

**CURRICULUM/ REGULATION/ COURSES OF STUDY**  
**MASTER OF BUSINESS ADMINISTRATION (COURSE CODE- 030302)**  
**UNDER CBCS (WITH EFFECT FROM 2017)**  
**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. CLC Requirement shall not be insisted upon for students pursuing the course under distance mode provided required information is available.

**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 normally in the month of November - December.
- 2.3 Even semester is from January to June ( i.e., 2nd & 4th semester). The examination shall be held normally in the month of May - 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 s/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 face to face Programme
- 2 credit points :- 20 hours,  
3 credit points :- 30 hours,  
4 credit points :- 40 hours,
- 3.2 Under Distance Mode
- 2 credit points :- 10 hours,  
3 credit points :- 15 hours,  
4 credit points :- 20 hours,

**4. GRADING SYSTEM**

<b>Grade</b>		<b>Mark Secured from 100</b>	<b>Points</b>
Outstanding	'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 is required to obtain at least 36% / Grade D in each theory paper/ Project / practical / viva / assignment etc. and in aggregate in order to pass the University Examination.**

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.

4.5 The details of grading system under class 4.1 to 4.4 shall be printed on the backside of University 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 two semester examinations.

5.2 A student may appear a paper as improvement (repeat) in any number of 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 2% of grace mark on the aggregate mark subject to maximum of 5 (five) marks in single paper shall be given. This shall be applicable in each semester.

6.2 .5 (point five percent) grace mark can be given for award of B Grade in each semester provided grace mark under 6.1 has not been awarded.

## 7. UNIVERSITY EXAM / PRACTICAL EXAM MARK DISTRIBUTION

7.1 Semester end University Examination shall be of 100 marks for all papers.

7.2 Distribution of marks and duration of examinations.

Paper	University exam		Practical exam		Assignment exam		Total	
	Mark	Duration	Mark	Duration	Mark	Duration	Mark	Duration
Theory Paper	70	3 hours	--	--	30	1 hours	100	4 hours
Theory With Practical Paper	50	2 hours	20	1 hours	30	1 hours	100	4 hours

## 8. UNIVERSITY EXAMINATION QUESTION PATTERN

8.1 There shall be three types of questions – Essay/Descriptive, short answer & very short answer.

**The following shall be the distribution for papers carry 70 marks theory exam.**

- Three essay type carrying 12 marks out of five is to be answered. Model answers should be between 700 - 1000 words.
- Three short type questions carrying 8 marks out of five is to be answered. Model answers should be between 500 - 700 words.
- Two very short type questions carrying 5 marks out of four is to be answered. Model answers should be between 300 - 500 words.

**The following shall be the distribution for papers carry 30 marks assignment exam.**

- Two essay type carrying 15 marks out of five is to be answered. Model answers should be between 700 - 1000 words.

### 8.2 Distribution of marks for theory papers carrying 50 marks

- Two essay type carrying 12 marks out of four is to be answered. Model answers should be between 700 - 1000 words.
- Two short type questions carrying 8 marks out of three is to be answered. Model answers should be between 500 - 700 words.
- Two very short type questions carrying 5 marks out of four is to be answered. Model answers should be between 300 - 500 words.

## 9. COMMON QUESTIONS

Common question papers shall be set for common papers for MBA & All P.G. Diplomas. Common examination will be held.

- Students admitted into P.G. Diploma Course and completing the course in the same academic year may get admitted into MBA in the next academic session. Such students shall enjoy waiver for the papers completed under P.G. Diploma course. This up-gradation shall be allowed within one year only. For example students admitted in 2017-18 academic session into P.G. Diploma courses have the choice of upgrading to MBA course in 2018-2019 academic session only. The marks secured in P.G. Diploma Examination shall be transferred to MBA Examination for respective common papers.
- In case of P.G. Dept. M.S. Law College the teacher offering the course shall be responsible completely for the evaluation (setting papers, conducting unit test, term end test, seminars, presentation, guidance of dissertations and projects etc.).
- The Departmental Teacher Council, Teacher Council of P.G. Dept. of Law & M.S. Law College and teacher Council of DDCE along with concerned Heads of P.G. Depts. of the University shall act as the Board of Study for the courses offered. They may invite external members.
- Each Dept shall have a designated Teacher in-charge of Examination to be decided by the Head, Principal, or Director as the case may be.

14. The Evaluation would be sole responsibility of Teacher offering the course ( i.e. Setting & evaluating for Unit test / Quiz / Presentation or Seminar term end / Practical / Dissertation / Project etc.)
15. The Dept. Law College, DDCE shall prepare the result and handover the same (Tabulation Register.) to Controller of Examinations ( both soft & hard) for preparation of certificates and mark sheets. The Head of the Dept. / Principal, Director may issue Mark sheet cum Provisional result sheet to the candidates.
16. Suitable modifications may be made for P.G. Courses offered by the DDCE, Utkal University under approval of its Advisory Council and the Vice Chancellor.

