNIT - V**

CRM applications in consumer and business markets--CRM in B2C Markets-CRM in B2B markets-CRM in practice-CRM in banking, hotels, Tourism and higher education - CRM features & benefits

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

**Suggested Books:**

1. Bhatia.S.C, "Retail Management", Atlantic Publishers,2008.
2. Gilbert David,"Retail Marketing Management",2 nd edition, Pearson Education Limited,2003.
3. Levy.M, Weitz.B.A, Pandit.A, "Retailing Management",6<sup>th</sup> edition, Tata Mc Graw Hill,2008
4. Swapna Pradhan, "Retailing Management-Text and Cases",2 nd edition, Tata Mc Graw Hill,2007.
5. Swapna Pradhan, "Retailing Management-Text and Cases",3 rd edition, Tata Mc Graw Hill,2009.
6. Jill Dyche: The CRM Handbook: A Business Guide To Customer Relationship Management, Addison Wesley.
7. Kaushik Mukerjee, "Customer Relationship Management-A strategic approach to marketing", PHI, 2007.
8. Makkar, "Customer Relationship Management" ,Tata Mc Graw Hill,2012.
9. Rai.A.K, "Customer Relationship Management -Concepts and cases" ,phi,2008.
10. Shainesh.G. Jagadish.N.Sheth, "Customer Relationship Management-A Strategic Perspective", MacMillan Publisher India Limited, 2006.

## **5.7 Healthcare Management (Skill Enhancement Course)**

### **Unit – I**

Concepts of Health and Disease – Concepts of Health – Definition and dimensions of Health – Indicators of Health – Concept of disease and Disease Causation – Concept of Disease Control – Levels of Prevention – Common Diseases – Principles and Practices of Epidemiology.

### **Unit – II**

Development of Hospitals – Classification of Hospitals – Functions of a hospital – Hospital organization and role of hospital administration / administrator.

### **Suggested Books**

1. G.E. Alan Dever: Epidemiology in Health Services Management, Aspen Publication, Mary Land, 1984
2. J. W. Stephen & T. Paul : Interdiction to Health Services, Delmar, New York, 1988
3. K. K. Anand : Hospital Management, Vikas Publishing, New Delhi, 1996
4. Oxford University: Oxford text book of Public health, Vol. 3
5. A. V. Srinivasan (ed): Managing A Modern Hospital, Response Books, New Delhi, 2000

## **5.8-Introduction to Goods and Services Tax Act (Generic Elective)**

### **Unit-1:**

Overview of GST-Implementation of GST-Liability of the Tax Player-GST Network-GST Council-Taxable supply-Supply of Goods and Supply of Services-Time of Supply of Goods-Time of Supply of Services.

### **Unit-2:**

Levy of an from Tax-Levy of GST-Composition Scheme-Remission of Tax/Duty- Payment of GST-Time of GST Payment-How to make Payment-Valuation of GST-Transaction Value-Valuation Rules.

### **Suggested books:**

1. GST by Raj K. Agarwal
2. GST by V.S.Datey
3. GST by Devi Ahilya



## 6.2 TOTAL QUALITY MANAGEMENT

### UNIT-I

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

### UNIT-II

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

### UNIT-III

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

### UNIT-IV

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

### UNIT-V

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

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

### Suggested Books:

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

### 6.3 BASICS OF STRATEGIC MANAGEMENT

#### UNIT-I

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

#### UNIT-II

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

#### UNIT-III

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

#### UNIT-IV

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

#### UNIT-V

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

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

#### Suggested Books:

1. Gerry Johnson, Kevan Scholes, Richard Whittington, "Exploring Corporate Strategy", 2009, Pearson Ed Ltd,
2. Arthur A Thompson Jr, Strickland A.J., John E. Gamble and Arun K. Jain, "Crafting and Executing Strategy, - The Quest for Competitive Advantage-Concepts and Cases", Tata McGraw Hill.
3. Michael Hitt, Ireland, Hoskisson, "Strategic Management", 2010, Cengage Learning, New Delhi.
4. Fred R. David, "Strategic Management - Concepts and Cases", 2010, PHI Learning, New Delhi.
5. Subba Rao, P, "Business Policy and Strategic Management (Text and Cases)", 2010, HPH
6. V.S.P. Rao and V., Hari Krishna, "Strategic Management", 2010, Text and Cases, Excel Books,
7. U.C. Mathur, "Text Book of Strategic Management", 2005, Macmillan Publisher India Ltd,
8. Upendra Kchru, "Strategic Management, Concepts and Cases", 2010, Excel Book,s New Delhi.

