



MAHATMA GANDHI UNIVERSITY

The University Moto is "Academic Excellence"

**PROPOSED SCHEME FOR CHOICE BASED CREDIT SYSTEMS (CBCS) IN
BBA (GENERAL) PROGRAM**

FIRST YEAR

SEMESTER-I

Code	Course Title	Course ype	HPW	Credits
BB101		AECC-1	2	2
BB102	English	CC-1A	5	5
BB103	Second Language	CC-2A	5	5
BB104	Principles of Management	DSC-1A	5	5
BB105	Basics of Marketing	DSC-2A	5	5
BB106	Business Economics	DSC-3A	5	5
			27	27

SEMESTER-II

BB201		AECC-2	2	2
BB202	English-II	CC-1B	5	5
BB203	S-Language-II	CC-2B	5	5
BB204	Organization Behaviour	DSC-1B	5	5
BB205	Business Statistics	DSC-2B	5	5
BB206	Business Law	DSC-3B	5	5
			27	27

SECOND YEAR

SEMESTER-III

BB301		SEC-1	2	2
BB302	English-II	CC-1C	5	5
BB303	S-Language-II	CC-2C	5	5
BB304	Financial Accounting	DSC-1C	5	5
BB305	Human Resources Management	DSC-2C	5	5
BB306	Introduction to Information Technology	DSC-3C	4	4
BB207	IT-LAB	DSC-4C	2	1
			28	27

SEMESTER-IV

BB401		SEC-2	2	2
BB402	English-II	CC-1D	5	5
BB403	S-Language-II	CC-2D	5	5
BB404	Financial Management	DSC-1D	5	5
BB405	Marketing Research	DSC-2D	5	5
BB406	Business Ethics & Corporate Governance	DSC-3D	5	5
			27	27

THIRD YEAR**SEMESTER-V**

Code	Course Title	Course Type	HPW	Credits
BB501	Human Values and Ethics	SEC-3	2	2
BB502	Basics of Quality Management	GE-1	2	2
BB503	Management Science	DSC-1E	5	5
BB504	International Business	DSC-2E	5	5
BB505	Fundamentals of Technology Management	DSC-3E	4	4
BB506	Elective -I Financial Institutions & Markets(F) Marketing of Services (M) Leadership and Change Management(HR)	DSE-1A	5	5
BB507	Elective -II Investment Management(F) Retail Management(M) Industrial Relations(HR)	DSE-2A	5	5
			28	28

SEMESTER-VI

BB601	Office Management and Correspondence	SEC-4	2	2
BB602	Start-up Management	GE-2	2	2
BB603	Strategic Management	DSC-1F	5	5
BB604	Cost & Management Accounting	DSC-2F	5	5
BB605	Project Work	DSC-3F	4	4
BB606	Elective- III Banking & Insurance (F) Consumer Behaviour(M) Performance Management (HR)	DSE-1B	5	5
BB607	Elective- IV Business Taxation (F) Advertising & Sales Promotion(M) Talent and knowledge Management(HR)	DSE-2B	5	5
			28	28
	Total		165	164

HPW- Hours Per Week; **AEC-** Ability Enhancement Course (Compulsory) **CC-** Core Course; **SEC-**Skill Enhancement Course;

Electives – GEN- Generic for BBA students, **ID-** Interdisciplinary- Offered by this department for other department students

DSC- Discipline Specific Course; **DSE-** Discipline Specific Elective **F-** Finance; **M –Marketing**; **HR-** Human Resource Management

Summary of Credits

Sl.No	Course Category	No. of Courses	Credits per Course	Credits
1.	AECC	2	2	4
2.	SEC	4	2	8
3.	CC Language	8	5	40
4.	DSC	16	5	80
		2	4	8
5.	DSE	4	5	20
6	GE	2	2	4
	TOTAL	38		164
	Management Total	22		114

Note: 1. IT lab will be evaluated through a practical exam.

2. At the end of third year there will be a comprehensive viva-voce on subjects & project undertaken during six semester and evaluation of project report.

3. Grade (A/B/C/D) is awarded to both the project viva-voce and project report.

Bachelor of Business Administration (BBA) Syllabus

Paper Code: BB104

PRINCIPLES OF MANAGEMENT

Objective: The general objective of this course is to provide a broad and integrative introduction to the theories and practice of management. In particular, the course focuses on the basic areas of the management process and functions from an organizational viewpoint. The course also attempts to enable students to understand the role, challenges, and opportunities of management in contributing to the successful operations and performance of organizations.

Course Contents

Unit I- Introduction to Management - Meaning, definition, concept, scope and principles of management; Evolution of management thought - Management theories- classical, behaviour, system, contingency and contemporary perspectives on management. Management art or science and management as profession. Process and levels of Management. Introduction to Functions (POSDCORB) of Management.

Unit II - Planning – Importance, objectives, process, policies and procedures, types of planning, Decision making - Process of decision making, Types of decision, Problems involved in decision making.

Unit III: Organizing – Meaning, importance, principles of organizing, span of management, Patterns of organization – formal and informal organizations, Common organizational structures; departmentalization, Authority- delegation, centralization and decentralization, Responsibility – line and staff relationship;

Unit IV: Staffing - Sources of recruitment, Selection process, Training, Directing, Controlling – Meaning and importance, Function, span of control, Process and types of Control, Motivation, Co-ordination – Need and types and techniques of co-ordination - Distinction between coordination and co-operation - Requisites for excellent co-ordination - Systems Approaches and co-ordination.

Unit V: Emerging issues in Management – Total Quality management, Technology Management, Talent and Knowledge Management, Leadership, Organizational change and Development, Corporate Social responsibility

Reference Books:

1. Robbins, S. P., & DeCenzo, A. D. Fundamentals of Management. New Delhi: Pearson Education.
2. Harold Koontz & Heij Wehrich, (2015) Essentials of Management, 10th Edition, Tata McGraw-Hill Education, New Delhi.
3. T. Ramasamy, (2015) Principles of Management, Himalaya Publishing House, Mumbai.
4. L.M. Prasad, Principle and Practice of Management, Sultan Chand and Sons, 6 th edition.
5. Gupta, Sharma and Bhalla; Principles of Business Management; Kalyani Publications; 1st edition.
6. P.C. Tripathi & P.N. Reddy, (2015) Principles of Management, 5th Edition, Tata McGraw-Hill Education, New Delhi.

Bachelor of Business Administration (BBA) Syllabus

Paper Code: BB105

BASICS OF MARKETING

Objective: To provide an exposure to the students pertaining to the nature and Scope of marketing, which they are expected to possess when they enter the industry as practitioners. To give them an understanding of the basic philosophies and tools of marketing management.

Unit I: Introduction of Marketing: Nature, Scope and Importance of Marketing, Evolution of Marketing; Core marketing concepts; Production concept, Product concept, Selling concept, Marketing concept. Marketing Environment: Micro and Macro Environment

Unit II: Market Segmentation, Target Market and Product Positioning: Levels of Market Segmentation, Bases for Segmenting Consumer Markets, Bases for Segmenting Industrial Markets. Target Market and Product Positioning Tools.

Unit III: New Product Development: Introduction, Meaning of a New Product. Need and Limitations for Development of a New Product, Reasons for Failure of a New Product, Stages in New Product Development and Consumer Adoptions Process.

Unit IV: Product & Pricing Decisions: Concept of Product, Product Life Cycle (PLC), PLC marketing strategies, Product Classification, Product Line Decision, Product Mix Decision, Pricing Decisions: Concept of Price, Pricing Methods and Pricing Strategies

Unit V: Promotion Mix: Concept of Promotion Mix, Factors determining promotion mix, Promotional Tools –Types of Advertisement, Sales Promotion, Public Relations & Publicity and Personal Selling; Distribution: Designing Marketing Channels Channel functions, Types of Intermediaries.

Reference Books:

- 1.Kotler Philip, Garyarmstrong, Prafullay. Agnihotri, EU Haque, “Principles of Marketing”, 2010, 13th Ed, Pearson Education Prentice Hall of Indi..
- 2.Paul Baines, Chris Fill, Kelly page, “ Marketing Management”, 2009, 1st Ed. Oxford University Press.
- 3.Kotler, P., Armstrong, G., Agnihotri, P. Y., & Ul Haq, E.: Principles of Marketing: A South Asian Perspective, Pearson.
- 4.Ramaswamy, V.S. & Namakumari, S.: Marketing Management: GlobalPerspective-Indian Context, Macmillan Publishers India Limited.4. Rajan Saxena, “Marketing Management”, 2009, 4th Ed. Tata McGraw H
- 5..Roger J. best , “Market – Based Management”, 2009, 1st Ed. PHI Learning Pvt. Ltd.