### **COURSES OF STUDY**

Year/ Semester	Subject	Paper	Title of the Paper	Max. Marks
				Total
<b>I Year 1st Sem.</b>	Core (eight papers Total Marks 800)	1330302101	MANAGEMENT CONCEPTS AND PRACTICES	100
		1330302102	BUSINESS REGULATORY FRAME WORK	100
		1330302103	FINANCIAL ACCOUNTING	100
		1330302104	BUSINESS ETHICS	100
		1330302105	HUMAN RESOURCE MANAGEMENT	100
		1330302106	MARKETING MANAGEMENT	100
		1330302107	FINANCIAL MANAGEMENT	100
		1330302108	ORGANIZATION BEHAVIOUR	100
<b>I Year 2nd Sem.</b>	Elective (Select any Six Papers) Select papers shall be offered by DDCE.  Total Marks 600)	1330302201	MANAGERIAL ECONOMICS	100
		1330302202	CORPORATE LAW & TAX COMPLIANCES	100
		1330302203	BUSINESS POLICY & STRATEGIC MANAGEMENT	100
		1330302204	E- BUSINESS	100
		1330302205	COST AND MANAGEMENT ACCOUNTING	100
		1330302206	QUANTITATIVE METHODS FOR MANAGEMENT	100
		1330302207	RETAIL MANAGEMENT	100
		1330302208	CORPORATE GOVERNANCE	100
		1330302209	AGRI BUSINESS MANAGEMENT	100
		1330302210	PUBLIC POLICY	100
		1330302211	MARKETING SERVICES	100
		1330302212	PROJECT MANAGEMENT	100
		1330302213	DISASTER MANAGEMENT.	100
<b>Select elective courses shall be offered.</b>				
<b>Year</b>		1330302109	MANAGEMENT OF CHANGE & STRATEGIC ISSUES	100

<b>3<sup>rd</sup> Sem.</b>	Core (eight papers)  Total Marks 800)	1330302110	PRODUCTION & OPERATION MANAGEMENT	100
		1330302111	ENTREPRENEURSHIP DEVELOPMENT	100
		1330302112	BANKING & INSURANCE MANAGEMENT	100
		1330302113	MANAGEMENT INFORMATION SYSTEM	100
		1330302114	INTERNATIONAL BUSINESS AND FINANCE	100
		1330302115	RESEARCH METHODOLOGY	100
		1330302116	BUSINESS ECONOMIC ENVIRONMENT	100
Elective and Free Elective (Six papers)		<b>Special Papers</b>		
<b>II Year 4<sup>th</sup> Sem</b>  Total Marks 800	<b>HUMAN RESOURCE MANAGEMENT</b>	1330302218	HUMAN RESOURCE PLANNING AND DEVELOPMENT.	100
		1330302219	MANAGING EMPLOYEE RELATION & RELATED LAWS	100
		1330302220	MANAGEMENT OF TRAINING AND DEVELOPMENT	100
	<b>FINANCIAL MANAGEMENT</b>	1330302221	FINANCIAL MARKET & INSTITUTIONS	100
		1330302222	MERCHANT BANKING & FINANCIAL SERVICES	100
		1330302223	SECURITY ANALYSIS & PORTFOLIO MANAGEMENT	100
	<b>MARKETING MANAGEMENT</b>	1330302224	CONSUMER BEHAVIOUR	100
		1330302225	ADVERTISING AND BRAND MANAGEMENT	100
		1330302226	PRODUCT & SALES DISTRIBUTION MANAGEMENT	100
	<b>BANKING AND INSURANCE MANAGEMENT</b>	1330302227	RISK & CLAIMS MANAGEMENT	100
		1330302228	BANKING AND INSURANCE LAWS	100
		1330302229	BANKING AND INSURANCE MARKETING	100
	<b>TOUR &amp; TRAVEL MANAGEMENT</b>	1330302230	TOURISM & TRAVEL TRADE	100
		1330302231	HOTEL MANAGEMENT	100
		1330302232	TOUR ORGANISATIONS & TRAVEL MANAGEMENT	100
	<b>DIETETICS &amp; NUTRITION MANAGEMENT</b>	1330302233	HUMAN SYSTEM MANAGEMENT	100
		1330302234	THERAPEUTIC MANAGEMENT	100
		1330302235	MICROBIAL MANAGEMENT AND FOOD INDUSTRY	100
	<b>PRODUCTION &amp; OPERATION MANAGEMENT</b>	1330302236	TOTAL QUALITY MANAGEMENT	100
		1330302237	PURCHASING & MATERIAL MANAGEMENT	100
		1330302238	OPERATION PLANNING CONTROL	100
	<b>INFORMATION SYSTEM MANAGEMENT</b>	1330302246	DBMS & RDBMS	100
		1330302247	ENTERPRISE RESOURCE PLANNING	100
		1330302248	SYSTEM ANALYSIS & DESIGN	100
	<b>AGRI BUSINESS</b>	1330302249	AGRI RURAL MARKETING	100

