

REGULATION & SYLLABUS

FOR

MASTER OF BUSINESS ADMINISTRATION (MBA)



DIRECTORATE OF DISTANCE & CONTINUING EDUCATION

UTKAL UNIVERSITY

BHUBANESWAR

FROM ACADEMIC SESSION 2006-2007

Regulations for MBA Programme

1. **Eligibility :**
 - 1.1. Bachelor Degree in Commerce/ Arts/ Science/ Business Administration/ Engineering/ Pharmacy or Equivalent from a University.
 - 1.2 Any student who has passed Diploma in Office Management from State Council of Vocational and Technical Education established by Govt.
2. **Duration :**
 - 2.1 Two years of four semester in toto.
 - 2.2 Odd semester is from June to December (i.e., 1st & 3rd semester).
The examination shall be held in tentatively the month of December.
 - 2.3 Even semester is from January to May (i.e., 2nd & 4th semester).
The examination shall be held in tentatively the month of June.
 - 2.4 A student would be required to complete the course within five academic years from the date of admission.
 - 2.5 A student may opt for fast track of completing all the four semester in one year provided he has at least 2 (two) years industry / organisational experience and has passed a PG Diploma course in Management from a University or holds a PGDBM certificate from an AICTE approved institute or from IIM (s), XLRI and XIMB
3. **Contact Hour :**
 - 3.1 Under Personal Contact Programme,

2 credit points :- 10 hours,
3 credit points :- 15 hours,
4 credit points :- 20 hours,
4. **Grading System :**
 - 4.1.

Grade		Mark Secured from 100	Points
Qustanding	'O'	100-90	10
Excellent	'E'	89-80	9
Very Good	'A'	79-70	8
Good	'B'	69-60	7
Fair	'C'	59-50	6
Pass	'D'	49-36	5
Failed	'F'	Below 36	0

N.B. A Candidate has to secure Grade -D or above to pass in each of the Papers

 - 4.2. A transitory letter grade I (carrying points 2) shall be introduced for cases where the results are incomplete. This grade shall automatically be converted into appropriate grade(s) as and when the results are complete.
 - 4.3 A student's level of competence shall be categorized by a GRADE POINT AVERAGE to be specified as :



SGPA - Semester Grade Point Average
CGPA - Cumulative Grade Point Average

- (a) **POINT** - Integer equivalent of each letter grade
(b) **CREDIT** - Integer signifying the relative emphasis of individual course item(s) in a semester as indicated by the Course structure and syllabus.

CREDIT POINT - (b) X (a) for each course item

CREDIT INDEX - \sum **CREDIT POINT** of course items in

GRADE POINT AVERAGE - $\frac{\text{CREDIT INDEX}}{\sum \text{CREDIT}}$

SEMESTER GRADE POINT AVERAGE (SGPA) = $\frac{\text{CREDIT INDEX}}{\sum \text{CREDIT}}$ for a Semester

CUMULATIVE GRADE POINT AVERAGE(CGPA) = $\frac{\text{CREDIT INDEX of all previous Semester upto a Semester}}{\sum \text{CREDIT}}$

4.4 In addition to the points marks/ percentage would also be awarded and shall also be reflected in the Mark Sheet.

5. Repeat and Improvement :

5.1 A student has to clear back papers (i.e., in the paper/papers one has failed) by appearing at subsequent three semester examinations.

5.2 A student may appear improvement in any paper / papers in the immediate subsequent examination. Only one chance can be availed. The higher mark of the two chance (i.e. , first and the improvement) shall be valid.

6 Hard Case Rule :

6.1 1% of grace mark on the aggregate mark subject to maximum of 3 (three) marks in single paper taking aggregate as a subject shall be given. This shall be applicable in each semester.



MBA Course Structure

<u>Sl.no</u>	<u>Paper Code</u>	<u>Paper Name</u>	<u>Credit Point</u>	<u>Marks Distribution</u>			
				<u>UU.Th</u>	<u>UU L/P</u>	<u>Int.Th.</u>	<u>Int.L/P</u>
<u>Ist Semester</u>							
1		Management Concepts and Practices	4	70	--	30	--
2		Business Regulatory Frame work	4	70	--	30	--
3		Quantitative Methods for Management	4	70	--	30	--
4		Business & Economic Environment	4	70	--	30	--
5		Managerial Communication Skill & Development	4	70	--	30	--
6		Financial Accounting	4	70	--	30	--
7		Organisational Behaviour	4	70	--	30	--
8		IT in Business	4	40	30	20	10
<u>IInd Semester</u>							
9		Human Resources Management	4	70	--	30	--
10		Marketing Management	4	70	--	30	--
11		Financial Management	4	70	--	30	--
12		Production & Operation Management	4	70	--	30	--
13		Cost & Management Accounting	4	70	--	30	--
14		Banking & Insurance Mangement	4	70	--	30	--
15		Management of Change & Strategic Issues	4	70	--	30	--
16		E- Business	4	70	--	30	--
<u>III rd Semester</u>							
17		Managerial Economics	4	70	--	30	--
18		International Business	4	70	--	30	--
19		Corporate & Tax Laws	4	70	--	30	--
20		Management Information System	4	70	--	30	--
21		Entrepreneurship Development	4	70	--	30	--
22		Business Ethics & Corporate Governance	4	70	--	30	--
23		Major Specialisation Paper 1	4	70	--	30	--
24		Minor Specialisation Paper 1	4	70	--	30	--
(Choose the 1st paper from any two specialisation group from A to I as noted in the Major / Minor specialisation table as a major and minor special paper.)							
<u>IV th Semester</u>							
25		Research Methodology	4	70	--	30	--
26		Business Policy & Strategic Management	4	70	--	30	--
<u>Major Special Group</u>							
27		The Candidates has to opt the next					
28		three papers (2,3,4) from the major specialisation					
29		group selected in the III Semester.					
<u>Minor Special Group</u>							
30		The Candidates has to opt the next two					
31		papers (2,3) from the minor specialisation					
		group selected in the III Semester.					
32	M423	Project Report & Viva-voce.	4	70(Preparation)		30(Viva-Voce)	

MBA (IV Semester) Major / Minor Special Papers

Sl. no	Paper Name	Credit Point	Marks Distribution			
			UU.Th	UU L/P	Int.Th.	Int.L/P
Human Resources Management (Group A)						
1	Human Resources Planning & Development	4	70	--	30	--
2	Managing Employee Relation & Related Laws	4	70	--	30	--
3	Management of Training & Development	4	70	--	30	--
4	International Human Resource Management	4	70	--	30	--
Financial Management (Group B)						
1	Financial Markets & Institution	4	70	--	30	--
2	Merchant Banking & Financial Services	4	70	--	30	--
3	Security Analysis & Portfolio Management	4	70	--	30	--
4	International Finance	4	70	--	30	--
Marketing Management (Group C)						
1	Consumer Behaviour	4	70	--	30	--
2	Advertising & Promotion Management	4	70	--	30	--
3	Sales & Distribution Management	4	70	--	30	--
4	Product & Brand Management	4	70	--	30	--
Information System Management (Group D)						
1	DBMS & RDBMS	4	40	30	20	10
2	Enterprise Resources Planning	4	40	30	20	10
3	System Analysis & Design	4	40	30	20	10
4	Telecom for Business	4	40	30	20	10
International Business Management (Group E)						
1	International Marketing Management	4	70	--	30	--
2	Multinational Financial Management	4	70	--	30	--
3	International Business Environment	4	70	--	30	--
4	Global Capital Market	4	70	--	30	--
Production & Operation Management (Group F)						
1	Total Quality Management	4	70	--	30	--
2	Purchasing & Material Management	4	70	--	30	--
3	Operation Planning & Control	4	70	--	30	--
4	Technology Management	4	70	--	30	--
Entrepreneurship Management (Group G)						
1	Financing Small Business	4	70	--	30	--
2	New Entrepreneurship Management	4	70	--	30	--
3	Entrepreneurship for Small Business	4	70	--	30	--
4	Export Import Producing Business	4	70	--	30	--
Banking & Insurance Management (Group H)						
1	Risk Management	4	70	--	30	--
2	Insurance laws	4	70	--	30	--
3	Banking Laws	4	70	--	30	--
4	Claims Management	4	70	--	30	--
TOUR AND HOSPITALITY MANAGEMENT (GROUP I)						
1	Tourism & Travel Trade	4	70	--	30	--
2	Hotel Management	4	70	--	30	--
3	Tourism Marketing & Event Mgt.	4	70	--	30	--
4	Tour Organisation & Travel Mgt.	4	70	--	30	--

UU. Th- The theory marks of the concerned paper to be examined by the University.

UU L/P- The laboratory / practical marks of the concerned paper to be examined by the University through External Examine.

Int.Th. - The theory marks of the concerned paper to be examined Internally through Assignments/ Assessment.

Int.L/P - The laboratory / practical marks of the concerned paper to be examined Internally through Assignments/ Assessments.
(The Contact Classes will be conducted in the respective specialisation paper if the more than 5 students have opted for the same.)

2 YEAR MBA COURSE STRUCTURE

1st Semester

1

Management Concepts and Practices

- Unit-1** Concept of Management, Functions, Skills of a Manager, Process of Management, Development of management (Scientific Management- Taylor, Modern Approach- Fayol, Human Relations Approach - Mayo)
- Unit-2** Planning: Concept, Process, Type, Importance; Decision making: types of Decision, Process of decision making, Models & Issues.
- Unit-3** Principles of Organisation: structure & Types of Organisation; Departmentation, Decentralisation, Delegation, Span of management. Line & Staff Organisation, Matrix Organisation.
- Unit-4** Coordination and Controlling: Principle of Coordination –Process of Coordination, Control – Tools and Techniques, -MBO.
- Unit-5** Contemporary Issues: -Recent Trends and Challenges, -Role of Managers in Changing environment, -Contemporary Organisational Structure
Trends in Management, Challenges in today's global environment and competitiveness.