Bachelor of Business Administration (BBA) Syllabus

Paper Code: BB106

BUSINESS ECONOMICS

Objective: The Purpose of this course is to apply micro economic concepts and tools for analyzing business problems and making accurate decision \s pertaining to the business firms. The emphasis is given to tools and techniques of micro economics

Unit I: Business Economics Nature and Scope:

Introduction to business economics, characteristics, nature and scope concept of opportunities Cost, Incremental cost. Time perspective, Discounting and equi-marginal principle

Unit – II: Demand Concepts & Elasticity of Demand.

Concept of Demand Determinates of demand , law of demand, exception to the law of demand, elasticity of demand, types of demand elasticity, uses of demand elasticity. Concept of Supply, Determinants of Supply, Law of Supply, Elasticity of Supply.

Unit – III: Production and Cost Concepts:

Theory of production, production function, input output combination, short run production laws, law of diminishing marginal returns to scale, ISO-quant curves, ISO-cost curves

Unit – IV :Budget line:

Cost concepts, cost classification, short run cost curves and long run cost curves, Experience curve. Economies and diseconomies to the scale, economies of scope.

Unit – V: Market Structures and Pricing.

Concept of market, structures, perfect competition market and price determination, monopoly and abnormal profits, monopolistic completion market price determination, price discrimination. Oligopoly, features of oligopoly, syndicating in oligopoly, kinked demand curve, price leadership and market positioning.

Reference Books

- 1.Dominik Salvatore, “(2009) Principal of Micro Economics(5th Edn) oxford University Press.
- 2.Lipsey and Crystal (2008) Economic (11th Edn) Oxford University Press..
- 3.Kutosynnis (1979) Modern Mircro Economics (5th Edn) Mc millan Publishers
- 4.Rubin field and Mehathe (Micro Economics (7th Edn) Pearson Publishers.

Bachelor of Business Administration (BBA) Syllabus

Paper Code: BB204

ORGANIZATIONAL BEHAVIOUR

Objective: The main objective is to explain the fundamentals of managing business and to understand individual and group behavior at work place so as to improve the effectiveness of an organization.

UNIT-I: Organizational Behavior – Meaning, importance and historical development of organizational behavior, Factors influencing organizational behavior. Perception and Attribution- concept, nature and process, Factors influencing perception. Values and Attitudes. Personality - Stages of personality development, Determinants of personality. Concept and theories of learning.

UNIT-II: Motivation- Concept, importance and theories of motivation. Leadership - concept, characteristics, theories and styles of leadership, Managerial grid, Leadership continuum and Leadership effectiveness.

UNIT-III: Group Dynamics – Meaning of groups and group dynamics, Formation, Characteristics and Types of groups, Theories of group dynamics, Group cohesiveness - Factors influencing group cohesiveness - Group decision making process. Types of teams. Analysis of Interpersonal Relationship: Transactional Analysis, Johari Window.

UNIT-IV: Management of Change – Meaning and importance of change, Factors contributing to organizational change, Change agents, Resistance to change – causes of and dealing with resistance to change, Organizational Development - meaning and process.

UNIT-V: Organizational Culture, Conflict and Effectiveness- Concept of Organizational Culture, Distinction between organizational culture and organizational climate, Factors influencing organizational culture, Morale- concept and types of morale. Managing conflict, Organizational Effectiveness - Indicators of organizational effectiveness, Achieving organizational effectiveness. Organizational Power and Politics.

Reference Books

1. Robbins, P. Stephen - Organizational Behavior-concepts, controversies & Applications - Prentice Hall of India Ltd., New Delhi, 1988.
2. Luthans Fred - Organizational Behavior - McGraw Hill Publishers Co. Ltd., New Delhi, 1988.
3. Rao, VSP and Narayana, P.S. - Organization Theory & Behavior - Konark Publishers Pvt. Ltd., Delhi, 1987.
4. Prasad, L.M - Organizational Theory & Behavior - Sultan Chand & Sons, New Delhi, 1988.
5. Sekaran, Uma - Organizational Behavior-text & cases - Tata McGraw Hill Pub Ltd., New Delhi, 1989.
6. Aswathappa. K. - Organizational Behavior – Himalaya Publishing House, Mumbai.

Bachelor of Business Administration (BBA) Syllabus

Paper Code: BB205

BUSINESS STATISTICS

Objective: The Objective of this course to provide a student an understanding of basic statistical tools to apply for management problems and analysis. The tools starting from data gathering , tabulation, presentation and analysing using basic statistical techniques like measures of central tendency, dispersion, kurtosis, correlation and regression.

Unit – I

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

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

Unit – II

Measures of Central Tendency:

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

Measures of Dispersion:

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

Skewness and Kurtosis (SK):

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

Unit – III

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

Unit – I V

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

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

Unit – V

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

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

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

Reference Books

- 1)Gupta SC: “Fundamental of Statistics” 6th Ed, Himalaya Publishers House, 2004.
- 2)Sharma JK: “Business Statistics” 2nd Edition Pearson Education, 2007.
- 3)Arora, PN, Arora, Sumeet and Arora, Amit: “Managerial Statistics”, S. Chand, Ist Ed., 2009.
- 4)Bharadwaj, RS: “Business Statistics” , Excel books, 2nd Ed, 2008.

Bachelor of Business Administration (BBA) Syllabus

Paper Code: BB206

BUSINESS LAW

OBJECTIVE: The objective is to introduce the students to various regulations affecting business and to familiarize the students with regulation relating to business.

Unit 1: INTRODUCTION TO BUSINESS LAWS - Introduction, Nature of Law, Meaning and Definition of Business Laws, Scope and Sources of Business Law, Fundamental Rights and Directive Principle of State Policies, Principles having economic significance, Overview of Business Laws in India.

Unit 2: CONTRACT LAWS - Indian Contract Act, 1872: Definition of Contract, essentials of a valid contract (all essentials need to be explained in great detail), classification of contracts, breach of contract and remedies for breach of contract. Indian Sale of Goods Act, 1930: Definition of contract of sale, essentials of contract of sale, conditions and warranties, rights and duties of buyer, rights of an unpaid seller.

Unit 3: INFORMATION LAWS AND RTE - Right to Information Act, 2005: Objectives of the RTI Act, Scope, SuoMoto disclosure, Method of seeking information, Eligibility to obtain information, Authorities under the Act,.

Unit 4: COMPETITION AND CONSUMER LAWS - The Competition Act, 2002: Objectives of Competition Act, the features of Competition Act, components of Competition Act, CCI, CAT, offences and penalties under the Act. Consumer Protection Act, 1986: Definition of the terms consumer, consumer dispute, defect, deficiency, unfair trade practices and services. Consumer Protection Act, Consumer Redressal Agencies – District Forum, State Commission, National Commission.

Unit 5: ECONOMIC AND ENVIRONMENTAL LAWS- FEMA 1999: Objects of FEMA, definition of important terms – authorized dealer, currency, foreign currency, foreign exchange, foreign security, Directorate of Enforcement, salient features of the FEMA, offences and penalties, Environment Protection Act, 1986: Objects of the Act, definitions of important terms – environment, environment pollutant, environment pollution, hazardous substance and occupier, types of pollution, global warming, causes for ozone layer depletion, carbon trade, rules and powers of central government to protect environment in India.

Reference Books

- 1.K. Aswathappa, Business Laws, Himalaya Publishing House,
- 2.K.R. Bulchandni: Business Laws, HPH.
- 3.N.D. Kapoor, Business Laws, Sultan Chand publications.
- 4.S.S. Gulshan, Business Law 3rd Edition, New Age International
- 5.S.C. Sharama & Monica : Business Law I.K. International

Bachelor of Business Administration (BBA) Syllabus

Paper Code: BB301 - SEC- I (Common course) – Semester III

Personality Development and Communication Skills

Objective:

To create awareness and motivation among UG learners about personality development in terms of their basic skills including goal setting and time management: To train the learners adequately by exposure to theory and practice pertaining to these skills.

The Syllabus:

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 & John Arnold. **Advance Speaking Skills**. Essex, Longman Group Limited, 1978
2. Hedwig Lewis. **Body Language: A Guide for Professionals** . Response Books (a division of Sage
3. Publications India, Pvt. Ltd.,) New Delhi., 1998
4. Daniel Goldman. **Emotional Intelligence**. New York, Bantam Books 1995
5. Rajiv Mishra, **Personality Development**, Rupa & Co.
6. Sherfield, R.M., Montgomery, R.J., Moody, P.G., **Developing Soft Skills**, 4th Edition, Pearson, 2010.
7. Barun K. Mitra, **Personality Development and Soft Skills**, Oxford University Press

(Total 16 topics to be taught in 25-30 hrs during the semester)

Bachelor of Business Administration (BBA) Syllabus

Paper Code: BB304

FINANCIAL ACCOUNTING

Objective: To familiarize students with the mechanics of preparation of financial statements, understanding corporate financial statements, their analysis and interpretation.