<b>MANAGEMENT</b>	1330302250	AGRI FINANCIAL MANAGEMENT	100
	1330302251	MICRO FINANCE MANAGEMENT	100
<b>PUBLIC POLICY MANAGEMENT</b>	1330302252	PUBLIC SYSTEM MANAGEMENT	100
	1330302253	ECONOMICS OF PUBLIC POLICY	100
	1330302254	PUBLIC POLICY ANALYSIS & EVALUATION	100
	1330302255	PROJECT VIVA	200
<b>GRND TOTAL MARKS</b>			<b>3000</b>
<p>➤ In fourth semester, one has the option to select any two groups consisting of three papers in each of the groups.</p>			

## **2YEAR MBA COURSE STRUCTURE**

### **1ST SEMESTER**

#### 1330302101 **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 & Weihrich (Tata Mc.Graw)- Reading in Management Peter Ducker
2. Management – Robbins & Coulter (Pearson)
3. Principles of Management – Stoner & Freeman
4. Principles of Management – Chandra Bose (PHI)

#### 1330302102 **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 - Mercantile Law - Avtar singh ( for Cases)
3. Mercantile Law – S.S. Gulsan
4. Business and Corporate Law – Gyna, PPS (S.Chand)

### 1330302103 **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 (2<sup>nd</sup> Edn) – PHI.
2. Bhattacharya – Financial Accounting for Business Managers – PHI.
3. Meigs & Meigs :Accounting: The Basic for Business Decisions (McGraw Hill)Source and Negotiated Source,

### 1330302104 **BUSINESS ETHICS**

**Unit- 1** Business Ethics- An Introduction. Business ethics and law , Ethics in the context of Globalization., Sustainability as a goal of business ethics. , Environmental perspective of business ethics, Theories of Business Ethics, normative ethical theories, virtue ethics, discourse ethics, feminist ethics.

- Unit- 2** The Indian Perspective on Ethics. Four goals of life Dharma Artha karma mokshya , Karma Yoga and Bhagabat Gita , Vedantic View of Life & ethics of Ethics froart , Lesson Ramayana and Mahabharata views of Gandhi, Aurobindo & Vivekananda.
- Unit- 3** Ethical Leadership and Value System. Moral and Ethics, Ethical issues for leaders. Fundamental Issues- Long Term , Goals- Good of Society and Mankind,
- Unit- 4** Ethical Issue I : Marketing , HR, Finance
- Unit- 5** Ethical Issue II : IT, Medical, Engineering, Public Servants Matter, Case: Oxford University press- 2007.

## Reference-

1. Business Ethics, Andrew Crane Dirk, The Good Struggle responsible leadership in an unforgiving world- Joseph L. Badaracco, Harvard Business publishing 2013. ISBN- 13978-1-4221-9164-4.
2. Business Ethics- Text & Cases- C.S.V murthy- Himalaya Publishing House- 2012 ISBN- 978-93-5051-812-0 j.
3. Professional Ethics KR Govindan S. Sen thil Kumar Anuradha Agencies 2004. Ethics in Management Vedantic Perspectives ,S. K Chakravorty- Oxford University Press- 2006 ISBN No- 019564092-6.
4. Indian Ethics- Modern Management mantra Kumar Dutta A. Ganjree

## 1330302105 HUMAN RESOURCE MANAGEMENT

- Unit-1** Concept, Importance of HRM Emergence of HRM, Feature, Scopes, Relationship with line function, Role and functions of HR Managers, HRM Practices in India,
- Unit-2** Human Resource Planning, Concept, Need, Method and Techniques, Market and HR Planning, Recruitment: Concept, Policy and Procedures, Sources, Selections, Concept, Policy, Types, Procedures, Induction: Concept, Objective.
- Unit-3** Promotion: Purpose, types, Methods, Transfer: Concept Purpose, Types, Separation; Different Schemes and Practices. Performance Appraisal: Concept, Objective, Method. Practice with cases. Potential Appraisal: Practices with cases.
- Unit-4** Compensation Management: Concept, Objectives Wages & Salary and incentives: Types and Practices. Training & Development – Concept, Objective, Types, Methods and practices. Training Need Assessment & Evaluation
- Unit-5** IHRM Difference between Domestic and International Manager. International Recruitment Sources and Selection, Training, Types of Cross Cultural Training. Multinational performance management, International compensation system, Objectives, Approaches and practice.

### **Books Recommended**

1. Pattanayak – Human Resource Management. (PHI)
2. Kandula – Human Resource Management in Practice with 300 models, Techniques & Tools (PHI)
3. Personnel Management and Industrial Relations – R.S. Davar: Vikash Publishing House Pvt. Ltd.
4. Human Resource Management – Subba Rao: HPH

## 1330302106 MARKETING MANAGEMENT



- Unit-1 Introduction to Marketing:** Meaning, Importance, Core Concept, Marketing Management Process, Marketing Environment.
- Unit-2 Marketing Planning:** Identification of market, Market Segmentation, MIS, MR, Consumer Behaviour and Demand Forecasting
- Unit-3 Product Pricing Strategy:** Product, Product Classifications, Product Strategies, New Product Development, Product Life Cycle and Marketing Mix Strategy, Branding, Labeling and Packaging Strategies, Pricing Methods and Strategy.
- Unit-4 Promotion and Placement Management:** Integrated Marketing Communication (IMC) and tools of Promotion and Promotional Strategy, Meaning and Importance of Distribution System, Functions of wholesaler and retailer.
- Unit-5 Contemporary topics in Marketing:** in Practice, Marketing of Services, Rural Marketing, International Marketing and Digital Marketing and Green Marketing