References

- 1.Essentials of Management – Koontz, O'Donnel & Wehrich (Tata Mc.Graw)
- 2.Management – Robbins & Coulter (Pearson)
- 3.Principles of Management – Stoner & Freeman
- 4.Principles of Management – Chandra Bose (PHI)

2

Business Regulatory Frame Work

- Unit-1** **Law of contract:**Nature of Contract, Classification of Contracts, Offer and Acceptance, Consideration, Special Contract, Indemnity & Guarantee, Bailment and Pledge.
- Unit-2** **Sale of Goods Act:**Contract of sale, Condition and Warranties, Transfer of Ownership, Performance of the Contract, Unpaid Seller and his rights
- Unit-3** **Negotiable instruments:**Definition, Types, Parties to the Negotiable Instrument, Dishonour and Discharge of Negotiable Instruments.
- Unit-4** **Consumer Protection Act:**Definition, Consumer Protection Council, Consumer Dispute Redressal Agencies, Findings of District Forum and Appeals, Environment Protection Act.
- Unit-5** Foreign Exchange Management Act, Information Technology Act.

References

- 1.Mercantile Law – By N. D. Kapoor
- 2.Commercial Law – Chawla and Garg
- 3.Mercantile Law – S.S. Gulsan
- 4.Business and Corporate Law – Gyna, PPS (S.Chand)

3

Quantitative Methods for Management

- Unit -1** Permutation and Combination, Matrices and Determinants, Functions.
- Unit-2** Meaning and Classification of Quantitative techniques, Statistics: Meaning, Scope and Limitations, Collection, Classification, Tabulation and Presentation of Statistical Data, Characteristics of Frequency Distributions, Measures of Central Tendency, Partition Values, Measures of Dispersion.
- Unit-3** Probability: Concepts, Sample Space, Rules of Probability, Independent Events, Bayes' Rule, Random Variable, Simple-Correlation and Regression analysis.
- Unit-4** Time Series: Analysis and its Components, Measurement of Secular Trend, Measurement of Seasonal Variation, Forecasting with Moving Average.

Unit-5 Linear Programming, formulation and Graphical Solution, Transportation problems and Solutions by North-West Corner rule, Least Cost method and Vogel's approximation method, Optimum Solution by MODI method, Assignment Problem and its solution.

References

- 1.Gupta & Khanna –Quantitative Techniques for Decision Making (Prentice Hall of India)
- 2.Statistical Methods. S. P. Gupta, (S.Chand & Co.)
- 3.Mathematics and Statistics, N.K. Nag, (Kalyani Publishers.)
- 4.Quantitative Techniques, C.R. Kothari, (Vikash)
5. Statistics for Management, Levin & Rubin (Pearson)

4 Business and Economic Environment

Unit – 1 Business Environment & Strategic Management, International Environment, External Environment, Political & Business Society, Social Responsibility of Business, Consumerism.

Unit – 2 Economic Roles of Government, Monetary and Fiscal Policy, Industrial Policy, Privatisation, Industrial Sickness,

Unit – 3 MRTP Act. Globalisation and Liberalisation, Labour Welfare and Social Security, GATT & WTO.

Unit – 4 Financial Environment: Financial Institution, RBI, Stock Exchange, Non Banking Financial Corporation, Capital Market Reform and Development.

Unit – 5 Industrial Development Strategy and Growth under Indian Planning, Commodity Exchange and its Regulation, Price and Distribution Control, Concentration of Economic Power.

References

- 1.Francis, Cherunillam : Business Environment and Government (HPH.)
- 2.Adhikary, M : Economic Environment of Business (Sultan Chand)
- 3.Agrawal & Diwan : Business Environment (Excel)
- 4.Daniel: International Business Environment and Operations (Pearson)
- 5.Michael V.P. : Business Policy and Environment (S.Chand)

5 Managerial Communication Skill and Development.

Unit-1 **Introduction to Official Documentation and Business Communication.**Basic Concepts of Business Communication, Principles of Good Writing, Format and Types of Business Letter. Procedure of Filing and File movements, E-filing.

Unit-2 **Managerial Communication (Written)**
Official Letters, Memos, Notice, Circular, Letter Relating to Personnel Department, Correspondence with Banks, E-Mails, Fax, Correspondence With Media, Drafting of Advertisements, Report Writing.

Unit-3 **Business Etiquettes and Executive Manners.**
Etiquette in office, Meetings, Seminars and Conferences, How to dress up according to the occasion, Dress Code, table manners, dining etiquettes, Elevator Etiquettes, Electronics Etiquettes.

Unit-4 **Succeeding in Job Interviews**
Writing a C.V. and Cover Letter, JOB INTERVIEWS, Over-coming Common Mistakes in Interview, Confidence Building.

Unit-5 **Group Discussion**
Basic Concepts of Group Discussion, Types of Group Discussion, Preparation for Group Discussion, Process of Group Discussion, Category of Topics in Group Discussion, What is observed in Group Discussion. Critical Success Factors in Group Discussion, Overcoming Mistakes in Group Discussion.

Suggested Readings

- 1.Business Communication Today- Bovee, Thill, Schwatzman, Pearson Education.

2. Business Communication Concepts, Cases and Applications- P.D. Chaturvedi, Mukesh Chaturvedi.
3. Communication for Business- Shirley Taylor, 3rd Edition, Pearson Education.
4. Letitia Baldrige's New Complete Guide to Executive Manners.
5. Business and Management Chronicle- Jan, 2006.
6. KAUL – Business Communication (PHI)

6 Financial Accounting

- Unit - 1** Accounting; The Language of Business; Accounting: An Information System; Users of Accounting information; Branches of Accounting; Financial Accounting; Generally Accepted Accounting Principles; Accounting Standards; The Accounting Equations; Financial Statements
- Unit – 2** Recording Business Transactions: Classification of Accounts; The Double Entry System; Journal And Ledger; Process of Recording; Cash and Bank; Bank Reconciliation Statement
- Unit – 3** Trial Balance; Measuring Business Income: Revenue from sales, Cost of Goods Sold; Inventory valuation; Fixed Assets; Depreciation, Liabilities & Share holders Equities
- Unit – 4** Preparation of Financial Statements: Profit & Loss Account, Balance Sheet, Cash Flow Statement
- Unit – 5** 'Analysis and Interpretation of Financial Statements, Financial Ratios, Corporate Disclosure, Annual Report.

References

1. Narayanaswamy – Financial Accounting: A managerial perspective (2nd Edn) – PHI.
2. Bhattacharya – Financial Accounting for Business Managers – PHI.
3. Meigs & Meigs : Accounting: The Basic for Business Decisions (McGraw Hill)
4. Bhattacharya & Dearden : Accounting for Management: Text and Cases (Vani)
5. Jawaharlal & Srivastav: Financial Accounting (S.Chand)
6. Ashok Banerjee : Financial Accounting: A Managerial Emphasis (Excel Books)

7 Organisational Behaviour

- Unit - 1** **The Study of Organizational Behaviour:** Focus and Purpose, Nature, Scope and Development, OB Models and Models of Man.
- Unit – 2** **Personality:** Determinants of Personality, Theories of Personality, Individual Difference, Matching Personality and Jobs, Personality and Organization, Perception: Meaning, Perceptual process, perception and O B
- Unit – 3** **Learning and Behaviour Modification:** Learning process, Theories of Learning, Attitude - Characteristics and Components of Attitude, Attitude and Behaviour, Attitude Formation, Measurement of Attitude, Attitude and Productivity
- Unit – 4** **Motivation:** Nature of Motivation, Motivation Process, Theories of motivation; Need Priority Theory, Theory X and Theory Y, Two Factor Theory, E R G Model, Limitations and Criticisms of Motivation Theories.
- Unit – 5** **Leadership:** Importance, Functions, Style, Theories of Leadership, Types. Communication: Importance of communication, communication Process, Barriers to Communication, Steps for improving Communication, Transactional Analysis

References -

1. Stephen P Robbins - Organization Behaviour, (PHI)
2. L M Prasad - Organizational Behaviour, (Sultan Chand)
3. R Aswathappa - Organizational Behaviour, Himalaya Pub House
4. Michael, V.P. : Organisational Behaviour & Managerial Effectiveness (S.Chand)
5. S.S.Khanka - Organizational Behaviour (S.Chand).

8 Information Technology in Business

- Unit – 1** **Computer Basics:** Characteristic of Computer, Classification of Computers, Computer System as Information Processing, Present Scenario of IT in Banking, Insurance, Hospital

whole seller and retailer.

Unit – 5 Strategic Marketing:in Practice, Marketing of Services, Rural Marketing, International Marketing and Cyber Marketing.

References

- 1.Sherlekar, S.A. Marketing Management, HIMALAYA.
- 2.Philip Kotler - Marketing Management, 12th Edn , PHI
- 3.Rajan Saxena - Marketing Management, Tata - McGraw Hill
- 4.Ramaswarny & Namakumari - Marketing Management, McMillan

11 Financial Management

Unit-1 Financial Management :Meaning, nature and scope of finance, Financial goal-Profit vs. wealth maximization, Finance functions- Investment, Financing and Dividend Decisions, Innovative finance functions.