Unit I: Introduction to Financial Accounting: Accounting as an Information System, Importance and Scope, Limitations; Users of accounting information; Accounting Concepts, Principles and Conventions – Generally Accepted Accounting Principles; The Accounting Equation; Nature of Accounts

Unit II: Types of books (Primary and Secondary); Rules of Debit and Credit; Recording Transactions in Journal; Preparation of Ledger Accounts; ledger balancing; Opening and Closing Entries

Unit III: Preparation of Trial Balance; Preparation of Financial Statements: Trading Account, Profit & Loss Account and Balance Sheet, Adjustment Entries, Understanding contents of financial statements of a joint stock company as per the Companies Act 2013.

Unit IV: Financial Statement Analysis using ratios: Objective of financial statement analysis, sources of information; Techniques of financial statement analysis: Horizontal analysis, Vertical analysis and Ratio Analysis; Financial Ratios: Meaning and Usefulness of Financial Ratios. Analysis of ratios . Liquidity Ratios, Solvency Ratios, Profitability Ratios, and Turnover Ratios; Limitation of ratio analysis.

Unit V: Indian Accounting Standards (Ind-AS): Concept, benefits, procedure for issuing Ind-AS in India, salient features of Ind-AS issued by ICAI; International Financial Reporting Standards (IFRS): Main features, uses and objectives of IFRS, IFRS issued by IASB.

Reference Books:

1. Tulsian, P.C., Financial Accounting, Pearson
2. T.S. Grewal, Introduction to Accountancy, Sultan Chand
3. Maheshwari, S.N. & Maheshwari, S.K. , Financial Accounting for B. Com., CA, CS, & ICWA (Foundation) Courses, Vikas Publishing House Pvt. Ltd.
4. Ghosh, T.P., Financial Accounting for Managers, Taxmann Allied Services (P) Ltd.
5. Balwani, Nitin, Accounting and Finance for Managers
6. Jain, S.P. & Narang, K.L., Advanced Accountancy.

Bachelor of Business Administration (BBA) Syllabus

Paper Code: BB305

Human Resource Management

Objective: The aim of this course is to introduce to student the basic concepts related to Human Resource Management which can form foundation to understanding advanced concepts in managing human resources in an organization.

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

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

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

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

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

Reference Books:

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

Bachelor of Business Administration (BBA) Syllabus

Paper Code: BB306

INTRODUCTION TO INFORMATION TECHNOLOGY

Objective: The Objective of this course is to familiarize a management students to basics of IT, its applications and importance to present day management and organization.

Unit I: Introduction to IT

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

Unit II: Introduction To IS

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

Unit III: Multimedia Concepts

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

Unit IV. Internet & Security Issues

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

Unit V: Office Management Applications.

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

Reference Books:

1. Kenneth C. Laudon & Jane P. Laudon - **Management Information Systems- Managing the Digital Firm**, Pearson Education, Fourth Edition 2008.
2. Turban, McLean, Wetherbe- **Information Technology For Management**, Wiley Student Edition- Fourth Edition.
3. Leonard Jessup, Joseph Valacich – **Information Systems Today, Why IS matters**, Pearson Education –Low Price Edition, Second Edition.
4. Effy Oz- **Management Information systems**, Thomson Course Technology, Fifth Edition.

Bachelor of Business Administration (BBA) Syllabus

Paper Code: BB307

INFORMATION TECHNOLOGY LAB

Objective : The aim of this course is to give a management students practical experience om working in typical office software like MS-OFFICE.

Unit I: MS-EXCEL

Basic features: Creating, Naming Saving, Editing and Printing of Worksheets. Data Entry - Manual and Automatic Formatting cells and Cell referencing. Creating and using formulas and Functions Use of Copy, Move and Paste Options. **Data And Graphical Options:** Filling a Series, Sorting data, querying of data. Working with graphs and charts.

Advanced Options of MS-EXCEL:

- a) Statistical tools – use statistical functions such as average, Standard Deviation, ANOVA, etc.
- b) Financial Tools – use of Financial Functions such as NPV, IRR etc.
- c) Date Functions
- d) Building Simple Macros.

Unit- II: MS-ACCESS

Creating a database and tables by different methods- Entering and Editing data- Sorting, Filtering and Displaying data. Creating & querying using forms. Creating & printing reports and labels. Transfer of data between Excel & Access.

Reference Books:

1. David Whigham, “Business Data Analysis Using Excel”, Oxford University Press, Indian Edition.
2. Paul Cornell, “Accessing & Analyzing DATA with MS-EXCEL”.
3. R & D, “IT Tools and Applications”, Macmillan India Ltd.
4. Sanjay Saxena, “A First Course in Computers – Based on Windows Office XP”, Second Edition – Vikas Publishing House.

Bachelor of Business Administration (BBA) Syllabus

Paper Code: BB404

FINANCIAL MANAGEMENT

Objective: To acquaint students with the techniques of financial management and their applications for business decision making.

Unit I: Nature of Financial Management: Finance and relation with other disciplines; Scope of Financial Management; Profit Maximization, Wealth Maximization - Traditional and Modern Approach of FM; Functions of finance – Finance Decision, Investment Decision, Dividend Decision; Objectives of Financial Management; Organisation of finance function;

Unit II: Concept of Time Value of Money, compounding, discounting, present value, future value, and annuity; capital budgeting –meaning, features; applications of discounting in capital budgeting –NPV, IRR, calculation of NPV and IRR

Unit III: Sources of Long term finance- features of equity shares, preference shares, debentures, long term loans; Capital Structure – meaning, determinants of capital structure; cost of capital – component costs of capital, weighted average cost of capital; Dividend Policy Decision – types of dividend, determinants of dividend policy.

Unit IV: Working Capital Management: gross versus net working capital, determinants of working capital; Management of Cash - Preparation of Cash Budgets (Receipts and Payment Method only); Cash management technique (Lock box, concentration banking)

Unit V: Receivables Management – Objectives; Credit Policy, Cash Discount, Debtors Outstanding and Ageing Analysis; Inventory Management (Very Briefly) - ABC Analysis; Minimum Level; Maximum Level; Reorder Level; Safety Stock; EOQ (Basic Model)

Reference Books

- 1.Eugene.F. Brigham, Fundamentals of Financial Management, The Dryden Press, 6th edition, 1992
- 2.M.Y. Khan & P.K. Jain , Financial Management, Tata McGraw Hill Publishing Co. Ltd.
- 2.Prasanna Chandra, Fundamentals of Financial Management, McGraw Hill Education, 6th edition, 2015
- 3.I.M. Pandey, Financial Management, Vikas Publishing House, 11th edition, 2015
- 4.J.V. Horne & J.M. Wachowicz, Fundamentals of Financial Management, Prentice Hall of India, 13th edition, 2009.
- 5.Rustogi, Financial Management, TaxMann, 5th edition, 2011.

Bachelor of Business Administration (BBA) Syllabus

Paper Code: BB405

MARKETING RESEARCH

Objective: To provide an exposure to the students pertaining to the nature and Scope of marketing research, which they are expected to possess when they enter the industry as practitioners. To give them an understanding of the basic techniques and tools of marketing research.

Unit I: Marketing Research: Nature and Scope of Marketing Research – Role of Marketing Research in Decision Making. The Research process – Steps in the Research Process; Designing the Research Proposal.

Unit II: Sources of data, Primary data and Secondary data, Survey method of data collection, Observation method – Types of observation, Interview, Depth interview , Focus group interview, Questionnaire, Method, Steps in design of a questionnaire

Unit III: Secondary method of data collection: Advantages & Disadvantages of Secondary Data, Criteria for evaluating secondary sources, Secondary sources of data in Indian Context,

Unit IV: Measurement and scaling - Concept of measurement and scaling – Types of Scales – Nominal ,Ordinal, Interval and Ratio Scales - Attitude scales Thurstone, Likert, Semantic differential scales, Reliability and Validity of a scale.

Unit V: Sampling: Sampling techniques, Data Analysis: Z test (mean, diff. of mean, diff. of proportion) t test (mean), paired t test, Chi square test. Introduction to theoretical concept of ANOVA,

Reference Books:

1. Green E. Paul, Tull S.Donald & Albaum, Gerald: “Research for Marketing Decisions”, 2006, 6th Ed, PHI.
2. Tull and Hawckins, “Marketing Research”, 2000, 4th Ed. Tata McGraw Hill.
3. Cooper & Schindler: Business Research Methods McGraw-Hill Education.
4. Martin callingam, “Market intelligence”, 2009, Kogan Page Publishers.
6. G.C. Beri, “Marketing Research”, 2008, 8th Ed, Tata McGraw Hill.
7. Malhotra, K. Naresh, “Marketing Research- And applied orientation”, 2014.