### **References**

1. Philip Kotler - Marketing Management, 12th Edn , PHI
2. Sherlekar, S.A. Marketing Management, HIMALAYA.
3. Stanton : Fundamentals of Marketing.
4. Kotler & Arm Strong : Principles of Marketing ( Asian Perspective)
5. Rajan Saxena - Marketing Management, Tata - McGraw Hill
6. Ramaswarny & Namakumari - Marketing Management, McMillan

### 1330302107 **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, Payback 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 earnings, 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. Van Horn : Financial Management- Pearson Education.
2. I M Pandey - Financial Management, Vikash
3. Prasanna Chandra - Financial Management, TMH
4. Khan & Jain - financial Management, Tata McGraw - Hill
5. Banerjee: Financial policy and Management Accounting (PHI)
6. Sahoo, P K - financial Management, Pen Point Communication

1330302108 **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-Organisational Behaviour (S.Chand).

## 2ND SEMESTER

### 1330302201 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

### 1330302202 CORPORATE LAW & TAX COMPLIANCES

#### **Unit- 1 INCORPORATION OF COMPANY- I**

Introduction To Companies Act 2013 – Important Definitions and concepts - Formation Of Company – Memorandum – Articles- Incorporation Of Company , Government Company - Key Managerial Personnel - Member - Net Worth –Officer - One Person Company - Private Company – Promoter – Prospectus

#### **Unit-2 INCORPORATION OF COMPANY-II**

Public Company - Small Company - Subsidiary Company - Unlimited Company. Appointment Of Directors , Director And Nominee Director- Disqualifications For Appointment - Number Of Directorships - Duties Of Directors , Register Of Members, Annual General Meeting, Notice Of Meeting Quorum For Meetings- Chairman Of Meetings, Minutes Of Meetings

#### **Unit-3 SHARE CAPITAL, AND WINDING UP**

Kinds of Share Capital - Voting Rights - Variation of Shareholders. Corporate Social Responsibility, Circumstances of Winding Up, Legal Aspects of Accounts and Audit

#### **Unit-4 TAX PLANNING AND TAX MANAGEMENT**

Tax evasion -Tax avoidance – Tax planning - Tax management - Need for Tax Planning -

Limitations of Tax Planning – Tax Planning for Employees - Tax planning relating to income from house property - Tax planning relating to income from business – Tax planning relating to capital gains - Tax planning relating to income from other sources.

#### **Unit-5**

Introduction to TDS, Introduction to Corporate Returns  
Introduction of GST and Applications

### **References**

1. Company Law – V S Datey
2. Company Law – Tulsian
3. IncomeTax Law and Practice – Singania –Taxman

### **1330302203 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 (PHI)
3. Russel Ackoff : Democratic Corporation.
4. Ansoff, Corporate Strategic, Polican.
5. Bhasker Chopra, Business Policy for Indian Industry, Time Foundation.

### **1330302204 E-BUSINESS**

**Unit-1** 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 (2<sup>nd</sup> Edition). (PHI)
3. Mathew Reynolds - Beginning E-Commerce, Shroff Publishers and Distrbutors 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.

### **1330302205 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)
4. Jain & Narang.
5. Justin Paul – International Business (2<sup>nd</sup> Edition) -PHI
6. International Business, Bhalla, V K and Ramu, S Shiva, Anmol Pub

### **1330302206 QUANTITATIVE METHODS FOR MANAGEMENT**

- Unit -1** Permutation and Combination, Matrices and Determinants.
- 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 and least square method.
- 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)
6. S.C.Gupta : Fundamentals of Statistics- HPH

## **1330302207 RETAIL MANAGEMENT.**

### **Unit -1 An Overview of Retailing:**

Introduction to Retailing; Evolution of Indian Retail Industry; Emerging Sectors in Retailing; Changing Trends in Retailing; Importance in Retailing; Overview of Retail Sector; Market in Recession Worldwide; Impact on Retail Industry.

### **Unit-2 Types of Retail Stores and strategy**

Introduction to Retail Types; Department Stores; Super Markets; Chain Stores. Introduction to Retail Strategy; Location Decisions; Store Image Decisions; Market Decisions; Retail Mix and Environment Elements of Retail Mix; Retail Store

### **Unit-3 Location and Layout;**

Characteristics used in Location Analysis; Country and Regional Analysis; Trade Area Analysis; Reilly's Law; Huff's Model; Store Design and Layout General Requirements in Store Design; Exterior Design and Layout; Interior Store Design and Layout; Elements;

### **Unit-4 Retail Pricing and Merchandise Performance;**

Element of Retail Price; Developing a Pricing Strategy; Approaches to a Pricing Strategy; Merchandise Location; Analysis of Merchandise Performance; Introduction to Retail Promotion Mix; Advertisement- Elements ; Objectives; Functions of Advertising; Characteristics of Good Advertising;

### **Unit-5 Globalization and Retailing**

Introduction to Globalization and Retailing; Changing Retail Scenario; Environment and Experience; Competitive Sales; Economic Development; Emerging New Face of Retailing; Alternative Sales Channels; Forecast Total Retail Sales; e-Retailing; e-Commerce and Retailing;

## **1330302208 CORPORATE GOVERNANCE**

**Unit- I** Corporate Governance : An Overview, Historical, Perspective, issues in Corporate Governance. Theory and practice of Corporate Governance concept of computation and corporate concept of Governance and good Governance. Agency Theory- Stewardship Theory , Share Holder vs. Stake Holder Approach.