## 6.4 ELEMENTS OF DIRECT TAXES

### UNIT-I

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

### UNIT-II

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

### UNIT-III

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

### UNIT-IV

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

### UNIT-V

Income from Other Sources: Interest on Securities - Dividends on Shares- Casual Income- Deductions- Deemed Income-Set off of losses within Head and Outside Head. **(Theory)**  
Total Income and Tax Liability (Students should be given computed Income under five heads for Calculation of Tax Liability) **(Theory and Problems).**

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

### Suggested Books:

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

**6.5 (a) Fundamentals of Financial Analytics (FFA)****UNIT - I**

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

**UNIT - II**

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

**UNIT - III**

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

**UNIT - IV**

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

**UNIT - V**

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

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

**Suggested Readings:**

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

### 6.5 (c) Performance Management

#### UNIT: I

Measuring performance: Principles of measure-Classification of performance measure-Measurement scale system-Approaches to measure Organizational Performance - Information for measurement purpose.

#### UNIT: II

Conceptual Approach to Performance Management: Need for Performance management in Indian organizations. Determinants of job performance: Person and system factors. Linkage between human resource strategy and organizational performance.

#### UNIT: III

Role of personality factors in job performance. Performance planning and role clarity. Key Performance Areas: Performance Targets - Components of effective Performance Management.

#### UNIT: IV

Developing and Designing Performance Management Systems: Designing Performance Appraisal as a framework for Performance Management - A realistic model for Performance Management

#### UNIT: V

Using PMS data for HR decisions and performance improvements - PMS and Appraisal practices in India and other countries - Policy and strategy initiatives in improving HR performance.

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

#### **Suggested Readings:**

1. Ram Kumar Balyan, Vikramender singh Balyan, Suman Balyan: Performance Management A.M. Sharma, seventh revised edition 2011, Personal and Human Resource Management, Himalaya Publishing House.
2. G K Suri, C S Venkata Ratnam, N K Gupta, 2004, Performance Measurement and Management -- Excel Books Pvt Ltd.
3. Dinesh K Srinivastava, 2005, Strategies for performance Management -- Excel Books.
4. T V Rao, 2006, Performance Management and Appraisal Systems - Response Books.
5. Richard S Williams, 2006, Managing Employee Performance - Thomson Publishers.
6. Agwnis, 2006, Performance Management - Pearson
7. Prem Chadha, 2006, Performance Management - Macmillan India Ltd
8. T V Rao, 2006, Redesigning Performance Appraisal System - Tata McGraw Hills.
9. Editor Mike Walter, 2006, The Performance Management Hand Book : - Jaico Publishing House.
10. King P, 2006, Performance Planning and Appraisal - Tata McGraw Hills.

**6.5 (b) Consumer Behaviour (CB)****UNIT-I**

Consumer Behaviour - An overview - Consumer involvement - Decision-Making Processes - Purchase Behaviour and Marketing Implications - Consumer Behaviour Models.

**UNIT-II**

Environmental influences on Consumer Behaviour - Cultural influences - Social class-Reference groups and family influences - Opinion leadership and the diffusion of innovations-Marketing implications of the above influences.

**UNIT-III**

Consumer buying behaviour - Marketing implications - Consumer perceptions-Learning and attitudes - Motivation and personality-Psychographics - Values and Lifestyles, Click-o-graphic.

**UNIT-IV**

Strategic marketing applications - Market segmentation strategies - Positioning strategies for existing and new products - Re-positioning, - Consumerism - Consumer rights and Marketers' responsibilities.

**UNIT-V**

The Global Consumer Behaviour and Online buying behaviour - Consumer buying habits and perceptions of emerging non-store choices - Research and applications of consumer responses to direct marketing approaches

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

**Suggested Books:**

1. Bennet And Kassarjian, Consumer Beha Viour, Prentice Hall Of India, New Delhi.
2. Michael R. Solomon, Consumer Behaviour, Phi Learning Private Limited, New Delhi, 2011
3. Ramanuj Majumdar, Consumer Behaviour, Prentice Hall Of India, New Delhi, 2011
4. Loudon And Della Bitta, Consumer Behaviour: Concepts And Applications, Tata Mcgraw Hill. New Delhi, 2007.
5. Berkman & Gilson, Consumer Beha Viour: Concepts And Strategies, Kent Publishing Company.

**6.6 (a) Business Taxation (BT)****Unit I**

Indian Tax System, Direct Taxes Indirect taxes - Concepts, Definitions, Scope - Importance (Problems)

**Unit II**

The structure and scope of Indian Income Tax Act - concepts and definitions under the Act, Basic Concepts, Assessee, Assessment year, Income, previous year, Person, Residential status, Tax liability, Total income - Agricultural Income. (Problems)

**Unit III**

Heads of Income : Income from Salaries - Income from House property - Income from Profit, Gains from business and Profession - Income from Capital gains and Income from other sources.