Bachelor of Business Administration (BBA) Syllabus

Paper Code: BB406

BUSINESS ETHICS & CORPORATE GOVERNANCE

Objective: The objective of this paper is to make the students emphasize the importance of ethics in business, practices of good corporate governance and corporate social responsibility.

Unit I Business ethics: Meaning of ethics, why ethical problems occur in business. Ethical principles in business: Utilitarianism: weighing social cost and benefits, Rights and duties, Justice and fairness, ethics of care, Integrating utility, rights, justice and caring, An alternative to moral principles: virtue ethics, Moral issues in business: Worker's and employee's rights and responsibilities, Profit maximization vs. social responsibility.

Unit II Corporate governance: concept, Need to improve corporate governance standards, Features of good governance, Role played by regulators to improve corporate governance, accounting standards and corporate governance, corporate disclosure, insider trading.

UNIT III Relevance of The Board –Quality, Composition and role of Board, Outside Directors on the board (independent, nominee), Executive and Non-Executive directors, SEBI clause 49, directors and financial institutions in enhancing corporate governance, critical issues in governance of board directors, CEO Duality.

Unit IV Role of auditors in enhancing corporate governance- duties and responsibilities of auditors, corporate governance and internal auditors, Whistle blowing: Kinds of whistle blowing, precluding the need for whistle blowing. Discrimination, affirmative action, and reverse discrimination: Equal employment opportunity, Affirmative action, Preferential hiring,

Unit- V Corporate social responsibility: Meaning, Evolution of corporate social responsibility, common indicators for measuring business social performance, reporting social responsibility measures in annual report.

Reference Books :

1. Bhanumurthy K V: Ethics and Social Responsibility of Business, Pearson Education India.
2. N. Gopalswamy: Corporate governance a new paradigm A H Wheeler Publishing Co Ltd.
3. Manuel G Velasquez : Business ethics- concepts and cases Pearson.
5. A.C. Fernando: Business Ethics Pearson Education.
6. A.C. Fernando: Corporate Governance Pearson Education.

MODEL PAPER FOR BBA (CBCS)

Code No.

FACULTY OF MANAGEMENT

SKILL ENHANCEMENT COURSE

III & IV SEMESTER (NEW) EXAMINATION, 2017

Internal Exam

(Max Marks – 10)

a) 10 bits Multiple Choice Question

10 x ½ = 5 Marks

b) Fill in the blank

10x ½ = 5 Marks

External Exam (University Examination) (Max Marks – 40)

PART – A

Answer all questions (Short Answer Type)

(5x2 =10 Marks)

1. a)

b)

PART – B

Essay Answer Type

(2x15 =30 Marks)

2. a)

OR

b)

3. a)

OR

b)

**BOS, CHAIRMAN
DMS, MGU**

BB501: HUMAN VALUES AND ETHICS

SEC-3

No.of Credits: 2

objective: The objective of this course to provide the knowledge about basic ethics and human values required to build better society.

UNIT I Ethics -Definitional aspects; relevance of ethics in society; scope of ethics .The philosophical basis of ethics, considerations on moral philosophy personal and family ethics.

UNIT II: Human values, standard and practices concerning the legal profession, medicine, engineering, etc. Ethics at the workplace: - cybercrime, plagiarism, sexual misconduct, fraudulent use of institutional resources, etc.

Text and Reference Books:

1. A Textbook on Professional Ethics and Human Values by R S Naagarazan.
2. A Foundation Course in Human Values and Professional Ethics by R.R. Gaur, R. Sangal, G.P. Bagaria.
3. Human Values And Professional Ethics by Vaishali R Khosla, Kavita Bhagat

BB502: BASIC QUALITY MANAGEMENT - 502

GE-1

No.of credits: 2

COURSE OBJECTIVE :

Quality is the most significant characteristic of product or service in today's world. This course introduces traditional and modern quality perspectives.

UNIT – I :INTRODUCTION :

The concept of Quality. Quality Dimensions. Product and Service Quality. Inspection, Statistical Quality Control, Quality Assurance and Total Quality Management. Conventional Quality Management versus Total Quality Management. Evolution of TQM. Historical perspectives of TQM – Deming, Juran, Crosby and Taguchi's Contributions. Customer and supplier focus in TQM. Benefits and Costs of TQM.

UNIT – II :TOOLS AND TECHNIQUES OF TOM :

Statistical Tools - Check Sheets, Histograms, Scatter Diagrams, Pareto's Chart, Regression Analysis & Control Charts. Cause and Effect Diagrams, The Five Why's, Five S's, Kaizen, JIT, Quality Circles, Gantt Chart and Balanced Score Card. Dimensions of Service Quality. An overview of TQM in Service Organisations.

SUGGESTED BOOKS :

1. Sunil Sharma, "Total Engineering Quality Management", 2003, Macmillan India Ltd.
2. Ron Basu, "Implementing Quality: A Practical Guide to Tools and Techniques", 2016, THOMPSON.
3. KanishkaBedi, "Quality Management", Oxford University Press.
4. Mujkherjee, PN, "Total Quality Management", 2007, PHI.
5. R. P. Mohanty & R. R. Lakhe, "TQM in the Service Sector", Jaico Books.2016

BB 503: MANAGEMENT SCIENCE

No.of Credits: 5

COURSE OBJECTIVE:

The objective of this course is to provide the student with adequate knowledge regarding the basic manufacturing facilities & how service activities have attained significance and need managerial skills to address the problems.

UNIT - I: INTRODUCTION TO PRODUCTION & OPERATIONS MANAGEMENT :

Definition of Production and Operations. An overview of Manufacturing Processes: Casting, Machining, Welding, Shearing Extrusion, heat treatment and unconventional machining.

Functions of Production, Planning & Control. Interface of Product Life Cycle & Process Life Cycle. Process design – Project, Job, Batch, Assembly and Continuous process.

UNIT – II: PLANT MANAGEMENT AND WORK STUDY :

Capacity Planning, factory location, plant layout – types of layout. Sequencing of Operations: n-Jobs with one, two and three Facilities.

Maintenance Management: Repair Programme, Break down, Preventive and Corrective maintenance.

Work Study: The concept and various techniques of methods analysis and work measurement.

UNIT – III: PURCHASE AND STORES MANAGEMENT :

Purchase Management: Sources of Supply of Materials, selection, evaluation of Vendors. Methods of vendor rating.

Stores Management: Functions of Stores and Materials control. Classification, Codification, Simplification and Standardization of materials. Bin Card, Double-Bin and stores Ledger.

Economic Order Quantity. Selective Inventory Control Techniques: ABC, VED, FNSD & XYZ.

UNIT – IV: INTRODUCTION TO OR AND LPP :

Introduction to Operation Research: Introduction, Nature, Managerial applications and limitations of OR. Types of Operation Research Models.

Linear Programming: Mathematical model, Formulation of LPP, assumptions underlying LPP, Solution by Graphical Method.

UNIT – V: TRANSPORTATION, ASSIGNMENT AND QUEUING THEORY :

Transportation Problem (TP) - Mathematical model, IBFS using North West Corner Rule, Least Cost Method (LCM) and Vogel's Approximation Method (VAM).

Assignment Problem (AP): Mathematical model, method of obtaining solution- Hungarian method. Queuing Theory - Concepts of Queue - General structure of a Queuing system- Operating Characteristics of Queues.

SUGGESTED BOOKS :

1. S.N. Chary, "Production & Operation Management" 5th Edition, Tata-McGraw – Hill

- Publishing Company Ltd.
2. N.G. Nair, “Production and Operation Management”, 2nd Edition, Tata-McGraw – Hill Publishing Company Ltd.
 3. Kanishka Bedi, “Production and Operations Management”, 2007, 3rd Edition, Oxford University Press.
 4. N.D. Vohra, “Quantitative Techniques in Management”, 2010, 4th Edition, Tata-McGraw – Hill Publishing Company Ltd.

BB504 International Business

Subject code: 504

No. of Credits: 5

Objective: The objective of this course is to provide inputs of global business, managing business internationally.

Unit - I: Global Imperative:

An overview–International Business: A global perspective–Emergence of Globalization– Drivers of Globalization–Internationalization Process–Stages in International Business– Approaches to International Business; International Trade Theories.

Unit - II: Global Business & National Regulation:

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

Unit – III: Global Business and Entry Strategies:

Global Market Entry Strategies–Exporting, Licensing, Franchising, Contract Manufacturing, Assembly and Integrated Local manufacturing. Strategic Alliance–Cost and Benefit Analysis of Entry Strategies.