**Unit- 2** Current scenario of Corporate governance. Obligation to investors, employees, customers and managers. Land mark corporate Governance, Case studies of India,

USA, UK and Germany , Various Committee (India), Reports on Corporate governance, Issues.

**Unit- 3** Agents and Institutions in Corporate governance. Rights and privileges of share holders. Investors problem and protection. Corporate governance and other stake holders. Corporate governance : Board of Directors and Auditors, Banks and Corporate governance.

**Unit- 4** Corporate governance : Indian Scenario, public Policies, SEBI, Corporation in Global Society.

**Unit- 5** Corporate Social Responsibility. Concept CSR in India, USA and Other major countries. CSR laws in India.

### **3RD SEMESTER**

#### **1330302109 MANAGEMENT OF CHANGE AND STRATEGIC ISSUES**

**Unit-1** Concept of Change – Relevance for Organisation Nature, Forces & Types of Changes, I Impact on Management, Organisational Vision and Strategic Planning.

**Unit-2** Managing Change Concept– Models of Change, Process of Change, 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, Process, Mechanisms TQM and Other Quality improvement Programmes..Corporate Social responsibilities Issues.

**Unit-4** Understanding Culture , Cross- Cultural Issues in management. Managing people in International Firms Cross Cultural Theory (Halls & Lorange).Expatriation and Repatriation process, Cross Cultural Negotiations

**Unit-5** Merger & Acquisition (Restructuring), LPG Model, Recent Trends, EPRG Model. Globalization Approaches, Globalization and the strategies, the competency required for International Managers in implementations of change.

#### ***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)

#### **1330302110 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. Pannerselvam – Production and Operations Management (PHI)
2. Chary S N - Production Operations Management, Tata - McGraw - Hill
3. Mayer R R - Production Operations Management, McGraw - Hill
4. Schroeder R G - Operations Management, Decision Making in Operations Function, McGraw - Hills
5. Bedi - Production Operations Management, McGraw Oxford
6. Adam & Ebert – Production and Operations Management (PHI)

**1330302111 ENTREPRENEURSHIP DEVELOPMENT**

**Unit-1 The Entrepreneur:** General concept and definition, Entrepreneur and Entrepreneurship, Entrepreneurial culture, Types of Entrepreneurship, Entrepreneurial traits, 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, Status of Small Scale Industrial Undertakings, Steps in starting a small industry,

**Unit-5 Small Scale Industrial Undertakings:** Financial institutions, Incentives and subsidies, Problems in small enterprise management, Sickness and Preventions, Social Responsibility of Business

**Reference**

1. S K Mohanty, Prentice Hall of India, New Delhi, Fundamentals of Entrepreneurship.
2. Dynamics of Entrepreneurial Development and Management Vasant Desai, HPH

**1330302112 BANKING & INSURANCE MANAGEMENT**

**Unit-1 Management and Principles of Bank:** Banking System in India, Principles of Banking, The Banking Regulation Act, 1949, Creation of Money, Electronic Banking System, Role of Reserve Bank of India. **Principles of Insurance:** Introduction, History of Insurance Policies, Types, Policies Conditions and Principles of Insurance



**Unit-2 Management of Bank Policies:** Bank's Investment Policies, Different Loan Policies, Credit Management in Bank. **Nature of Insurance Business:** Nature of Insurance contract Insurance Contract VS Wage sing Contract, Importance of Insurance- Uses of Insurance Business.

**Unit-3 Management of Deposit and Advances.** Opening of a Account, Types of Deposit Account, Importance of CRM, Types of Advances.

**Role of Development Officer:** Meaning - Importance of Development officer, Duties of Development officer. Principles of General Insurance' Function Personal General Insurance Products, Commercial General Insurance Products.

**Unit-4 Investment Report:** Nature of Bank Investment, SLR Requirement & Investment, Nature and Significance of Investment Management, Fundamental of Security Investment. **Role of Insurance Agents:** Meaning and Definition of Agents Recruitment and selection of Agents, Training of Agents, Duties of Agents, Code of Conduct for Agents, Rights of Agents, Essential Qualifications for successful Agents, Termination of Agents.

**Unit-5 Management of Finance** Bank Accounts, Records, Reports, Statement of Advances, Profit and Loss accounts, Balance Sheet and reports. **Management Principles in Insurance:** Management function in Insurance, hierarchy, Individual and group behaviour, Management of personnel of manager, Management process of selection, Training , Promotion etc.