Unit-2 Capital Budgeting : Nature of investment decisions, Investment evaluation criteria- Net present value, Internal rate of return, Pay back period, Accounting rate of return, Capital rationing, Risk analysis in capital budgeting.

Cost of Capital:Meaning and significance of cost of capital, Calculation of cost of debit, Preference capital, Equity capital and Retained earning, Combined cost of capital (weighted).

Unit-3 Operating and Financial Leverage:Measurement of leverages, Effects of operating and financial leverage on profit, Analyzing alternate financial plans, combined financial and operating leverage.

Capital Structure Theories:Traditional and M.M. hypotheses- Determining capital structure in practice.

Unit-4 Dividend Policies: Issues in dividend decisions, Walter's model, Gordon's model, M-M hypothesis, Dividend and uncertainty, Relevance of dividend, Dividend policy in practice, Forms of dividends, Stability in dividend policy, Corporate dividend behaviour.

Requirement of Working Capital & Financing :Meaning, significance and types of working capital, Calculating operating cycle period and estimation of working capital requirements, Financing of working capital, Source of working capital, Spontaneous Source and Negotiated Source,

Unit-5 Management of Working Capital: Dimensions of Working Capital Management, Management of Cash, Management of receivables and Management of Inventory.

References

- 1.Banerjee: Financial policy and Management Accounting (PHI)
- 2.Prasanna Chandra - Financial Management, TMH
- 3.Sahoo, P K - financial Management, Pen Point Communication
- 4.I M Pandey - Financial Management, Vikash
- 5.Khan & Jain - financial Management, Tata McGraw - Hill

12 Production & Operation Management

Unit – 1 Introduction to Production and Operation Management, Product & Services Transmission Process. Product & Process Design. Automation, Duties and Responsibilities of Production Manager.

Unit – 2 Facility Location Planning, Factors Affecting Break Even Analysis for facility location planning, factors and location, Rect. Single Medial Model, Centre of Gravity model, Facility Capacity & Layout Planning – Decision Tree

Unit – 3 Project Management, Role, Technique (CPM & PERT) Innovation Management and its uses.

Unit – 4 MRP, JIT, Supply Chain Management. Aggregate Product Planning.

Unit – 5 Inventory Management.

References

1. Bedi - Production Operations Management, McGraw Oxford
2. Pannerselvam – Production and Operations Management (PHI)
3. Adam & ebert – Production and Operations Management (PHI)
4. Chary S N - Production Operations Management, Tata - McGraw - Hill
5. Mayer R R - Production Operations Management, McGraw - Hill
6. Schroeder R G - Operations Management, Decision Making in Operations Function, McGraw - Hills

13 Cost & Management Accounting

- Unit – 1** Accounting information and Managerial Decision Making; Financial Accounting Vs Cost & Management Accounting; Role of Management Accountant; Basic Cost Terms and Concepts; Relevant Cost; Statement of Cost
- Unit – 2** Absorption Costing and Marginal Costing; Break Even Analysis; Cost - Volume - Profit Analysis; Managerial Application of CVP Analysis
- Unit – 3** Job Order Cost Systems;
Cost Allocation & Activity Based Costing;
Process Cost System: Normal Loss & Abnormal Loss; Joint Product and By Products; Equivalent Production
- Unit – 4** Segment Performance Analysis: Responsibility Accounting System;
Variance Analysis: Evaluation of Cost and Sales Variances
- Unit – 5** Budgetary Control System: Operating and Functional Budgets, Financial Budgets, Master Budgets, Zero- Base Budgeting.
Strategy and Balanced Scorecard.

References

1. Horngren, Foster & Datar - Cost Accounting: A Managerial Emphasis (Pearson)
2. Pillai & Bhagavathi – Cost Accounting (S.Chand)
3. M.N. Arora – Cost and Management Accounting Theory and Problems (HPH)

14 Banking & Insurance Management

- Unit-1 Management of Banking Companies**
Principle of Banking, Debitisation of Bank, Creation of Money, Present Structure of Commercial Banking system in India, Transaction, Working during 1947 to 1991 and the after
- Unit-2 Management Principles function in Banks, Management of Deposit and Advances, Investment Report:** Nature of Bank Investment
- Unit-3 Management of Finance** Bank Account, Records, Reports, Statement of Advances, Profit and Loss Accounts, Balance Sheet and Financial Reports
- Unit-4 Life Insurance:** Definition. Features. Classification, Life Insurance Products, Principle of Health Insurance, Health Insurance . LIC of Indian. Marketing Life Insurance.
- Unit-5 Principles of General Insurance'** Function Personal General Insurance Products, Commercial General Insurance Products.

Reference:

1. Insurance –Theory and Practice. Tripathy and Pal (PHI)
2. Principle and Practice of Insurance. Dr. P. Paniasamy (HPH)
3. Bank Management J. Singh, (Kalyani Pub.)

15 Management of Change and Strategic Issues

- Unit-1** Concept of Change – Relevance for Organisation Nature, Forces & Types of Changes, Impact on Management, Organisational Vision and Strategic Planning.
- Unit-2** Managing Change - Concept, Transformation Planning, Managing Transitions, Change Agent- Role and Skills of a change Agent., Resistance to Change and minimising the resistance

Unit-3 Intervention Strategies: OD Model, TQM and Other Quality improvement Programmes.

Unit-4 Corporate Social responsibilities Issues, Cross- Cultural Issues in management.

Unit-5 Merger & Acquisition (Restructuring), LPG Model, Recent Trends, EPRG Model.

Suggested Readings:

- 1.SEN GUPTA – Managing Change in Organisations (PHI)
- 2.Organisational Change and Development K.Singh Excel Books
- 3.Management of Organisational Change: K. Harigopal (Response)
- 4.Management of Change: Ramnarayan (Response)
- 5.Organisational Behaviour : Robbins (PHI)

16 E-Commerce

Unit E-Commerce Definition, Advantages, Rule and Strategies, Integrity E-Commerce and its Management Implication.

Unit-2 Internet and its benefits, Lunching Business on Internet. Design Marketing.

Unit – 3 Web based Business – Business E-commerce . B2B Model, B2B Tools. EDI.

Unit – 4 Payment System - The basic Requirements. The Adv & Disadvantage on Online Shopping.

Unit – 5 E-Security & Maintenance strategy, legal & Ethical Issues in E-Business

References

- 1.Eliqs M. Awad. Electronic Commerce from vision to fulfillment (PHI)
- 2.Joshph- E-Commerce. An Indian Perspective (2nd Edition). (PHI)
- 3.Mathew Reynolds - Beginning E-Commerce, Shroff Publishers and Distributors Pvt. Ltd.
- 4.Ravi Kalakola and Andrew B. Whinston - Frontiers of Electronic Commerce, Addison Wisely.
- 5.Samantha Shurely - E-Business with Net-Commerce, Prentice Hall PTR.
- 6.Jason R. Rich - The Unofficial Guide to Starting and E-Commerce Business, IDG Books.

17 Managerial Economics

Unit - 1 Significance and Scope of Managerial Economics: Role of Managers in Business, Economic paradigms applicable to business analysis.

Unit - 2 Market Demand: Determinants of Demand and Supply, Elasticity of Demand, Indifference Curve Analysis, Consumer's Equilibrium, Price, Income and Substitution Effects, Demand Forecasting.

Unit - 3 Production Function: Production decision making, Short Run Long Run Production Functions.

Unit - 4 Market Analysis: Cost Structure, Various Cost Concepts, Cost Estimation, Pricing and Output decisions in Perfect Competition, Monopoly, Monopolistic Competition, Oligopoly.

Unit - 5 Profit Analysis: Theories of Profit, Break Even Analysis, Managerial Decisions, Business Cycle.

References

- 1.Managerial Economic , Dwivedi, Vikas
- 2.Petersen & Lewis – Managerial Economics (PHI)
- 3.Maheswari – Managerial Economics (PHI)
- 4.Gupta G S Managerial Economics, TMH

18 International Business

Unit – 1 International Business: and overview; International Business Theories

Liberalization: trade and tariff, regional blocks and world trade organization

Unit – 2 Foreign Exchange and National Economy; Registration on International Competitions

The Competitive and Technological Environment

Unit – 3 Multinational Enterprises and National Institutions; The Foreign Sector of the Developing

Economies; Multi-cultural Management

Unit – 4 World Monetary and Financial System; Foreign Investment Management

Unit – 5 Intergovernmental Agreements on Trade and Investment; Restraints on International Competitions; New Economic Policy and Foreign Investment in India

References

1. International Business Concept, Eaw & Strategy . V.Sanam (Person).
2. Cherunilam – International Business: Text and Case (PHI)
3. Justin Paul – International Business (2nd Edition) -PHI
4. International Business, Bhalla, V K and Ramu, S Shiva, Anmol Pub
5. Economic Environment of International Business, Vernon, Raymond and Wells, Luis T

19 Corporate & Tax Laws

Unit-1 Nature of Company; Definition of Company, Characteristic of a Company, Kinds of Company, Formation of Company, MOA, AOA, Prospectus, Shares, Issue of Shares and its Forfeiture

Unit-2 Company Management, Appointment, Powers and Duties of Directors, Meetings, Proceedings, Resolution, Winding up of Company.

Unit-3 Direct tax, Concept of Total Income, Agricultural Income, Assesse, Person, Income, Assessment Year.

Unit-4 Corporate Tax Laws: Computation of Total income of a Company, Assessment of Companies, Computation of Tax on Income, Tax on Profits.