Unit - IV: Managing Global Business:

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

Unit V: International trade Procedures and Documentation , Global – business pertaining few well known companies like Coco cola, IKEA, Amazon.

Suggested Books:

1. Charles W.K Hill, and Arun K. K. Jain, —International Business, - Competing in the Global Market Placell, 2010, 6th Ed. Tata McGraw Hill.
2. Michael R. Czinkota, LLkk. A. Ronkainen and Michael H. Moffett, —International Businessll, 2009, 7th Ed, Cengage Learning, New Delhi.
3. Alain Verbeke, —International Business Strategiesll 1st edition, 2009, Cambridge
4. Rakesh Mohanh Joshi, —International Businessll, 2009, Oxford University Press.
5. David H. Holt and Karen W. Wigginton, —International Managementll, 2007, Thomson.
6. Jeanett and Hennessey, —Global Marketing Strategiesll, 2005, Jaico, New Delhi.
7. Subba Rao, 2007, —International Businessll, 2010, Himalaya Publications, New Delhi.
8. John D. Daniels & Lee H. Radebaugh, —International Businessll, 2006, Pearson Education.
9. Hodgetts, Luthans and Doh, —International Management Culture, Strategy and Behaviourll, 2006, Tata McGraw-Hills, New Delhi.
10. Anant t. K. Sundaram and J. Stewart Black, —The International Business Environmentll, 2009, Test and Cases, PHI Learning, New Delhi.
11. Aswathappa, K, —International Businessll, 2010, Tata McGraw Hill, New Delhi.

BB505 FUNDAMENTALS OF TECHNOLOGY MANAGEMENT

No.of Credits :4

objective: The objective of this course is to provide knowledge about technology and its development, transfer with various models and theories.

Unit – I: Introduction, Definitions Role and Importance, Technology Development, Implications of Technology Management, Technology change, TLC, Diffusion and Growth of Technologies Technological Transformation Alternatives, Technology Policy and Planning, Technology development Options & Strategies, Socio- Economic Planning, Production Functions & Technological Change, Macro effects of Technology change.

Unit – II: Technology Development and Acquisitions – Forecasting and Technology Innovation Chain, Role of technology Forecasting approaches and methodologies Technology Strategy, Generations, and Development

Unit – III: Technology Transfer – Models Modes, Technology search strategy, Dimensions of Technology Transfer, features & Routes of Technology Transfer, Technology absorption capabilities, Pricing of Technology Transfer agreements, Code of Conduct for Technology Transfer, Government initiative Technology transfer and absorption Process at Unit Level,

Unit – IV: Technology absorption and Diffusion - Technology – Package and Technology Dependence, Concepts Constraints of Technology absorption, Technology Import in India, Government initiative, Benefit Technology absorption. Technology Assessment (TA) Organization and Management of Technology Assessment, Technology Evaluation. Diffusion – Major Diffusion activities, Diffusion strategy.

Suggested Books:

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

Elective – I - 506

Financial Institutions & Markets (F)

Subject code: 506

No. of Credits: 5

Objectives -: To acquaint the students with Financial Markets and its various segments. To give the students an understanding of the operations and developments in financial markets In India.

Unit -1

INDIAN FINANCIAL SYSTEM- Structure of the Indian Financial system Changes in the Structure of the Indian Financial System after 1991 . Financial Institutions-Regulatory, Intermediaries, Non Intermediaries, Financial Markets-Primary and secondary markets, Financial instruments, Financial Services, Indicators of Financial developments Role of Financial system in economic development.

Unit-II

INDIAN MONEY MARKET- Nature and scope of Indian Money Market, Structure and Characteristics of Indian Money Market, Segments of Indian Money Market ,Institutions of Indian Money Market, Drawbacks of Indian Money Market ,RBI and Indian Money Market

Unit-III

INDIAN CAPITAL MARKET - Structure of Indian Capital Market ,Characteristics of Indian Capital Market ,National Stock Exchange - Working of NSE, Bombay Stock Exchange - Working of BSE Calculation of sensex and derivatives ,Over the Counter Exchange of India
– Advantages, objectives and working of OTCEI .

Unit-IV

NON BANKING FINANCIAL INTERMEDIARIES

Definitions, its structure and characteristics, Distinctions between bank and NBFCs, Working and progress of the following: Lease Financing, Mutual Funds, Factoring, Housing Finance, Venture Capital Finance, Merchant Banking.

Unit-V

DEVELOPMENT BANKS IN INDIA - Working and progress of the following: Industrial Finance Corporation of India, Industrial Investment Bank of India, Small Industries Development Bank of India, State Finance Corporations, State Industrial Development Corporations.
INVESTMENT INSTITUTIONS IN INDIA Working and progress of the following: Unit Trust of India, Life Insurance Corporation of India , General Insurance Corporation of India ,Post Office Small Saving Schemes ,Provident Funds .

Suggested Books:

1. Financial Institution and Market -: L.M. Bhole
2. Financial Markets and institutions in India -:Dr. G.V. Kayandepatil
3. Indian Financial System -: Dr. M.Y.Khan
4. Investment and Securities Markets in India -: V.A.Avadhani
5. Economic Reforms and Capital Markets in India -: Anand Mittal
6. Financial Markets and Institutions -: Dr. G.V. Kayandepatil, Dr. B.R. Sangale, Dr.G.T. Sangle, Prof. N .C. Pawar .

COURSE OBJECTIVE :

It focus on targeting and position of services.

It helps the students to know the consumer behavior in services

UNIT – I : NATURE AND SCOPE OF SERVICES :

Introduction, meaning of services, 7Ps of service marketing, 4 I's characteristics of services, difference between services and tangible products, service sector, classification of services, growth of service sectors and service industries.

UNIT – II : SEGMENTING AND TARGETING OF SERVICES :

Introduction, Need for segmentation of services, bases of segmentation of services, segmentation strategies in service marketing, need for targeting, Approaches to Target Marketing.

UNIT – III : POSITIONING OF SERVICES :

Positioning of services, positioning strategies for services, positioning Through Product/Service Delivery Strategies, Positioning through Pricing Strategies, Positioning through Distribution Strategies, positioning through Sales Promotion and Advertising, Service Differentiation Strategies

UNIT – IV : CONSUMER EXPERIENCE IN SERVICES MARKETING :

Introduction, Customer Expectations in Services, Service Costs Experienced by Consumer, the Role of customer in Service Delivery, Conflict Handling in Services, Customer Responses in Services, Concept of Customer Delight

UNIT – V : EMERGING ISSUES IN SERVICES MARKETING :

Introduction, Service Marketing in e-Commerce and e-Marketing, and Telemarketing Services, Service Marketing Research for Global Markets and Rural Markets, Innovations in Services Marketing, Ethical Aspects in Service Marketing

SUGGESTED BOOKS :

- 1) Services Marketing - Valarie Zeithaml, Mary Bitner – 6th Edition - TMH
- 2) Services Marketing – Rampal Gupta - Galgotia Publications.
- 3) Services Marketing - Christopher Lovelock – Pearson Publications
- 4) Adrian Payne- The Essence of Service Marketing, Prentice- Hall of India,
- 5) Hellen Woodruffe - Service Marketing, Macmillan India Ltd. Delhi, 1997

Elective – II - 506

LEADERSHIP AND CHANGE MANAGEMENT (HR)

No.of Credits : 5

COURSE OBJECTIVE:

This course offers an understanding into Leadership Activities and its influence on the Management of change in the organisations.

UNIT – I: INTRODUCTION :

Organisational change concept, types. reasons for change, first order and second order change. Effective leadership behaviours and attitudes. Impact of organisational change on organisational performance.

UNIT – II: LEADERSHIP STYLES AND THEORIES :

Popular Leadership Styles, Entrepreneurial and Super leadership. Transactional Vs Transformational leadership. Trait and Path – Goal theories of leadership.

UNIT – III: ORGANISATIONAL CHANGE :

Types and forces of change, Framework for change management. Proactive change and reactive change. Elements of planned change. Action research model.

Individual and organisational barriers to change management and overcoming the barriers to change management.

UNIT – IV: INFLUENCE OF CHANGE :

Six belief changers that Influence change, organisational change through influencing individual change.

Approaches : Kotter's eight step plan, Greiner's Change process model. Four key drivers of organisational change. Factors contributing to resistance to change. Best practices to overcome resistance to change.

UNIT – V: ORGANISATIONAL CULTURE AND CHANGE MANAGEMENT :

Organisational Culture and Leadership, Types of Cultures, Primary and Secondary ways to influence culture, elements of organisational culture. Diagnosing, creating and managing organisation culture.