### **Reference**

1. Insurance –Theory and Practice. Tripathy and Pal (PHI)
2. Principle and Practice of Insurance. Dr. P. Paniasamy (HPH)

### **1330302113 INTERNATIONAL BUSINESS & FINANCE**

**Unit-1** International Business: and overview; International Business Theories, trade and tariff, regional blocks and world trade organization

**Unit-2 Foreign Exchange Markets:** Determining exchange rates, fixed and flexible exchange rate system, Exchange rate theories, Participants in the foreign exchange markets.

**Unit-3** Multinational Enterprises and National Institutions; The Foreign Sector of the Developing Economies; Multi-cultural Management. Salient features of different international markets & Instruments.

**Unit-4 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-5 Multilateral Finance Institutions:** Role of IMF, IBRD and other development banks, International investors and foreign investment institutions.

### **References**

1. International Business Concept, Eaw & Strategy . V.Sanam (Person).

2. Cherunilam – International Business: Text and Case (PHI)
3. Justin Paul – International Business (2<sup>nd</sup> Edition) -PHI
4. International Business, Bhalla, V K and Ramu, S Shiva, Anmol Pub

### **1330302114 MANAGEMENT INFORMATION SYSTEM**

- Unit-1 Information System – Fundamental Concept of System, Rules, Components, Types, Definition of MIS, MIS Model, Characteristics, Subsystem and up Growth in Organisation.
- Unit -2 Information System Development – System Development Life Cycle, Phases of SDLC, Fact finding technique, DFD, Flow Chart , 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 Data Communications – Introduction , Communication Devices , LAN, MAN,WAN, Internet concepts , Protocols of Internet – TCP/IP suite , Internet Services, Internet applications .
- Unit – 5 Data base Management System. Levels of Data Abstraction, Types Data base, Data Models ,DBMS, functions, Benefits, Designing of Data base, Data Mapping, Security Issues of DBMS

#### **References**

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

### **1330302115 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; **Discriminant** Analysis; Factor Analysis, ANOVA.
- Unit-5:** Interpretation & Report Writing ; Importance & Techniques of Interpretation ; Significance of Report Writing ; Steps in Writing Report ; **Layout** of the Research Report ; Types of Report.

### **1330302116 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)
6. Mishra & Puri : Indian Economy ,2006 Edition.
7. Dutt & Sundaram :Indian Economy,2006 Edn.

## **4TH SEMESTER**

### **HUMAN RESOURCE MANAGEMENT (Group A)**

#### 1330302218 **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

1330302219 **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.

1330302220 **MANAGEMENT OF TRAINING AND DEVELOPMENT**

- Unit -1** Concepts of training, comparison between training and development, concept of skill up gradation different aspects of trainings , Types of Training programme.  
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. Role and responsibilities of trainer
- 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 Training Calendar, Training Policy

**Unit-5** Evaluation of Training effectiveness, Kirkpatrick's four-level training evaluation model, Kaufman's five levels of evaluation, CIRO Model, Assessment criteria, Development of Training Feed Back Form

**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

**FINANCIAL MANAGEMENT (Group B)**

1330302222. **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 (3<sup>rd</sup> Edn) – PHI.

1330302223. **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 installment 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.

## 1330302224. **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.

## **MARKETING MANAGEMENT (Group C)**

### 1330302226. **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

### 1330302227 **ADVERTISING AND BRAND MANAGEMENT**

- Unit-1** Advertising and the marketing process, Media planning and selection, Campaign planning and launching. Message designing and development. Advertising budgeting, Corporate Advertising.
- Unit-2** The role and working of an Ad Agency. Measurement of Advertisement Effectiveness - DAGMAR Approach. Pre-Testing, Post-Testing Techniques of measuring Ad. Effectiveness.
- Unit-3** Sales Promotion- Consumer Promotion, Dealer Promotion, Sales Force Promotion. Sales force planning and execution. Recent trends.
- Unit-4** 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-5** Managing Brands; Brands Creation, Brand Extensions, Brand-product Relationships, Brand Portfolio

### **References**

1. Sharma & Singh –Advertising, Planning & Implementation – PHI
2. Wells, Burnett, Moriarty – Advertising –Prin & Practice. PHI.
3. Wright, Farner and Ziegler - Advertising

4. Chunawalla and Sethia - Advertising Management –(HPH)
5. S.A.Chunawala - HPH

1330302228. **PRODUCT AND SALES DISTRIBUTION 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** Introduction to Sales Management- Understanding Basics of Selling- Meaning, Importance and Scope, Selling, Salesmanship, Selling Process, Selling Skills Sales Organisation and Territory Management- Sales Forecasting and Budgeting, Territory Management, Sales Quotas
- Unit-4** Sales Force Management- Meaning, Importance of Sales Force, Recruitment, Selection of Sales Force, Training, Compensation, motivation, Performance Education and Controlling of Sales Force
- Unit-5** Distribution Management- Introduction to Logistics, Managing Physical Distribution System
- Management of Channels of Distribution - Meaning and Importance of Channel Members, Designing Channel Strategies, Management of Wholesaling, and Retailing, Horizontal and vertical Marketing System

**References**

1. STILL, Cundiff, Govoni – Sales Management : Decision, Strategies & cases (5<sup>th</sup> 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.
8. Majumdar-Product Management in India –PHI.
9. Aaker, David, A, Managing Brand Equity, New York, Free Press, 1991
10. S.A.Chunawalla. “Product Management”. HPH.