Unit-5 Indirect Tax , VAT – Meaning and Concept, Levy of Tax on sale, Levy of Tax on Purchases, rates of VAT, TIN, SRIN, Payment of Tax.

References:

1. Company Law – V S Datey
2. Company Law – Tulsian
3. IncomeTax Law and Practice – Singania –Taxman
4. Indirect Tax – V K Saren – Kalyani Publisher.

20 Management Information System

Unit – 1 Information System – Rules, Components, Types, Definition of MIS, MIS Model, Characteristics, Subsystem and up Growth in Organisation.

Unit – 2 Information System Development – Life Cycle, Security and Control Issues in Information System.

Unit - 3 Information System in Business – Marketing , HR, FM, Production and its importance in Decision Making.

Unit - 4 Analysis and Design of Information System:- Fundamental Concept of System, System development Life Cycle, Fact finding technique, DFD, Flow Chart.

Unit - 5 Data base Management System. Levels of Data, Objection, Types, DBMS, functions, Benefits, Designing of Data base, Data & Mapping.

References

1. MIS, Anam Jindal –K.pub
2. Sadagopan-Management Information System (PHI)
3. Laudon & Laudon – Management Information Systems (PHI)
4. Murdick & Ross - Information System for Modern Management

21 Entrepreneurship Development

Unit – 1 **The Entrepreneur:**General concept and definition, Entrepreneur and Entrepreneurship, Entrepreneurial culture, Types of Entrepreneurship, Entrepreneurial traits and Motivation, Woman Entrepreneur.

Unit – 2 **Environment and Entrepreneurial Development:**Entrepreneurial environment, Development Programmes (EDPs) Role, Relevance and Achievement of EDPs in India, Institutions for

entrepreneurial development.

Unit – 3 Project Appraisal and Management: Search for business ideas, Project identification and formulation, Project appraisal, Profitability and risk analysis, Sources of finance.

Unit – 4 Legal and Statutory Environment for Small Industry: Legal formalities in setting up of SSIs Business Laws, Governmental Setup in promoting small industries, Financial institutions, Social Responsibility of Business

Unit – 5 Small Scale Industrial Undertakings: Status of Small Scale Industrial Undertakings, Steps in starting a small industry, Incentives and subsidies, Problems in small enterprise management, Sickness and Preventions

Reference

- 1.S K Mohanty, Prentice Hall of India, New Delhi, Fundamentals of Entrepreneurship.
- 2.Dynamics of Entrepreneurial Development and Management Vasant Desai, HPH
- 3.Entrepreneurship Development, Colombo Plan Staff College for Technical Education (Adapted by Centre for Research and Industrial Staff Performance, Bhopal), Tata McGraw Hill, New Delhi - 1998

22 Business Ethics & Corporate Governance

Unit-1 Introduction – Ethics & B-Ethics, Concepts values & Ethics.

Unit-2 Ethical Corporate Behaviour, its Development, Ethical leadership.

Unit-3 Ethical Decision Making, Ethical Dilemmas in Organization. Social Responsibility of Business & Corporate Governance.

Unit-4 Ethic in Functional Area, Marketing, Finance, HR & I. Technology.

Unit-5 Environmental Ethics, Corruption, Ethical Issues –Gender Ethics, Sexual Harassment & Discrimination

References

- 1.Business Ethics by Manisha Paliwal,. Newage International press.
- 2.Patryrick J. A. & Quinn J. F. Management Ethics, Response
- 3.Sherlekar, Ethics in Management, Himalaya
- 4.R. C. Sekhar, Ethical Choices & Business Response, New Delhi, 1998.
- 5.Peter F. Drucker - Management: Tasks, Responsibilities and Practices.
- 6.Report of the Study Group of the Calcutta Seminar on Social Responsibilities of Business, Oxford and IBH Publishing Co. New Delhi.

23 & 24 Major and Minor specialisation paper

The candidate has to select the first two papers from both the **Major** as well as **Minor Specialization** group.

IVth Semester

25

Research Methodology

Unit-1: Research: Meaning, Objectives & Importance of Research ; Role of research in Functional Areas : Finance, Marketing, HRD ; Research Methodology ; Process of Research .

Unit-2: Defining Research Problem: Process of formulating Hypothesis; Research Design ; Sampling Design.

Unit-3: Collection , Processing & Analysis of Data , Design of Questionnaire; Testing of Hypothesis ; Parametric and Non-parametric Tests ; T-test, Z-test and chi-square test.

Unit-4: Multivariate Analysis Techniques; Multiple Regression Analysis; Discriminat Analysis; Factor Analysis, ANOVA.

Unit-5: Interpretation & Report Writing ; Importance & Techniques of Interpretation ; Significance of Report Writing ; Steps in Writing Report ; Lay-our of the Research Report ; Types of Report.

References

1. Panneerselvam – Research Methodology (PHI)
2. Research Methodology : Methods and Techniques, by C R Kothari
3. Quantitative Techniques for Managerial Decisions, Wiley Eastern Ltd , by U K Srivastava
4. Statistics for Management by Levin (PHI)
5. The Foundation of Multivariate Analysis, Wiley Eastern Ltd , by Takeuchi K ; Yanai, H and Mukherjee, B N
6. Statistics, by S P Gupta

26

Business Policy & Strategic Management

Unit- 1

Business Planning & Strategic Management: Stages of Planning. Strategic Management: Definition, Need, Dimensions, Levels, Characteristics of Strategic Decisions and Role of Strategic Manager, Strategic Management Process: Elements & Model.

Unit- 2

Company Mission & Vision: Setting of Objectives, Environment Analysis, Types of Components of Environment, Importance of SWOT Analysis.

Unit- 3

Industry Analysis, Competitive form & Strategies, Forecasting the Business Environment: Need, Step Techniques & management Forecasts. Multinational Environment: Characteristic of MNC's, Challenges.

Unit- 4

Strategy & Objective: Long term objectives, Analysis & Implementation of Strategies: Techniques.

Unit- 5

Guiding, Evaluating & Controlling Strategies Challenges of Change, The key success factors.

REFERENCE BOOKS :

1. Sukul Lomesh PKMishra BPSM, (Vikas)
2. Gupta, Gollakota & Srinivasan – Business Policy and Strategic Management – Concepts and applications (PHI)
3. Russel Ackoff : Democratic Corporation.
4. Ansoff, Corporate Strategic, Polican.
5. Bhasker Chopra, Business Policy for Indian Industry, Time Foundation.

27, 28 & 29

Major specialisation paper

The Candidates has to opt the next three papers (2,3,4) from the major specialization

group selected in the III Semester. The details of the papers are mentioned below.

30 & 31

Minor specialisation paper

The Candidates has to opt the next two papers (2,3) from the minor specialization group selected in the III Semester. The details of the papers are mentioned below.

Human Resource Management (Group A)

1

Human Resources Planning & Development

Unit-1

HRP concepts, importance, objective, type of HR plan, HRP approaches, (Social demand approach, rate of return approach and man power requirement approach).

Unit-2

HRIS importance, types, sources, and procedure of maintaining HRIS, Human Resource reporting, HR audit and HR accounting.

Unit-3

HRD, Concept system, HRD matrixes climate, elements,

Unit-4

HRD Interventions, Quality of Work life, Models

Unit-5

Career planning concept objective process Career planning and Career development, Career planning Vs Succession planning.

References

- 1.Pattanayak – Human Resource Management – PHI
- 2.Manpower Planning and Development –Excel Publisher.
- 3.Kandula – Strategic Human Resource Development – PHI.
- 4.Arthur, M Career Theory Handbook Englewood cliff, Prentice Hall Inc 1991
- 5.Belkaoui, A R and Belkaoui, J M Human Resource Valuation; A Guide to Strategies and Techniques Greenwood, Quorum Books, 1995

2 Managing Employee Relation & Related Laws

- Unit-1** Industrial relations concept and scope, approaches to IR, Different actors & role of state in IR, legal frame work of IR, Collective Bargaining, concept scope and values, Collective Bargaining in India, worker participation management, concept approaches factors promoting WPM and Practice of WPM in India, Quality Circle
- Unit-2** Labour legislation, need, objective, scope, growth, growth of labour legislation in India, impact of ILO & LL
Protective and regulative labour legislations, factory Act 48, Mines Act-1952.
- Unit-3** Legislation concerning wages and bonus, Payment of Wages Act -1936, Minimum Wages Act-1948, Payment of Bonus Act-1965,Equal Remuneration Act-76,
- Unit-4** Legislation concerning Industrial Relations: Industrial Dispute Act -1947, Trade Union Act-1926, Industrial Employment and standing order Act 46
- Unit-5** legislation concerning social security, Workmen’s compensation act 1923, Employee state insurance act 1948, Employees Provident fund act 1952, Maternity Benefit act 1961, Payment of gratuity act 1972,and Misc. Act 1996.

Reference Study:

- 1.Gomez –Mejia – Managing Human Resource –PHI
- 2.Seperich & Mccalley6 – Managing Power and People – PHI.