SUGGESTED BOOKS:

1. S. Chandan, "Organisational Behaviour", Vikas Publishing House Pvt. Ltd. 3rd Edition
2. Herbert G. Hicks and C.Ray Gullett, "Theory and Behavior", McGraw Hill.
3. Andrew I Dubrin, "Research Findings, Practice and Skills", Houghton Mifflin Company, 3rd Edition.
4. Kavitha Singh, "Organization Change & Development", 2005, Excel Books.
5. Adrain thornhill, Phil Lewis, Mike Millmore, Mark Saunders, "Managing Change – A Human Resource Strategy Approach", Pearson Education, 2006.

6. Nilakant V and Ramnarayan, “Managing Organizational Change”, Response Books, 2006.

Elective - II - 507

INVESTMENT MANAGEMENT(F)

No.of Credits: 5

COURSE OBJECTIVES:

The objective of the course is to provide the students with a basic view of valuation and investment in financial assets.

To Explain the basic concepts of risk and return and various methods of analysis.

To Explain the concept of portfolio and the various portfolio theories and evaluation methods.

UNIT – I: INTRODUCTION:

Definition of Investment; Real vs. Financial assets; Investment, Speculation, Hedging and Arbitraging. Par Value, Book Value, Market Value and Intrinsic Value of Financial of Assets. Sources of investment information. Factors to be considered in investment decisions-Liquidity, Return, Risk, Maturity, Safety, Tax and Inflation. The concept of returns – realized return and expected return. Concept and Types of risk. Risk-return trade-off. Behavioural aspects of investing. An overview of approaches to security analysis - Fundamental Analysis; Technical Analysis and Efficient Market Hypothesis.

UNIT – II: VALUATION OF FIXED INCOME SECURITIES :

Features and types of fixed income securities. Bond yield measures - Current yield, holding period return, YTM, AYTM and YTC. Bond duration, Valuation of deep discount bonds. Bond price theorems.

UNIT – III: - VALUATION OF COMMON STOCK:

Features of Common Stock. Approaches to valuation of Common Stock. Dividend Discount Model, Earnings Capitalization Models, Price-Earnings Multiplier Approach Systematic and Unsystematic Risk, Capital Asset Pricing Model (CAPM).

UNIT – IV: BASIC PORTFOLIO THEORY:

Concept of portfolio, return and risk. Harry Markowitz’s Portfolio Theory – The concept, assumptions, merits and demerits. Risk and return of two assets portfolio. Construction and evaluation of Minimum Risk Portfolio.

UNIT – V: EVALUATION OF PORTFOLIO:

Measures of return – Types of Formula Plans: Constant – Rupee – Value Plan, Constant Ratio Plan, Variable Ratio Plan; Rupee-Cost Averaging; Risk – Adjusted Measures of Performance: Sharpe’s Reward – to – Variability Ratio, Treynor’s Reward – to – Volatility Ratio, Jensen’s Differential Return Measure.

SUGGESTED BOOKS:

1. Francis. J.C. & Taylor, R.W., "Theory and Problems of Investments". Schaum's Outline Series, McGraw Hill.
2. Prasanna Chandra, "Investment Analysis and Portfolio Management", TMH, 3rd Ed.
3. V.K. Bhalla, "Fundamentals of Investment Management", S. Chand & Company Ltd.
4. R.P.Rustagi, "Investment Management", Sultan Chand & Sons.
5. Peter L. Bernstein and Aswath Damodaran, "Investment Management", Wiley Frontiers in Finance.

Elective – II

BB507-RETAIL MANAGEMENT (M)

COURSE OBJECTIVE :

This course introduces the role of retailing and various formats and theories. It focuses on distribution management.

UNIT – I : INTRODUCTION TO RETAIL MANAGEMENT :

Retailing: Role, Relevance and Trends - Introduction to retailing - Types of Retailing, Characteristics of Retailing, Functions and activities of Retailing. Emergence and growth of Retailing in India, FDI in Indian Retailing.

UNIT – II : RETAIL FORMATS AND THEORIES :

Traditional retail formats – cooperatives and Government and Modern Retail formats in India; Emergence of Malls in India; Franchising – Types of Franchising, Advantages and disadvantages of franchising; legal issues in franchising in India.

Theories of Retail Development – Environmental theory, cyclical theory, conflict Theory and Concept of Life cycle in retail

UNIT – III : MERCHANDISE MANAGEMENT :

Meaning of Merchandising, Factors influencing Merchandising, Functions of Merchandising Manager, Merchandise planning, Merchandise buying, Analyzing Merchandise performance

UNIT – IV : RETAIL STORE DESIGN :

Store layout, significance of Store layout, types of store layout, layout selection - Chief Considerations, Need and Importance of Store Environment, Visual Merchandising, Promotions Strategy, Retail Communication Mix and POP Displays.

UNIT – V : DISTRIBUTION MANAGEMENT :

Role and functions of channels of distribution, selecting channel Members – Criteria; Motivating the Channel participants, controlling channel participant, Managing Channel Conflicts, Physical Distribution System.

SUGGESTED BOOKS :

1. Retailing Management - Swapna Pradhan – Tata Mcgraw Hill
2. Contours of Retailing Management - S.A. Chunawalla - Himalaya Publishing House
3. Retail Management - Gibson G. Vedamani – Jaico Books
4. Retail Marketing Management - Second Edition – David Gilbert - Pearson Education
5. The Art of Retailing - A. J Lamba - Tata Mcgraw Hill
6. Sales and Distribution Management - Dr. S. Gupta - ExcelBooks
7. Sales and Distribution Management - Panda & Sahadev - Oxford University Press

Elective – II

BB507: INDUSTRIAL RELATIONS (HR)

COURSE OBJECTIVE:

The main aim of this course is to introduce students to the theories and practices of Industrial Relations. The module examines the relationship existing between employer and employee.

UNIT – I : INDUSTRIAL RELATIONS:

Concept, Definition, Objectives, Scope, Approaches, Principles. Factors affecting employee stability. Employee Relations at Workplace, Culture.

UNIT – II : INDUSTRIAL CONFLICT:

Causes of Industrial Disputes, Machinery for settling of disputes – Negotiation, Conciliation, Mediation, Arbitration and Adjudication. Grievance Handling: Causes of grievances – Guidelines for grievance handling – Grievances Redressal procedures. Employee Discipline: Causes of indiscipline – Code of discipline – Disciplinary procedure – Code of conduct. Collective Bargaining.

UNIT –III : EMPLOYEE RELATIONS:

Changing concept of management and labour relations; Laws, development of the idea of social justice, limitation of management prerogatives, increasing labour responsibility in productivity. Joint consultation in India. The employment relationship, Employee relations, Managing employee relations, Employee voice.

UNIT –IV : TRADE UNIONISM AND INDUSTRIAL RELATIONS:

Labour movement: Trade union movement, Functions and problems of trade unions. International Labour Movement: International Confederation of Free Trade Unions (ICFTU), World Federation of Trade Unions (WFTU), International Labor Organization's (ILO). Worker's Participation in Management – Forms.

UNIT –V : WAGE LEGISLATION AND ADMINISTRATION:

Wage Legislation and Administration: The need for wage legislation, payment of wages Act-1936, The minimum wages Act-1948, The payment of Bonus Act- 1965, Equal remuneration Act-1976. Managing the work environment, Health and safety management.

SUGGESTED BOOKS :

1. Mamoria C.B and Sathish Mamoria, “Dynamics of Industrial Relations”, Himalaya Publishing House, New Delhi, 1998.
2. P.N. Singh and Neeraj Kumar, “Employee Relations Management”, 2010, Pearson Education, New Delhi.
3. Pylee. M.V and Simon George, “Industrial Relations and Personnel Management”, Vikas Publishing House (P) Ltd., New Delhi, 1995

SEMESTER-VI

BB601: OFFICE MANAGEMENT & CORRESPONDENCE SEC-4

NO.OF CREDITS:2

Objective: To acquire basic knowledge of office Management and correspondence for better office management.

UNIT-I

Introduction to office management : Meaning of office – Functions of office –Relation with other departments. Elements of office management-role and functions of office manager. Layout and location of office. Essentials of records and filing systems.

UNIT II

Correspondence: official correspondence through email, phone, mobiles etc., role of social media and press. formats of business letters, invoice, payments through cheques, online payments

Suggested Readings:

- 1. B.N.Tandon: Manual of office Management and correspondence S.chand&co**
- 2. R.K.Chopra: Office Management, Himalaya Publishing House.**

BB602 -STARTUP MANAGEMENT

GE-2

No.of Credits:2

COURSE OBJECTIVE:

It helps the students to acquaint themselves with the special challenges of starting new ventures and introducing new product and service ideas.