## **BANKING & INSURANCE MANAGEMENT (Group D)**

1330302230

### **RISK & CLAIMS MANAGEMENT**

- Unit-1** Definition of Risk, Why Risk Management? Risk identification- Why does risk arise and what to do with this? **Management of Risks** Sources of Risk, Risk Identification,
- Unit-2** Various Kinds of Risks- Financial Risks and Non-Financial Risks, Process of Risk Management, Identification, Quantification, Mitigation or Control, Monitoring and Reviewing **Miscellaneous Claims Settlement** Health Insurance, Mediclaim Settlement of Claims, Property Insurance claims Settlement, Cattle. Insurance , Risk Settlement, National Agricultural Insurance Schemes, Settlement of Claims.
- Unit-3** Credit Risk- Transaction Risk, Portfolio Risk .Market Risk- Interest Rate Risk, Liquidity Risk, Forex Risk .Operating Risk Systematic Risk
- Unit- 4 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 Claims Document, Rights of Insurer on Payments.
- Unit- 5 Claims on Fix Policies** Various Types of Fix Polices Payment of Claims, Average Clause, Rights of Insurer. **Motor Vehicle Insurance Claims** Classification of Motor Vehicles, Kinds of Policies, Procedure for Settlement of Claims.

1330302231

### **BANKING AND SURANCE LAWS**

- Unit-1 Banking Laws and Regulation** Evolution of Banking Institution – Com. Bank, Co-op. Banks. **Insurance Services:** Registration of Insurance Companies, Investment norms, Preparation of Financial Statements licensing of Insurance Agent, Surveyor and Loss Assessors.
- Unit-2 Negotiable Instruments Act.-1981.Reserve Bank of India -1934**  
**Insurance Regulatory and Development Authority (IRDA)** Opening up of the Insurance Industry trends and thrusts, Progress and prospects of Insurance Sector.
- Unit-3** Insurance Advertisement and Disclosure, General Insurance, Re-instance, Assets-Liabilities, Protection of policy holders, Life Insurance Vs General Insurance, Insurance Brokers, Agents.
- Unit-4 Capital Formation and Insurance** Insurance as financial —, Insurance Vs other Financial Informations, Privatisation of Insurance Sector and Related Issues.  
**Extension of Insurance to Specialized and** Health Insurance, Third Party Administrators, Pensions.
- Unit-5 Banking Regulations Act 1949** ,Origin of the Act- Business of Banking Company, Capital requirements, Branch Licensing policy, Winding up and amalgamation of Banking companies **.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.

1330302232

### **BANKING AND INSURANCE MARKETING**

**Unit-1** Meaning & Scope of Marketing, modern concepts of marketing, Marketing strategy, STP approach, differences between goods & services marketing, Marketing environment with references to Banking & Insurance in India. Customers expectation & orientation with references to Banking & Insurance in India.

**Unit-2** The concept of Bank Marketing & insurance marketing, formulation of marketing mix for banking and insurance sector, Promotion strategy for banks and insurance sector,, relationship marketing, behavioural profile of customers, factors influencing customer behaviour , Basic problems in life insurance marketing.

**Unit-3** Product, New product development process ,product life cycle, branding, methods of pricing and strategy with references to Banking & Insurance in India

**Unit-4** Promotion mix, managing the sales force, selling process, selling skill, distribution strategy with reference to banking and insurance sector.

**Unit-5** Delivery of services, the process and measurement ,understanding of service quality and building customer relationship. Case studies from Banking & Insurance sector.

#### **References**

1. Marketing Management. - Philip Kotler
2. Service Marketing - Zeithamal & Bitner.
3. Bank Marketing - S.N.Jha

### **TOUR & TRAVEL MANAGEMENT (GROUP-E )**

1330302234

#### **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

1330302235 **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 Cruise, 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

1330302236 **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** Organizational Structure of Standard Agencies Such as SITA / TCI / SOTC / SHIKHAR, International Conventions- Warshaw 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

## **DIETETICS & NUTRITION MANAGEMENT ( GROUP-F)**

1330302238 **HUMAN SYSTEM MANAGEMENT**

**Unit-1** Introduction to human body, Cell –Structure, Characteristics, Reproduction, Function.

**Unit-2** Respiratory System – Structure and functions of respiratory Organs (Nose, Larynx, Trachea, Bronchi and Lungs) Types of respiration – Pulmonary and Tissue.

**Unit-3** Digestive System – Structure and functions of digestive Channel (Teeth, Tongue, Salivary Gland, Liver, Pancreas, Gall Bladder, Oesophagus, Stomach, Small and Large intestine), Digestion and absorption of nutrients – Proteins, fats and carbohydrates.

**Unit-4** Circulatory System – Blood – Composition, Functions, Blood Clotting, Blood Groups, Blood vessels, Heart – Structure, Functions, Blood pressure, pulse rate and Cardiac Cycle.