**Unit IV**

Computation of total Income - Tax liability of an individual, Deduction from gross total Income

**Unit V**

Corporate Taxation - Assessment of firm - Assessment of Companies

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

**Suggested Books**

1. Sinhanai V.K. : Students guide to Income Tax : Taxman, Delhi.
2. Prasad, Bhagwati : Income Tax Law & Practice; Wiley Publication, New Delhi.
3. Mehrotra H.C. : Income Tax Law & Accounts; Sahitya Bhavan, Agra.
4. Diinker Pagare : Income Tax Law and Practice; Sultan Chand & Sons, New Delhi.
5. Girish Ahuja and Ravi Gupta : Systematic approach to income tax; Sahitya Bhavan Publication, New Delhi.
6. Chandra Mahesh and Shukla D.C. : Income Tax Law & Practice; Pragati Publications, New Delhi.

**6.6 (c) Talent Management (TM)****Unit - I**

Introduction to Talent Management: Introduction - Meaning & Objective - Role of Talent Management Recruitment. Selection Human Resource to a firm. Key Processes of Talent vs knowledge people, Suggestive tools for Managing Talent

**Unit - II**

Talent Acquisition, Recruitment Process, Strategic Trends in Talent Acquisition, Talent Acquisition Management Solutions.

**Unit - III**

Employee Engagement: E-recruitment, recruitment source, recruitment budget, Employer branding - Recruitment Strategy, Selection Process, Selection Errors, Reliability & Validity tests, Type of interviews

**Unit - V**

Emerging Trends in HR: Human Resource Audits, Human resource Information System (HRIS), Human resource Accounting (HRA), Contemporary development, and Cultural Development, Business Process Re- engagement, Contemporary Talent Management Issues and Challenges.

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

**Suggested Books:-**

1. Talent Management by CIMA
2. Best Practices in Talent Management - Marshall Gold Smith & Louis Carter
3. Inclusive Talent Management Kalman & Stephen Frost
4. Reinventing Talent Management - Edward Elawer



**6.6 (b) Advertising and Sales Promotion (ASP)****Unit - I**

Advertising Meaning - Importance - Objectives - Media - Print Media - Electronic Media - outdoor Media and Transportation Advertising - E- Advertising Exhibitions - Trade fair - Cinema

**Unit - II**

Advertising agencies - Features and Functions of Advertising agencies - Selection of an Advertising agency - Advertising Budget - Advertising appeal - Essentials of good appeal - Ethics in Advertising

**Unit - III**

Advertising Layout - Functions - Types of Layout - Advertising Campaign - Steps in Capital Planning - Measurement of Advertising Effectiveness.

**Unit - IV**

Sales Promotion - Meaning - Methods - Promotional Strategy - Advertising techniques of Scales Promotion - Consumer and dealer Promotion - After Scales Service - Warranty - Guarantee - Personal Selling - Objectives - Process of Personal Selling - Salesmanship - Types of Salesman

**Unit - V**

Saler Force Management - Importance - Sales Force Decision - Sales Force Size Training - Methods and Motivating Salesman - Fixing Sales territories - Quota - Evaluation

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

**Suggested Books**

1. CN Sontakki - Advertising - Kalyani Publishers
2. P. Saravavel and S. Sumathi Advertising and Scales Manship Margdran Publications
3. Chunawalla, Kumar, Sethaya Subramanion and Suchek - Advertising - Theory and Proctise - HimalayaPublishing House
4. George E. Belchand MichaelA. Belch- Advertising and Pronotion Data mcaigrawill Publishing Company

**6.7 TOURISM AND HOSPITALITY MANAGEMENT**  
**(Skill Enhancement course)**

**Unit – I: - Tourism Industry**

Definition – Scope & Importance of Tourism India – Travel and Transport –Travel Motivation – Social Significance of Travel- Modes of Travel – Road ravel- Rail Travel – Indian Railways – Waterways – Civil Aviation Industry in India – Itinerary Planning and Development- Tourism Destinations in Telangana.

**Unit – II: -Hospitality Industry**

Definition, Size and scope of Hotel Industry, Principles and concepts of Hotel and its objectives organization, development and classification of Hotels, Star categorization, Types of rooms Online hotel booking.

**Suggested Books:-**

1. Angelo, Andrew, An Introduction to Hospitality Today, ELBS, 2002
2. Anand, M. M.: Tourism and Hotel Industry in India, Prentice Hall, New Delhi, 1976.
3. Gray, W and Ligouri; S. C: Hotel and Hotel Management for Hotels, Pub, Williams Heinemann, London.

## **6.8. Basics of Start-Ups (Generic Elective)**

### **UNIT:1**

#### **Introduction to Start ups**

Statutory definition in India-Business incubation-The policy of Indian government on start ups

### **UNIT:2**

#### **Start up funding and MSME Act**

Equity financing for start ups and sources-Debt financing for start ups and sources-Definition and Classification of MSMEs—Registration of MSMEs-Funding of MSMEs

#### **REFERENCES:**

Vinod Kothari consultants (2016), “Taxman’s guide to Start-ups

Vijay kumar Ivaturi, Meenaganesh, Alok Mittal, Sri Ram Subash, Prof. Sadagopal, “The Manual for Indian Start-ups, Penguin books