UNIT – I : ENTREPRENEUR AND ENTREPRENEURSHIP :

Evolution of the Concept of Entrepreneur. Characteristics of an Entrepreneur. Distinction Between an entrepreneur and a Manager. Functions of an Entrepreneur. Traits/ Qualities of Entrepreneurs: Types of Entrepreneurs. Role of Entrepreneurship in Economic Development. Growth of Entrepreneurship in India. Problems and Development of Rural Entrepreneurship.

UNIT – II : ROLE OF SUPPORT INSTITUTIONS & MANAGEMENT OF SMALL ENTERPRISES :

Entrepreneurship Development Programmes (EDPs) –Phases of EDP’s and Evaluation of EDPs. Institutional Finance to Entrepreneurs like Commercial Banks–Other Major Financial Institutions such as IDBI, IFCI, IIBI, LIC, UTI, NABARD, SFCs, SISI, SIDCs, SIDBI, and EXIM Bank and venture capital firms. Role of Small Enterprises in Economic Development. Ownership Structures, MSME act.

SUGGESTED BOOKS :

1. Vasanth Desai, “Dynamics of Entrepreneurial Development and Management”, 2007, HPH, Millenium Edition.
2. S.S. Khanka, “Entrepreneurial Development”, 2007, S. Chand & Co. Ltd.
3. Poornima. M Charantimath,“Entrepreneurial Development and Small Business Enterprises” 2006, Pearson Education.
4. David H. Hott, “Entrepreneurship New Venture Creation”, 2004, PHI
5. P. Narayana Reddy, “Entrepreneurship – Text and Cases”, 2010, 1st Ed. Cengage Learning.
6. Longencker, Morge, Mitchell, “Managing Small Business”, Sage South Asia Edition

BB 603 STRATEGIC MANAGEMENT

Subject code: 603

No. of Credits: 5

Objective: The objective of the course is to enable the learners to comprehend with different business strategies and also to enable them with strategic orientation required in conducting the business.

Unit I:

Strategic Management: Definition, Strategic Management Process, Developing a strategic Vision, Mission, Objectives, Factors that shape a company's strategy. A model of elements of Strategic Management. The Strategic position-Strategic Choices- Strategies in action.

Unit II:

Strategic Position: Evaluating a company's External Environment- Relevant components of External Environment- Porter's Five Forces Model- Porter's Diamond Model-Industry Analysis-Strategic groups- SWOT Analysis –Internal Environment-Strategic Capability- Evaluating a company's resources and competitive capabilities- Sustaining competitive advantage- Porter's Value Chain Analysis.

Unit III:

Strategy Formulation: Business level strategy –Strategy and Competitive Advantage – Strategic Choices – Bases of Competitive Advantage. Sustaining Competitive advantage– BCG Matrix, Generic Strategies. Industry Life Cycle Stages. Strategic Implications: Tailoring strategy to fit specific industry and company situations - Strategies for competing in Emerging industries.

Unit IV:

Strategic Alternatives: Turnaround strategy. Diversification Strategy: Related Diversification – Vertical integration strategies, unrelated diversification, Unbundling and Outsourcing strategies, using offensive and defensive strategies. Outsourcing, Various activities for outsourcing, Benefits of outsourcing, growth and drivers of outsourcing.

Unit V:

Strategic Implementation: Strategic Control–Responding Effectively to Environmental Change-Attaining Behavioral Control: Instilling a Corporate Culture that promotes Good Strategy Execution–Leading the Strategy Execution Process. Corporate Social Responsibility & Corporate governance.

Suggested Books:

1. 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", TataMcGraw Hill Education Private Limited, New Delhi.
2. Thomas L. Wheelen and J. David Hunger, "Strategic Management and Business Policy", 2001, Pearson Ed.
3. Azhar Kazmi, "Strategic Management and Business Policy", 2011, Tata McGraw Hill Education Private Limited, New Delhi, 3rd Ed.
4. Gregory G. Dess, G. T. Lumpkin, Alan B. Eisner, "Strategic Management – test and cases", 2009, Tata

McGraw Hill Education Private Limited, New Delhi.

5. Fred R. David, “Strategic Management – Concepts and Cases”, 2010, PHI Learning, New Delhi.

6. Subba Rao, P, “Business Policy and Strategic Management (Text and Cases)”, 2010, Himalaya Publishing House, Hyderabad.

Subject code: 604

BB604: COST AND MANAGEMENT ACCOUNTING

No.of Credits: 5

COURSE OBJECTIVE :

To acquaint the student with the various connotations of costs and their utility in decision making. Help the students in formulating long term strategies.

UNIT - I :INTRODUCTION TO COST ACCOUNTING :

Definition, Nature and Scope, Essentials of Good Cost Accounting system, Techniques and Methods of Costing, Importance of Cost Accounting, Elements of cost, Classification of Costs.

UNIT - II :OUTPUT OR UNIT COSTING :

Costing Methods, Collection of Costs, Valuation of Materials issues, Overheads, Preparation of cost Sheet, Process Costing – Nature of process costing, Important aspects of process Accounts, Costing of Equivalent Production Units.

UNIT - III :JOINT PRODUCTS AND BY PRODUCTS :

Distinguish between Joint Products and By products, Joint costs and Subsequent Costs, Methods of allocating Joint Costs, Accounting for Joint costs, By products.

UNIT - IV :INTRODUCTION TO MANAGEMENT ACCOUNTING :

The users of Accounting Information, Differences between management Accounting, cost Accounting and Financial Accounting, Elements of Functions of Management Accounting, C-V-P Analysis- assumptions, inter relationships of cost, volume and profits, Constructing the breakeven (graphical approach).

UNIT - V :MANAGEMENT CONTROL SYSTEMS :

Control at different organizational levels, Different types of controls, responsibility centres, the nature of management control systems, Budget – Concept, Advantages and Disadvantages, Fixed and Flexible Budgets; Cost Management – Life cycle costing, Target costing, Kaizen Costing (Theory only).

SUGGESTED BOOKS :

1. Jain and Narang, principles and Practice of Cost Accounting, Kalyani Publishers
2. M.B.Shukla, Cost and Management Accounting, Himalaya Publishing House
3. Drury Colin, Cost and Management Accounting, Cengage Learning

4. Periasamy, Financial, Cost and Management Accounting, Himalaya Publishing House
5. Horngren, T. Charles, Cost Accounting- A Managerial Emphasis,
6. Kishore, M.Ravi, Cost & Management Accounting, Taxmann

BB605: PROJECT WORK

Project work in any One of the discipline in special elective either in finance, Human Resources or in marketing to be undertaken by every individual student.

It should be real/ live project for 45 days duration at any company or free lance under the guidance of supervisor/faculty.

No.of Credits: 4

Elective – III

Subject code: 606

BANKING AND INSURANCE (F)

No.of credits: 5

COURSE OBJECTIVES:

The course helps the students to know about banking and its regulations. It focuses on latest trends in banking and insurance.

UNIT-I :INTRODUCTION TO BANKING:

Evolution of Commercial Banking in India, Definition of Banker, Customer, Functions of Reserve Bank and Commercial Bank. Emerging role of bankers and Role of Banks in Economic development, Reforms in banking sector, Global financial crisis & Indian banking sector.

UNIT-II :BANKER CUSTOMER RELATIONSHIP :

Banker and customer relationship, Procedure for opening account, different types of loans & advances, Operation of banking, cheques crossing and endorsement, Types and rules of crossing, principles of sound lending.

UNIT-III :REGULATION AND INNOVATION IN BANKING SYSTEM :

Commercial Bank, credit allocation policies, Types of banks, Branch banking, Unit banking, Group banking, RRB, Co operative banks, micro, NABARD, IDBI.

Latest trends in banking ATM, E-banking, mobile banking, E-payment, credit card, online banking, plastic money, electronic purse, digital cash, EFT, ECS (Electronic Clearing System), Safeguard for Internet Banking, comparison of traditional banking and E-banking.

UNIT-IV :INTRODUCTION TO INSURANCE :

Definition and nature of insurance, Role, importance and functions of insurance.

Meaning of insurance and re-insurance, principles of insurance, types of insurance, globalization of insurance and insurance sector reforms in India.

IRDA Insurance Regulatory & Development Authority Duties; powers; functions of Authority.

UNIT-V : LIFE AND GENERAL INSURANCE :

Life insurance- procedure for issuing a policy, policy loans revival

The concept of life insurance, life insurance products- traditional and market related, pension plans, group insurance, tax treatment of life insurance, claims settlement, General insurance types- health, accident, motor and fire insurance.