**Unit-5** Excretory System - Structure and function, renal organs-Kidney, Ureter, Urinary bladder, Composition and formation of urine.

### **Reference**

1. Anatomy and Physiology by Pearce.

1330302239 **THERAPEUTIC MANAGEMENT**

**Unit-1** Therapeutic Diet – Concept, Purpose, Principles, Classification, Factors Responsible for Therapeutic nutrition. Dietary Prescription and follow-up. Preparation of diet chart. The dietitian. Responsibility of dietitian. Role of Doctor, dietitian and nurse in feeding the patient. Diet counselling.

**Unit-2** Dietary Modification – Objectives, Types of Modified diet, Modification of Normal diet, Routine Hospital Diet-Regular diet, Light diet, soft diet, Full fluid diet and Tube feeding. Special feeding methods, pre and post operative diets.

**Unit-3** Health hazards & Diseases , Peptic Ulcer, Artherosclerosis, Hypertension, Nephritis, Cirrhosis of liver and diabetes ( Cause, symptoms, complications and prevention )

**Unit-4** Modification according to consistency - Normal diet, liquid diet, Soft diet, modification according to nutrients - High calorie and low calorie diet, High protein and low protein diets, high residue ( fibre) and low residue diets.

**Unit-5** Modification of diets and diseases - peptic ulcer, artherosclerosis, hypertension, nephritis, cirrhosis of liver and diabetes.

### Reference

1. Nutrition and Dietetics by Subhangini Joshi.

1330302240.

### MICROBIAL MANAGEMENT AND FOOD INDUSTRY

**Unit-1** Introduction to Microbiology, General Characteristics of Micro organism, Types of Micro organisms in Food Industry - Bacteria, Fungi, Virus, Algae, Moulds, Yeasts, Parasites.

**Unit-2** Food degradation - Introduction, Definition, Factors influencing the growth of microorganisms, Control of microorganisms, symptoms of degradation –Fresh, Dry and preserved foods.

**Unit-3** Control of food quality -Indian Standards (Compulsory Standards, Voluntary Standards, Agmark, I.S.I, and F.P.O., Adulteration, Misbranding, Municipal health laws.

**Unit-4** Food Technology (Chemical and Radiation Hazards).Chemical Hazards - Preserving agents, colouring agents, Sweetening agents, Flavouring agents, Anti oxidants, Pesticides, Antibiotics, Radiation Hazards - Irradiation of food, and natural radiation (Fall-Out, Iodine-131, Strontium- 90, Cesium-137)

**Unit-5** Infective agents in food -Chemicals, Antibiotics, Metal Contamination, Tonic foods, Criteria's for receiving safe food.

### Reference

1. Health and Hygiene and Sanitation by S.Rodey.

### PRODUCTION & OPERATION MANAGEMENT (Group H)

1330302242 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 K J 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 Maintenance (TPM), quality audits, Performance evaluation of TQM.

1330302243      **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, Purchase procedures and system Public Purchasing and tendering.
- Unit-3 Inventory Management:** Introduction of inventory Systems, Functions of Inventory and Relevant Cost Concept, Classification of Inventory Systems Inventory Models : Deterministic, Discount, EOQ, EBQ, MRP-I, Selective Inventory Management ABC, VED, FSN, PQR etc
- Unit-4 Stores Management:** Introduction stores functions stores organisation, stores system and procedures : Identification system, Receipt System, Store system, Issue system Stores Accounting and Verification system, Stores address system, Stores location and layout Store equipments, Automated Storage and retrieval Standardisation Codification
- Unit-5 Waste Management:** Introduction, Scope, Objectives, Interrelation between Waste Management and resource Management, Classification of Waste Wastivity and its measurement Organisation of Waste management Waste reduction approach, Waste collection, Recycling Waste disposal system

1330302244      **OPERATION PLANNING CONTROL**

- Unit-1** Operations planning and controlling functions. Operation control and information flow, Integrated operating Control information system.
- Unit-2** Forecasting: Qualitative forecasting, Time series prediction using regression, Exponential smoothing, Seasonal forecasting, cyclic forecasting, forecasting error analysis, Box Jerkins approach.
- Unit-3** Aggregate planning concept. Graphical / Table approach, empirical approach, optimization approach, pre-meiotic approach to production planning, designate into a master schedule, MRP-II.
- Unit-4** Sequencing and scheduling: overview, Job shop scheduling process, scheduling of tasks on single processor, and multiple processors, priority rule, sequencing rule.
- Unit-5** Scheduling with resource constraints: Allocations of single and multiple resource, resource balancing, line balancing, Helgeson-Birries approach. Region approach, Stochastic mixed product line balancing, personnel scheduling.

## **INFORMATION SYSTEM MANAGEMENT (Group J)**

### 1330302246 **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 and 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 for, 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 lelam –Database Management Systems – PHI.
2. Hansen & Hansen –Database Management & Design –PHI
3. “Simplified Approach to DBMS” Parteek Bhatia , Gurvinder Singh. Kalyani Pub.

**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.

**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)