3 Management of Training and Development

- Unit -1** Concepts of training, comparison between training and development, concept of skill up gradation different aspects of trainings
Concept of learning, techniques of learning, adult learns principles and pedagogy, designing a learning environment
- Unit-2** Concept of training need; identification of training need, methods of training and techniques of training, on the job, off the job, lecture, role play , case study, vestibule training, simulation techniques, in basket exercise, syndicate method, T group training, psychological lab, business game, activity based training, programme instruction training Choosing the right training techniques
- Unit-3** Training aids; different type of training aids choosing the appropriate training aids
Training module; concept, dimension and designing an appropriate training module
- Unit-4** Administrative procedure for training; Training file, need assessment form, feedback form, format for request letter for trainers and trainees, there certificate of participation and learning diary
Training Calendar, Training Policy
- Unit-5** Evaluation of Training effectiveness, assessment criteria

Reference Studies:

- 1.FORD- Bottom Line Training – How to Design and Implement Successful Programs that boost profits –PHI.
- 2.Dr. B. Rathan Reddy “Effective HR Training and Development Strategy” HPH

4 International Human Resource Management

- Unit-1** IHRM Difference between Domestic and International Manager, Issues in IHRM, Developing International Strategy, Understanding Culture, its coverage, determinants, Cross Cultural Theory

(Halls & Lorange).

- Unit-2** Cross Cultural Negotiations, Planning and preparation parameter, Types and Strategy of Organisational Culture.
- Unit-3** International Business and IHRM: Approaches, Globalisation Approaches, Globalisation and the strategie, the competency required for International Managers.
- Unit-4** International Labour Market, Sources, Recruitment and Selection, Training, Types of Cross Cultural Training. Multinational performance management, Developing International staff and Multinational Team.
- Unit-5** International compensation system, Objectives, Approaches and practice, Expatriation and Repatriation process, Managing people in International Firms.

Reference Studies

- 1.S.C.Gupta Text Book of IHRM. McMillan.
- 2.Punnett- International Perspectives on Organisational Behaviour and Human Resource Management (PHI)

Financial Management (Group B)

1 Financial Market & Institutions

- Unit-1** **Financial System:**Components of Indian Financial System, Institutions, Instruments, Market & Services, Nature and Role of Financial System, & Economic Development, Financial Sector Reforms.
- Unit-2** **Capital Market:**Constituents, Functions, Capital Market instruments, New issue Market, Private Placement, Security Exchange Board of India, Regulation and Investor Protection
- Unit-3** **Secondary Market:** Stock Exchange; Rules & Regulation of Trading & Settlement, Stock Market Reforms, Listing of Shares, Depositories System.
- Unit-4** **Money Market:**Constituents and functions , Types of Money Market, Government Security Market, Money Market Instruments, Regulations of the Money Market
- Unit-5** **Financial Institutions:**Reserve Bank of India, Commercial Banks, Developmental Financial Institutions, Investment institutions, Role & Functions.

Reference Studies

- 1.Shashi K.Gupta, Nisha Aggarwal, Neeti Gupta, "financial Institutions and Markets" –Kalyani Publishers
- 2.Fabozzi & Modigliani – Capital Markets Institutions and Instruments (3rd Edn) – PHI.

2 Merchant Banking & Financial Services

- Unit-1** Financial Services: Introduction, Role & Functions.
Merchant Banking: Concept, Functions, Growth, Policy Measures, SEBI Guidelines, Future of Merchant Banking in India.
- Unit-2** Lease: Meaning, importance, types, evaluation of lease form the point of view of leaser and leases, leasing vs. Buy Decision.
Hire Purchase and instalment credit, types. Housing Financial: Sources and policies for housing finance.
- Unit-3** Mutual Funds: Concept, different schemes, advantages, UTI: Objective, functions, Regulation of Mutual Fund, Role of UTI in Industrial Finance.
Venture Capital: Concept, and developments in India, Process and methods of financing
- Unit-4** Factoring, Forfeiting, Credit Rating: Meaning and necessity methodology of credit rating.
Factoring, Forfeiting,
- Unit-5** Merger and acquisitions: Merger and take over, Main highlights, take over by bids and acquisitions, guiding principles, BIFR & Merger.

Insurance Sector: Objective, Role, investment practice, IRDA: Role and Functions.

Reference:

Banking By Gordon and Natrajan.

3 Security Analysis & Portfolio Management

- Unit-1** Introduction to Portfolio Management: Risk & Return in a Portfolio, Markowitz Model, Two & Multi Assets Portfolio, Sharpe Model.
- Unit-2** Portfolio Selection Process : Optimal Portfolio, Concept & Determination, Utility Theory, Indifference Curve, Capital Assets Pricing Model & Arbitrage Pricing Theory, Efficient Market Hypothesis.
- Unit-3** Building Fixed Income Security Portfolio- Bond VALUATION: Yield to Maturity, Duration & Immunisation, Valuation of Convertibles & Warrants, Bond Management Strategies
- Unit-4** Fundamental Analysis : Economic, Industry, Company & Environment Analysis, Technical Analysis, Volume & Price Trends, Tools of Analysis, Derivative Instruments, Forward Futures, Options & Swaps
- Unit-5** Evaluation of Portfolio Performance- Framework of Evaluating Performance, Measures of Portfolio Performance, Reward to Variable Measure, Measure Problems with Portfolio Management

References

1. Kevin –Security Analysis and Portfolio Management -PHI
2. Jack Clark Francis - Management of Invest, McGraw Hill
3. Elton & Gruber - Modern Portfolio Theory and Investment Strategy, Willey
4. Shape Alexander Ballen - Investment, Eastern Economy Ed
5. Jordan and Fisher - Security Analysis and Portfolio Management, Prentice-Hall I
6. SAPM –VA Avdhani.

4 International Finance

- Unit-1 International Monetary and Finance System:** Importance of international finance, Bretton woods conference and afterwards, European monetary system – Meaning and Scope.
Balance of payment and International Linkages: Balance of payments and its components, International flow of Goods, Services and Capital.
- Unit-2 Foreign Exchange Markets:** Determining exchange rates, fixed and flexible exchange rate system, Exchange rate theories, Participants in the foreign exchange markets, Foreign exchange market spot markets, Exchange rate quotes, LERMS, Factors affecting exchange rates – spot rates, forward exchange rates, forward exchange contracts, Foreign exchange and currency possession, Information and Communication, Foreign exchange trades.
- Unit-3 Foreign Exchange Risk:** Transaction exposure, Transaction exposure and Economic exposure, Management of exposures – Internal techniques, netting, marketing, leading and lagging, pricing policy, asset and liability management and techniques.
Management of Risk in Foreign Exchange Markets: Forex derivatives – Swaps, Future and Option and Forward Contracts.
- Unit-4 International Capital and Money Market and Instruments:** Salient features of different international markets, GDRs, ADRs, IDRs, Eurobonds, Euro loans, CPs, Floating rate Instruments, Loan syndication and Euro deposits.
- Unit-5 Multilateral Finance Institutions:** Role of IMF, IBRD and other development banks, International investors and foreign investment institutions.

Reference Studies

1. Sharan – International Financial Management _-PHI

Marketing Management (Group C)

1 Consumer Behaviour

- Unit-1:** Introduction: the application of consumer behaviour, principle to strategic marketing, Consumer Research, Consumers Psychographics; Constructing a Psychographic inventory,

application of psychographic analysis

Unit-2: The nature of consumer's attitude; structural models of attitudes, measurement of attitudes, social class and consumer behaviour; the measurement of social class, life style profiles of the social classes

Unit-3: The influence of culture on consumer behaviour, characteristics of culture, the measurement of culture personal influence and the opinion leadership process; measurement of opinion leadership

Unit-4: Consumer Decision making; Four view of consumer - Economic man, Passive Man, Cognitive Man, Emotional Man, Consumer Decision Process, Comprehensive Models of Consumer Decision Making; Nicosia Models Howard - Sheth Model, Engel - Kollat - Blackwell Model.

Unit-5: Diffusion of innovations; the diffusion process, the adoption process, a profile of the consumer innovator consumer behaviour, application for profit and Non profit service Organisation

References

- 1.Solomon –Consumer Behaviour-Buying, Having & Being. PHI.
- 2.Assael H Consumer Behaviour and Marketing Action, Ohio, South Western, 1995
- 3.Engle, J F etc Consumer Behaviour Chicago, Dryden Press, 1993
- 4.Howard, John A etc consumer Behaviour in Marketing Englewood Cliffs, New Jersey, Prentice Hall Inc , 1989

2

Advertising and Promotion Management

Unit-1: Advertising and the marketing process, Media planning and selection, Campaign planning and launching.

Unit-2: Message designing and development. Advertising budgeting, Corporate Advertising.

Unit-3: Client-Agency Relationship - The role and working of an Ad Agency.

Unit-4: Measurement of Advertisement Effectiveness - DAGMAR Approach. Pre-Testing, Post-Testing Techniques of measuring Ad. Effectiveness.

Unit-5: Sales Promotion- Consumer Promotion, Dealer Promotion, Sales Force Promotion. Sales force planning and execution. Recent trends. Elementary knowledge of public relations.