SUGGESTED BOOKS:

1. Introduction to Banking, Vijayaragavan Iyengar, Excel Books, 2009.
2. Banking and Insurance, O.P.Agarwal, Himalaya Publishing, 2010.
3. Bank Financial Management, IIBF, Macmillan 2010.
4. Management of Banking & Financial Services, Padmalatha Suresh & Justin Paul, Pearson, 2nd Edition.
5. Indian Insurance – A Profile, H. Narayanan, Jaico Publishing House, 2008
6. Insurance – Principles and Practice, M.N.Mishra and S.B.Mishra, S.Chand, 16th Edition

ELECTIVE-III

BB 606 CONSUMER BEHAVIOUR (M)

Subject code: 606

No. of Credits: 5

The course objective is to Impart the skills in Students for understanding the consumer behavior in business decisions.

Unit – I: Contemporary Dimensions of Consumer Behaviour, CB research process. Concepts and theories of motivation and personality and their Marketing implications. The concept of perception and its impact on Marketing Strategies.

Unit – II: Learning principles and their marketing implications: Concepts of conditioning, important aspects of information processing theory; encoding and information Retention, Retrieval of information, Splitbrain Theory.

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

Unit – IV: Consumer decision making and models: Information Search, evaluation of alternatives. Steps between evaluation of alternatives and purchase decision. Post-purchase behaviour, Customer action and disposal of products.

Unit – V: Models of Consumer Behaviour: Traditional Models, Contemporary Models. Generic Model of Consumer Behavior, Howard Sheth Model, Engel, Blackwell and Rao –Lilien model.

Suggested Books:

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

Elective – III

BB606- PERFORMANCE MANAGEMENT (HR)

No.of Credits: 5

COURSE OBJECTIVE:

This course offers an understanding of employee performance and measures to improve through HRD.

UNIT – I : INTRODUCTION :

Performance Appraisal – Concept, Definition, Philosophy, Nature, Scope purpose, Uses, Benefits, Components, objectives and systems.

UNIT – II : PLANNING PERFORMANCE :

Performance Appraisal – Employer and Employee perspective, performance appraisal versus performance management and merit rating. Identifying performance dimensions, KPA's and performance planning, Performance Appraisal process. Developing an effective appraisal program. Issues in appraisal design.

UNIT – III : PERFORMANCE MEASUREMENT :

Methods of Performance Appraisal, Pro's and con's of 360 Degree Appraisal. Types of Appraisal Interviews and Conducting Appraisal Interviews. Barriers to effective appraisal and overcoming barriers to appraisal.

UNIT – IV : IMPROVING PERFORMANCE :

Identifying sources of ineffective performance. Performance Diagnosis, factors that influence performance, legal issues in Performance Appraisal. Strategies to improve performance.

UNIT – V : COUNSELLING :

Employee counselling, characteristics of people with good mental health, need and functions of counselling, manager's role in counselling. Types of counselling.

SUGGESTED BOOKS :

1. David A Decenzo, Stephen P Robbins, "Fundamentals of Human Resource Management", Wiley Publications.
2. Snell / Bohlander, "Human Resource Management", Thomson.
3. Luis R. Gomez Mejia, David B Balkin, Robert L. Cardy, "Managing Human Resources, PHI Pvt. Ltd.
4. John W Newstrom, "Organizational Behaviour", Mc Graw Hill.
5. L.M. Prasad, "Principles and practices of Management", Sultan Chand & Sons

Elective IV

BB607 BUSINESS TAXATION (F)

Objective:

To provide basic knowledge of business tax procedures and management under different provisions of the Income tax.

Unit I

Advance payment of tax -Tax deduction /collection at source, documentation, returns, Certificates Interest payable by Assessee /Government Collection and recovery of tax.

Unit II

Assessment, re-assessment, rectification of mistakes Appeals and revisions - Preparation and filing of appeals with appellate authorities. Drafting of appeal, statement of facts and statement of law.

Unit III

Penalties and prosecutions, Settlement Commission, Search, seizure and survey .

Unit IV

Transactions with persons located in notified jurisdictional area, General anti-avoidance rule Tax clearance certificate Securities transaction tax. Information Technology and Tax administration.TAN (Tax Deduction and Collection Account Number), TIN (Tax Information network)

Suggested Readings:

1. Singhanian, Vinod K. and Monica Singhanian. Corporate Tax Planning and Business Tax Procedures. Taxmann Publications Pvt. Ltd., New Delhi.
2. Ahuja, Girish. and Ravi Gupta. Corporate Tax Planning and Management. Bharat Law House, Delhi.
3. Bajpai, Om Shanker. Search, Seizure and Survey. Taxmann Publications Pvt. Ltd., New Delhi.
4. Ahuja, Girish. and Gupta, Ravi Systematic Approach to Income Tax. Bharat Law House, Delhi.

Elective – IV - 607
BB607-ADVERTISING AND SALES PROMOTION (M)

COURSE OBJECTIVE :

It helps the students to understand the important of advertisements for promotion of products. It focuses on media planning and personal selling.

UNIT – I : INTRODUCTION :

Introduction a promotion mix, Elements of Promotion mix, types of promotion budget, promotion Strategies – Push Strategy and Pull Strategy.

UNIT – II : CREATION OF ADVERTISEMENT :

Model of mortally Communication decision process. Advertisement, Types of Advertisements. Concept of creativity. Creative Approaches and Execution styles. Advertisement Appeals – Emotion and Rational Appeals.

UNIT – III : MEDIA PLANNING :

Media planning, Types of Media, Media Vehicles, Media Concentration V/s Media Disruption. Media scheduling.

UNIT – IV : PERSONAL SELLING :

Introduction to personal selling, Role and Importance of Personal Selling, Theories of Personal Selling. Personal Selling process. Personal Selling in Service Industry.

UNIT – V : SALES PROMOTION :

Sales Promotion – Objectives Types of Sales Promotion – Trade oriented Sales Promotion and Consumer Oriented Sales Promotion.
Consumer Sales Promotion Tools : Off – Self Offers, Price Promotions, Premium Promotions.

SUGGESTED BOOKS:

1. Belch & Belch, “Advertising and Promotion”, TMH.
2. S.A. Chunawalla, “Advertising Management”, HPH.
3. Aaker, Kumar, “Advertising Management”, PHI.
4. Michael Armstrong, “Essential Human Resource Management Practice” Kogan Page Limited, 2010
5. Srivastava, “Industrial Relations and Labour Laws”, Vikas, 4TH edition, 2000.

Subject Code : 607

ELECTIVE IV

BB 607: TALENT AND KNOWLEDGE MANAGEMENT (HR)

Course Objective: To understand the importance of nurturing talent and managing knowledge in the organization.

UNIT – I: Talent Management: Meaning, importance, Evolution, Talent Management System, Talent Reservoir – Components, Talent Management Grid, Talent Management Assessment Tools, Process of Talent Management, Competence –Core Competency, Competency Assessment, Competency Modeling – Steps in developing a valid competency model, Potential Forecast.

UNIT – II: Succession and Career Planning: Succession Planning – Traditional Approaches, Contemporary Approaches, Talent Acquisition - Talent Identification & Business Alignment, Recruiting & Assessment, Talent Development – Training & Coaching – Action-Oriented Coaching, Remedial Coaching, Attitude Based Coaching; Performance Based Coaching, Executive Coaching, Talent Management Strategies.

UNIT – III: Knowledge Management: Concept, Forces Driving Knowledge Management, Knowledge Management Systems, Issues in Knowledge Management, Knowledge Management Strategies, Technologies for Knowledge Management, Factors influencing Knowledge Management.

UNIT – IV: Nature of Knowledge: Data, Information, Knowledge, Wisdom, Views of Knowledge – Subjective and Objective, Types of Knowledge – Location of Knowledge – Knowledge in People, Knowledge in Artifacts, Knowledge in Organizational Entities, Knowledge Management Assessment – Types of Assessment, Importance of KM Assessment.

UNIT – V: Knowledge Management Solutions: Knowledge Management Processes – Discovery, Capture, Sharing, Mechanisms, Technologies, Knowledge Management Approaches – Hansen-Earl’s Seven Schools of Knowledge Management, Alversson and Karreman’s knowledge management, Knowledge Management Infrastructure, Organizational Impacts of Knowledge Management – on People, on Processes, on Products, on Organizational Performance.

Suggested Readings:

1. Lance A Berger, Dorothy R Berger, The Talent Management Handbook, 2e, TMH, 2008
2. Irma Becerra-Fernandez, Avelino Gonzalez, Rajiv Sabherwal, Knowledge Management: Challenges, Solutions, and Technologies, Pearson, 2009
3. Sudhir Warier, Knowledge Management, Vikas, 2004
4. Ravinder Shukla, Talent Management: Process of Developing and Integrating Skilled Workers, Global India Publications, 2009.
5. Marshall Goldsmith, Louis Carter, Best Practices in Talent Management: How the World's Leading Corporations, Wiley, 2010.
6. Hugh Scullion, David G. Collings, Global Talent Management, Routledge, 2011.