References

- 1.Sharma & Singh –Advertisng, Planning & Implementaion – PHI
- 2.Wells, Burnett, Moriarty – Advertising –Prin & Practice. PHI.
- 3.Wright, Farner and Zieglar - Advertisin
- 4.Chunawalla and Sethia - Advertising Management –(HPH)
- 5.S.A.Chunawala - HPH

3

Sales & Distribution Management

Unit-1: Introduction to Sales Management- Understanding Basics of Selling- Meaning, Importance and Scope, Selling, Salesmanship, Selling Process, Selling Skills

Unit-2: Sales Organisation and Territory Management- Importance of Sales Organisation, Types of Sales Organisation, Rates, Responsibilities of Sales Manager, Sales Forecasting and Budgeting, Territory Management, Sales Quotas, Sales Displays and Sales Promotion

Unit-3: Sales Force Management- Meaning, Importance of Sales Force, Recruitment, Selection of Sales Force, Training, Compensation, motivation, Performance Education and Controlling of Sales

Force

Unit-4:

Distribution Management- Introduction to Indian Distribution System, Factors in Designing Strategic Distribution System, Logistics, Managing Physical Distribution System

Unit-5:

Management of Channels of Distribution - Meaning and Importance of Channel Members, Designing Channel Strategies, Management of Whole selling, Management of Retailing, Horizontal and vertical Marketing System

References:

1. STILL, Cundiff, Govoni – Sales Management : Decision, Strategies & cases (5th Edition) PHI.
2. R L Spiro, W J Stanton, G A Rich “Management of a Sales Force”, Tata McGraw Hill Publication
3. D Jobber and L Lancaster, “Selling and Sales Management”, Pearson Publishing House
4. Chunawalla, “Sales Management”, Himalayan Publishing House
5. S L Gupta, “Sales Distribution Management”, Excel Book
6. T Panda, S Sahadevan, “Sales and Distribution Management”, Oxford
7. Das Gupta- Sales Management – In the Indian Perspective, PHI.

4

Product & Brand Management

Unit-1

New Product development process, Research techniques used in the process, Product development strategies: Idea generation, Concept, Concept testing, Concept evaluation, Product testing, Pre-test Marketing and Test Marketing, Launching strategies for new Product

Unit-2

Product lifecycle Management, Production Portfolio Analysis and Management, Industrial Products and Consumer Products, Shopping (Durable) goods and services and convenience (FMCG) goods and services, Specially goods and services

Unit-3

Understand Brands - Brand Hierarchy, Brand Personality, Brand Image, Brand Identity, Brand Positioning; Brand Equity; Value addition from Branding - Brand - customer Relationships, Brand Loyalty and Customer Loyalty

Unit-4

Managing Brands; Brands Creation, Brand Extensions, Brand-product Relationships, Brand Portfolio; Brand Assessment through Research - Brand Identity, Position, Image, Personality Assessment and Change

Unit-5

Brand Revitalisation; Financial Aspects of Brands; Branding in Different Sectors: Customer, Industrial, Retail and Service Brands

References:

1. Majumdar-Product Management in India –PHI.
2. Aaker, David, A, Managing Brand Equity, New York, Free Press, 1991
3. S.A.Chunawalla. “Product Management”. HPH.

Information System Management (Group D)

1

DBMS & RDBMS

Unit-1

Database: Introduction, database system applications, database systems versus file systems, view of data, data models, database language, database users and administrators.

Unit-2

Entity relationship models: basic concepts, constraints, keys, design issues, entity relationship diagram, weak entity sets, design of an E-R database scheme, reduction of an E-R scheme of tables, Database structure- network database structure- relational database structure-hierarchical database structure, The server architecture, distributed processing, distributed database.

Unit-3

Relational-database design: First normal form, pitfalls in relational database design, functional dependencies, decomposition, desirable properties of decomposition, Boyce-code normal form, third normal form, fourth normal form, more normal forms.

Unit-4

Storage and file structure; overview of physical storage media, magnetic disks, RAID, storage access, file organisation, organisation of records in files, data-dictionary storage.

Unit-5

Query processing and optimisation; overview, measure of query cost, selection operation, sorting, join operator, evaluation of expressing.

Reference Studies

- 1.Panneer Ielam –Database Management Systems – PHI.
- 2.Hansen & Hansen –Database Management & Design –PHI
- 3.“Simplified Approach to DBMS” Parteek Bhatia , Gurvinder Singh. Kalyani Pub.

2

Enterprise Resource Planning

Unit - 1

Enterprise Resources Planning: Evolution of ERP-MRP and MRP II – problems of system islands, need for system integration and interface, early ERP Packages, ERP products and Markets,

Unit - 2

Opportunities and problems in ERP selection and implementation: ERP implementation: identifying ERP benefits team formation, Consultant intervention, Selection ERP, Process of ERP implementation, Managing changes in IT organization Preparing IT infrastructure, Measuring benefits of ERP,

Unit - 3

Integrating with other systems: Post ERP, Modules in ERP, Business Modules of ERP Package, Reengineering Concepts, The emergence of reengineering concept- concept of business process, rethinking of processes, identification of re-engineering need, preparing for re-engineering

Unit - 4

Implementing change, change management, BPR & ERP, Supply Chain Management: The concept of value chain differentiation between ERP and SCM, SCM for customer focus, need and specificity of SCM-SCM scenario in India, products and markets of Sehi, issues in selection and implementation of SCM solutions, CRM solution,

Unit - 5

E-Business; Introduction to 1.Net technologies, Evolution of E-Commerce, EDI and E Business, Business opportunities, Basic and advanced business models on internet , internet banking and related technologies, security and privacy issues, technologies for E- Business, Future and Growth of E-Business.

References

- 1.Garg & Venkitakrishna –Enterprise Resource Planning. Concept & Practice (PHI)
- 2.Altekar 0Enterprisewide Resource Planning thiery & practice PHI.
- 3.Nick Obolensky - Practical business Re-engineering, Kogan Page, London.
- 4.Jeff Papows - Enterprise com. Nicholas Bready, London.

3

System Analysis & Design

Unit-1

Systems concepts and information systems environment; Characteristics of a system, Element of System, Types of Systems, Systems development life cycle, Role of system analyst

Unit-2

System Planning and initial Investigation, Information gathering, Tools for structured analysis; Data flow diagram, Data Dictionary, decision Tree, Decision table, Structured English Pseudopodia, Feasibility study, Cost-benefit analysis

Unit-3

The Process & Stages of System Design: The process of design, design methodologies, Major development activities, Processing controls,

Unit-4

Input Output & Form Design; File organisation and Data base design: File structure, Database design; Objective of Database, Normalisation

Unit-5

System Testing and Quality Assurance; Audit Trail; implementation and Software Maintenance, Hardware and Software selection; Security, Disaster/Recovery & ethics in Systems Development

Reference Studies

- 1.Hawryskiewycs –Introduction to system analysis and design (PHI)
- 2.Raja Raman: Analysis and Design of information System. (PHI)

4

Telecom for Business

Unit-1

Introduction, Historical development of internet, Evolutions of Internet, www, Internet Service providers, Internet architecture; What is network, types of network, information transfer, network hardware, Designing networks, Managing networks, Designing websites.

Unit-2

Internet Architecture and its commercial Application; Introduction, Meaning of network, Transfer of Information, Hardware Network, Internet service Providers; Introduction, working with ISP, Selecting and registering your domain name.

Unit-3

Network security, Filter and Firewall: Introduction, Security threat definition, client server network security, emerging client server threats, protecting the environment and protecting the network media, managing network devices, Security Ethernet switches, network security and management systems, network layer devices, Administration, management, and disaster recovery, Data and message security.

Unit-4

Internet Advertising; Introduction, Advantages of internet advertising, the sellers, the buyers, AD Models Pricing Online ads, Buying online ads, selling online Ads, Selling Strategies, Mobile and Wireless computing; Introduction, Dimensions of mobile computing, WAP, Wireless Delivery and Switching Methods/Caps, Wireless data Networks, Satellite Networks, Infrared or Light based Computing Mobile information Access Devices, Mobile Data Internet Work Standards, Cellular Data communication protocols, Application of Mobile computing, Personal communication services.

Unit 5

Digital Signature; Introduction, Working of Digital Signature Technology, Personal Finance Online Banking and Home Banking management: Introduction, Definition of online Banking, Online Banking process, Issues and challenges of Online Banking, Virtual Bank for virtual Customers, Emerging financial instruments Customer Relationship Management; Definition of CRM, CRM Process framework, CRM as an Interactive Process, CRM Market Arena, Architecture of CRM, Electronic CRM, CRM development cycle & implementation issues Integration of CRM with ERP

Reference Studies

1. Murthy

International Business Management (Group E)

1

International Marketing Management

Unit-1

Introduction: Basic Concepts of International Marketing, Definition and Dimensions of International Markets, Differences Between Domestic and International Marketing, Benefits of International Marketing, EPRG Framework in International Marketing, Changes of Development into Global Marketing

Unit-2

Environment of International Business: Introduction, Political and Legal Environment, Cultural

Environment, Financial and Monetary Environment.

Unit-3

Indian Foreign Trade: Indian Trade Policy, Recent Transit in India's Foreign Trade, Export Assistance, Institutional Infrastructure for Export Promotion in India, EXIM Policy of India

Unit-4

Identification of Foreign Markets: Product Planning for Exports, Export Pricing, market Entry and Overseas Distribution System, Promoting Products, Internationally Role of WTO

Unit-5

Overseas Market research, Marketing Plan for Exports, New Techniques in International Marketing, International Sub-Contracting, Joint Ventures, Multinationals Exports Finance, Risk Export Documents and Procedures

References

- 1.R Srinivasan, International Marketing, Prentice Hall of India, New Delhi
- 2.Onkvisit & Shaw – International Marketing: Analysis and Strategy. (PHI)
- 3.Keegan, Global Marketing Management, PHI
- 4.Rathore & Rathore, International Marketing, Himalaya Publishing , New Delhi
- 5.Gitman, Global Marketing, Pearson
- 6.Francis Chernnilam, International Marketing, Himalaya Publishing Home

2

Multinational Financial Management

Unit-1

Multinational Financial Management:Growth and importance of international finance, Types of risk in international finance, Rewards in international finance.

Multinational Working Capital Management:Short term overseas financing sources, International management of cash, accounts receivable and inventory management.

Unit-2

Multinational Investment Decisions:Capital Budgeting for Multinational corporations.

Financing Decision:Cost of Capital for foreign investment and designing financial structure.

Unit-3

International Financing:Equity Finance, Bond financing, Bank Financing, Direct Loans, Government and development bank lending.

Political Risk:Measurement of Political risk, Management of Political risk, Political risk, Political risk analysis in Capital asset Pricing, international diversification.

Unit-4

Portfolio Investment:Benefits of international portfolio investment, spreading risk, international capital asset pricing, international diversification.

International Tax Management:Corporate taxes, Value Added Tax (VAT), Withholding Taxes, duties and tariffs, Branch verses subsidiary taxes, tax heavens.

Unit-5

International Accounting and Reporting:Foreign currency translations, Multinational transfer pricing and performance measurement, consolidated financial reporting, international accounting standards.

Reference Studies

- 1.SHAPIRO – MULTINATIONAL FINANCIAL MANAGEMENT.

3

International Business Environment

Unit-1

Basis of International Business, Case for IB, Globalisation & Implicational Foreign Trade and Foreign Investment.

Unit-2

Indian Economy and External Sector, WTO Business and Prospects, QR's, BOP, IMF & World Banu.

Unit-3

Exchange Rates & International Business , Foreign Exchange Market and Determinants of Exchange Rate.

Unit-4

Free Trade- Myth or Reality ? Trade Blocks and Reforms in developing countries.

Unit-5 Recent Developments in International business Environment , EDI system, Dumping issues, Anti- Dumping and Countervailing duties.

Reference Studies :

1. Justin Paul –International Business (PHI)1.
2. Cherunilum, International Business, Text & Cases, PHI
3. WTO in the New Millenium
4. Foreign Trade : Theory and Practice, T.U. Velayadham.

4 Global Capital Market

Unit-1 Introduction to Foreign Exchange Market., Foreign Rates, Interest Rates & Inflation Rates.

Unit-2 Foreign Exchange Exposure & Risk Management.

Unit-3 Multinational Working Capital Management

Unit-4 International Portfolio Management.

Unit-5 Corporate Strategy & FDI, GDRs, ADRs and Other International Financial Instruments.

References:

1. Shapiro, Multinational Financial Management, PHI.
2. Giddy Ian, H., Global Financial Markets, AITBS
3. Apt, P.G., International Financial Management, TMH.

Production & Operation Management (Group F)

1 Total Quality Management

Unit-1 Concept of total Quality Cost of Quality, Evolution of total Quality management, Components of Total Quality loop, principles of TQM, organisational changes for adopting TQM.

Unit-2 Concepts on SQC Acceptance Sampling and Inspection Plans Statistical process control.

Unit-3 Quality Management Systems, Lead Assessment and ISO9000 standards Basic approach of ISO 9000 and TQM principles and objectives Applicability and areas of coverage of ISO - 9000 standards.

Unit-4 Strategic tools and techniques for TQM, Quality function Deployment (QFD), Failure Mode and Evaluation analysis (FMEA), Quality circle, Zero-defect programme, concurrent engineering, Taguchi's Quality loss function Affinity Diagram KJ method, Q-7 tools, bench marking, Business programme reengineering, principles and tools, six-sigma.

Unit-5 Functional Linkage of Quality with reliability and maintainability, Failure analysis (FTA / FMEA) optimum maintenance decisions Total Production Maintenances (TPM), quality audits, Performance evaluation of TQM.

References:

1. Mukherjee : Total Quality Management (PHI)
2. Kulneet Suri, Total Quality Management, Principles and Practices, Tools and Techniques- S K Kataria and Sons
3. K C Arora- ISO 9000 to OHAS 18001- S K Kataria and Sons
4. J S Oakland, Butterworth- Heinemann- Total Quality Management-Oxford

2 Purchasing & Material Management

Unit-1 **Management of materials in production system:** concept scope and methods, Objective and Organisation of Material Management

Unit-2 **Purchase system and procedures:** Objectives , Purchasing functions, Purchasing policies and decisions, Make or Buy Vendor selection and Rating, Timing of Purchase, Price determination,

agreements technology absorption, Concepts, Constraints, Management of Absorption, Govt initiatives

Unit-5 Technology assessment methods, Technology evaluation Diffusion of Technology Strategy, Mode appropriate technology

References:

- 1.Hawthorne- The Management of Technology, McGraw Hill
- 2.Twiss- managing Technological Innovation, Pitman
- 3.Desai- Technology Absorption in Indian Industry- Wiley Eastern
- 4.Betz- Managing Technology, Prentice Hall
- 5.Rohatgetal- Technological Forecasting, Tata McGraw Hill
- 6.Sharif Nawaj- Technology Policy formulation and Planning : A reference manual APCTT
- 7.Tushar and Anderson , Managing Strategic Innovation and Change, Oxford University Press
- 8.C.S.V.Murthy (HPH)

Entrepreneurship Management (Group G)

1 Financing Small Business

Unit-1

Raising of Finance for Small Enterprise - Role of Financing Institutions, SIDBI, IDBI, IFCI, ICICI, Commercial Banks, NABARD, SFCs, EXIM Bank, KVIC, Venture Capital, Long term and short term finance.

Unit-2

Financial Management- Financial Needs for SSEs, Capital Structure, Cash Flow and Funds Flows Analysis, Appropriateness of Funds from Banking and Non-Banking Financial Institutions.

Unit-3

Credit Policy of the RBI for Small Business, Financial Assistance through the Union and State Government schemes and Banks PMRY, REGP, SGSY, Stree Shakti package of SBI.

Unit-4

Small Scale Industries under Five Year Plans, Industrial Policy Resolutions (IPRs), New Small Enterprise policy.

Unit-5

Financing of Micro & Small Enterprise: Concept of Micro Finance, SHGs, Role of SHGs, Financing Small Enterprise through SHGs.

Reference

- 1.S K Mohanty, Prentice Hall of India, New Delhi, Fundamentals of Entrepreneurship.
- 2.Dynamics of Entrepreneurial Development and Management Vasant Desai, HPH
- 3.Entrepreneurship Development, Colombo Plan Staff College for Technical Education (Adapted by Centre for Research and Industrial Staff Performance, Bhopal), Tata McGraw Hill, New Delhi - 1998

2 New Entrepreneurship Management

Unit-1

Production: Production Planning & Control, Purchase Technique, Inventory Management, Quality Management, Manpower Management.

Unit-2

Finance: Financial Planning, Working Capital Assessment & Management Costing & Pricing, Profit assessment, Credit sales.

Unit-3

Marketing: Selling & Salesmanship, Marketing Strategy, Market Segmentation, Customer Management.

Unit-4

Statutory: Business Laws, Taxation Laws, VAT, Industrial Laws

Unit-5

Role of Entrepreneur: Entrepreneur in Sustenance & Growth of Enterprise, Role of IT in Business, Role of Entrepreneur as Innovator, Role of Entrepreneur in Complementing and

Supplementing Economic growth.

Reference

- 1.S K Mohanty, Prentice Hall of India, New Delhi, Fundamentals of Entrepreneurship.
- 2.Dynamics of Entrepreneurial Development and Management Vasant Desai, HPH
- 3.Entrepreneurship Development, Colombo Plan Staff College for Technical Education (Adapted by Centre for Research and Industrial Staff Performance, Bhopal), Tata McGraw Hill, New Delhi - 1998

3 Entrepreneurship for Small Business

Unit-1 Entrepreneur and Entrepreneurship:- Entrepreneurship, Concept & Definition, Entrepreneur, Concept and Definition, Charms of being an Entrepreneur, Classification and Functions, Intrapreneur, Entrepreneurship.

Unit-2 Entrepreneurial Behaviour :Innovation and entrepreneur, Schumpeter's & Peter Drucker's Theories, Entrepreneurial behaviour & Psychological Theories, Mashlow's Need Hierarchy Theory, McClelland's Need Achievement Theory.

Unit-3 Establishing Small Scale Enterprises:-Environment Scanning, Identification of Opportunities, Product Selection, SSI / SSE Definition and Concept, Choice of Enterprise, Demand Assessment, Choice of Technology / Business Sites.

Unit-4 Promotion of a Small Scale Venture:Role of Social, Economic and Technological Environment, Institutional Interface, Preparation Project Report, Ownership Structure; Proprietorship, Partnership, Joint Stock Company, Cooperative Enterprises etc

Unit-5 Sustenance and Growth:Performance Appraisal, Strategies for Stabilisation and Growth, Family Enterprise Management

Reference

- 1.S K Mohanty, Prentice Hall of India, New Delhi, Fundamentals of Entrepreneurship.
- 2.Dynamics of Entrepreneurial Development and Management Vasant Desai, HPH
- 3.Entrepreneurship Development, Colombo Plan Staff College for Technical Education (Adapted by Centre for Research and Industrial Staff Performance, Bhopal), Tata McGraw Hill, New Delhi - 1998
- 4.Peter Drucker - Management : Tasks, Responsibilities and Practices
- 5.Peter Drucker - Process of Management.
- 6.Zimmer and Scarborough: Essentials of Entrepreneurship and Small Business Management 4th Edition (PHI)

4 Export Import Producing Business

Unit-1 Industrial Marketing: Introduction, Export-Import Terminology, Internal and External Trade, Principles and Elements of Export Management, International Trade fair and Exhibition.

Unit-2 Export Documentation, Policy and Procedures: Export-Licensing, Import Licensing, Replenishment License, Open General License, Specific Licenses.

Unit-3 Assistance to promote Export / Import: Role of FIEO, STC, EP&M, Export Promotion Councils, Commodities Boards, IIFT; ECGC , Export Policy and Import Policy of India

Unit-4 International Finance: Introduction, Terms of Payment, Preshipment Finance, Post shipment Finance, Medium and Long-term Finance, EXIM Bank, Letter of Credit, Liberalised Exchange Rate.

Unit-5 Shipping & Packaging: Shipment of Goods, Service Rendered by C & F Agent,

Containerisation, Types of Containers, Packaging, Labelling and Export Marketing, Export Promotion and Import Substitution.

Banking & Insurance Management (Group H)

1 Risk Management

Unit-1

Definition of Risk, Why Risk Management? Risk identification- Why does risk arise and what to do with this?

Unit-2

Various Kinds of Risks- Financial Risks and Non-Financial Risks, Process of Risk Management, Identification, Quantification, Mitigation or Control, Monitoring and Reviewing

Unit3

Credit Risk- Transaction Risk, Portfolio Risk

Unit-4

Market Risk- Interest Rate Risk, Liquidity Risk, Forex Risk

Unit-5

Operating Risk Systematic Risk, Risk based Supervision of Banks, Objectives, Process.

Reference:

1.Risk Management in Indian Banks –Prof. Dr.K.M.Bhattacharya (HPH)

2 Insurance Laws

Unit-1

Legal Framework of Insurance Business.

Insurance Sector Reforms. Legal Framework, Laws Carry Insurance, Important sections of Insurance. Contracts.

Unit-2

Insurance Act-1938, LIC Act 1956, General Insurance Business-1972. IRDA Act-1999

Unit-3

Motor Vehicle Act-1939 &1938, Marine Insurance Act.1963.

Unit-4

Liability Laws& Insurance;

Workman Compensation Act-1923, Public Liability Insurance Act.-1999.

Unit-5

Indian Stamp Act.-189

Consumer Protection Act-1986

Employee State Insurance Act- 1985

Lok Adalat.

3 Banking Laws

Unit-1

Banking Laws and Regulation :Evolution of Banking Institution – Com. Bank, Co-op. Banks,

Unit2

Negotiable Instruments Act.-1981

Unit-3

Reserve Bank of India -1934

Unit-4

Banking Regulations Act 1949

Origin of the Act- Business of Banking Company, Capital requirements, Management, Branch Licensing policy, Inspections of Banking Companies, Winding up and amalgamation of Banking companies.

Unit-5

Banking System in India

The Banking Companies acquisition and transfer of undertakings act 1970 and 1980 state Bank of India act 1955 State Bank of India associates Banks act 1959, Banking reforms as per Narasimha Committee 1 and 2, Foreign Banks, OH and New Generation Private Sector Banks, Banking Schemes SAFRES.

Reference

- 1.Laws, Relating to Banking & Insurance –OP Agrawal (HPH)
- 2.Banking Theory, Law & Practice – Gordon & Natrajan. (HPH).

4

Claims Management

Unit-1

Management of Risks: R of Risk Management, Sources of Risk, Risk Identification, Principles and Process of Risk Management

Unit-2

Marine Claims Management: Kinds of Marine Losses, Notice to abandonment, effect of abandonment, actual total loss - US - Constructive total loss-average loss Vs particular loss claim document, rights of insurer on payments

Unit-3

Claims of Fix Policies: Various types of fixed policies, payment of claims, average clause, rights of insurer

Unit-4

Motor Vehicle Insurance claims: Classification of motor vehicles, Kinds of Policies, Procedure for settlement of claims,

Unit-5

Miscellaneous claim settlement: Health insurance, Mediclaim settlement of claims, property insurance claim settlements, cattle insurance, risk settlement, national agricultural insurance schemes, settlement of claims

Tour and Hospitality Management (Group I)

1. Tourism & Travel Trade

UNIT-I

Definition & Historical Development, Forms of Tourism, Inbound & Outbound, International & Domestic, Adventures & Sports, Cultural, Health, Commercial, Research & Educational, Wildlife & Eco Tourism

UNIT-II

Industry, Nature & Characteristics, Components, Economics of Tourism, Implication & Significance, Attraction; Alternation, Transport, Accommodation, Shopping, Entertainment, Infrastructure & Hospitality

UNIT-III

Destination & Attraction : Tourist Spots, The elements of Tourist Destination & its Understanding, Activities, Influence on Tourist flows & Planning, Concepts & Patterns of Destination use

UNIT-IV

Tourism Products : It's difference from other types of consumer products, elements & characteristics of Tourism Products, Product Life Cycle, Natural & Man-made attractions, Special interest tour; Ethnic Tourism, Rural Tourism, Theme Parks etc.

UNIT-V

Present State of Indian Tourism : Case Studies of Rajasthan, Goa & Kerala, Emerging Trends & New Thrust Areas (Innovations such as House Boating, Herbal Treatment, Resorts, Train Tourism etc.)

REFERENCE BOOKS :

- 1.Tourism & Hoteling - M.S. Negi
- 2.Tourism - Rob Davidson - (ELBS)
- 3.Travel & Tourism Management- Ghosh, Biswanath
- 4.Professional Hotel Management - Jogmohan Negi

Hotel Management

UNIT-I

Evolution of Hotel Industry : Types of Hospitality Industry & Catering Industry,

UNIT-II

Types of Hospitality : Rooms & Accommodation, Product Details, Service Details, Accommodation Planning, Classification of Hotel, i.e., Camping, Caravan, B & B, Pension / Guest House/ Boarding House/Resorts Motel, Inn, Budget; Mid price, Types of Hotel : Casino, all Suit Hotels, Heritage Hotels, Prime Planning : Conferences and Banqueting.

UNIT-III

Operations : Internal Operations, Departmental wise in Hospitality Industry, Front Office, House Keeping, Food & Beverage, Maintenance, Productions

UNIT-IV

Accommodation Tariff, GIT, FIT, Check in & Check Out, Rack rate, seasonal and off-seasonal rate, Travel agency coordination towards Hotel booking, Reservation formalities, Hour rules of the Hotel, Registration, Cancellation

UNIT-V

Present state of Indian Hotels : Emerging trends & New thrust areas like Eco Friendly Hotels, Motels, Time shares, Boatels and Luxury Cuiseire, Herbal Treatment resort.

REFERENCE BOOKS :

- 1.Food & Beverage Service Manual - Andrewes (TMGH)
- 2.Hotel Housekeeping Training Manual - Andrewes (TMGH)
- 3.Hotel Front Office Training Management - Andrewes (TMGH)
- 4.Marketing & Sales Techniques in Hotel - Jagmohan Nagi (S.Chand & Co.)
- 5.Professional Hotel Management - Jagmohan Nagi (S.Chand & Co.)
- 6.The Waiter - John Miller
- 7.Introduction to Tourism & Hotel Industry : With Special Focus on Hotel Front Office Management
- 8.Zulfikar, A. K

3. TOURISM MARKETING, EVENT MANAGEMENT

UNIT-I

Meaning & Scope of Marketing, Modern Concepts of Marketing, Difference Between Marketing of Products and Services, An Overview of Indian Markets, Marketing strategy, Target marketing, Positioning, 8 p's of Marketing, Market Research & it's Procedure, Demand Forecasting, Promotion Mix-Advertising, Advertising Sales Promotion & Publicity, Pricing Policy, Distribution System in Travel & Tourism

UNIT-II

Managing the sales force, Selecting sales strategy, Salesmanship, Motivating Professional Sales Force, Marketing evaluation & Control, Intimating to the concept Travel & Insurance Agency & Embassy

UNIT-III

Event Management: Importance of Event Management., Introduction to Meeting, Meeting incentives, conventions & exhibition ,

UNIT-IV

Definition of Conference & Components of Conference, Corporate Meetings, Festivals & Cultural

Events : Organising, planning & Managing of Different types of Festivals like New Years Day, Christmas Celebration, Holi, Diwali etc. , knowledge of different marriage events & it's celebrations.

UNIT-V

Trade shows & Exhibitions , principal Purpose, Types of shows, Benefits, Participants, Organisation & Membership, Evaluation of Attendees, Residential Conference Arrangement and making their check list and other requirements, Cruisers event management.

4. TOUR ORGANISATIONS & TRAVEL MANAGEMENT

UNIT-I

Importance of Tour Organisation and Travel Management. , Types of Travel Agencies & Tour Operations & Their Organisational Setups, Present Trends and Patterns, Prospectus, Problem and Issues, the Indian Travel Agencies and Tour Organisations an Overview

UNIT-II

Setting up of a Travel Agency, Market Research & Investment Provision

UNIT-III

Preparing Feasibility Report, Procurement of Legal Certification for Setting of a Travel Agency, Affiliation Membership from Reputed Association like IATA, UFTA, TAAI, WATA, FHRA etc.

UNIT-IV

Functions of a Travel Agency, Understanding Functions of a Travel Agency, Travel Information, Documentation, Planning & Casting Tours, Ticketing Product Promotion and Other Miscellaneous Works, Customer's Service & Use of Foreign Language & its Incentives, Sources of Income, Commission, Service Charges Make up on Tours.

UNIT-V

Organisational Structure of Standard Agencies Such as SITA / TCI / SOTC / SHIKHAR , International Conventions- Warsaw Convention 1929, Chikago 1944, Brussels Convention 1961, Berne Convention 1961-66.

REFERENCE BOOKS :

- 1.Tourism Development Principles & Practices - A. K. Bhatia
- 2.Tourism - Rob Davidson