

TRIPURA UNIVERSITY

Department of Business Management

BBA CBCS Syllabus

Session 2015-16

Table of Contents

MBA (1st Semester)	3
BMGT 701C MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR.....	3
BMGT 702C FINANCIAL AND COST ACCOUNTING	6
BMGT 703C BUSINESS ENVIRONMENT	8
BMGT 704C RESEARCH METHODOLOGY	9
MBA (2nd Semester)	11
BMGT 801C FINANCIAL MANAGEMENT	11
BMGT 802C MARKETING MANAGEMENT.....	14
BMGT 803C HUMAN RESOURCE MANAGEMENT	16
BMGT 804 COOPERATIONS MANAGEMENT AND QUANTITATIVE TECHNIQUES	19
BMGT 805C PROJECT PAPER (INTERNAL)	21
A. FORMAT OF PROJECT REPORT	21
B. INSTRUCTIONS FOR TYPING/ PRINTING	23
C. TITLE OF THE PROJECT REPORT.....	25
D. WRITING THE SUMMER PROJECT REPORT	26
E. STUDENT DECLARATION	28
F. CERTIFICATE FROM THE INSTITUTE GUIDE.....	29
G. BIBLIOGRAPHY	30
H. ATTENDANCE SHEET.....	31
MBA (3rd Semester)	32
BMGT 901C BUSINESS ETHICS AND SOCIAL RESPONSIBILITY	32
BMGT 902C PROJECT PAPER (EXTERNAL).....	33
A. FORMAT OF PROJECT REPORT	33
B. INSTRUCTIONS FOR TYPING/ PRINTING	35
C. TITLE OF THE PROJECT REPORT.....	37
D. WRITING THE SUMMER PROJECT REPORT	38
E. STUDENT DECLARATION	40
F. CERTIFICATE FROM THE INSTITUTE GUIDE.....	41
G. BIBLIOGRAPHY	42
H. ATTENDANCE SHEET.....	43
MBA (3rd Semester) Marketing Management	44
BMGT 903C CONSUMER BEHAVIOUR	44

BMGT 904C	PRODUCT AND DISTRIBUTION MANAGEMENT	46
MBA (3rd Semester) Financial Management.....		49
BMGT 905E	FINANCIAL MARKETS AND SERVICES.....	49
BMGT 906E	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT	51
MBA (3rd Semester) Human Resource Management.....		53
BMGT 907E	MANPOWER PLANNING	53
BMGT 908E	ORGANISATIONAL DEVELOPMENT	55
MBA (4th Semester).....		57
BMGT 1001C	STRATEGIC MANAGEMENT.....	57
BMGT 1002C	ENTREPRENEURSHIP DEVELOPMENT.....	58
MBA (4th Semester) Marketing Management		60
BMGT 1003C	INTEGRATED MARKETING COMMUNICATION.....	60
BMGT 1004C	SERVICES MARKETING.....	61
MBA (4th Semester) Financial Management.....		63
BMGT 1005E	ADVANCED FINANCIAL MANAGEMENT	63
BMGT 1006E	INTERNATIONAL FINANCIAL MANAGEMENT.....	65
MBA (4th Semester) Human Resource Management.....		67
BMGT 1007E	INDUSTRIAL RELATIONS AND LABOUR LAWS.....	67
BMGT 1008E	WAGES AND SALARY ADMINISTRATION	69

MBA (1st Semester)

BMGT 701C

MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR

1. UNIT – I:

Managers and Management – Meaning – Role of managers –Functions of management- Processes of management – Evolution of Management Concepts and Thoughts

2. Unit – II:

Organizational behaviour – Nature and levels of organizational behaviour – Individuals in organization – individual differences – Personality and ability. Significance of perception attitudes and values.

3. Unit – III:

Foundations of planning – Types of plans–Approaches to planning – Planning in dynamic environment. . Organizing and Staffing Organizational designs and structures – traditional and contemporary organizational designs. Organizational culture and ethical behaviour – factors shaping organizational culture–creating an ethical culture.

4. Unit – IV:

Motivation–early and contemporary theories of motivation. Leadership – early and contemporary approaches to leadership. Groups and group development – turning groups into effective teams.Decision making

5. Unit – V:

Power, Politics, Conflict and Negotiations–Sources of individual, functional and divisional Power. Conflict – causes and consequences. Organizational politics. Organisation Control. The process of control performance appraisal

SUGGESTED BOOKS:		
1.	Management	Stoner, James A.F and Freeman, R.Edward Prentice Hall of India
2.	Management	Koontz, Harold and Wehrich, Heinz Tata Mcgraw Hill
3.	Modern Management: Text and Cases	Singh, B.P. and Singh, A.K. Excel Books
4.	Management: Processes	Sri R.K. Chhabra, T.N. Kitab Mahal, New Delhi
5.	OranisationalBehaviour, Text and Cases	Suri R. K. & Verma S Wisdom Publications
6.	Human Behaviour at work.OrganisationalBehaviour	Devis, K. McGraw-Hill
7.	OrganisationalBehaviour	Robbins, Stephen P. Tata McGraw-Hill, New Delhi
8.	Organisational Theory and Behaviour	Sharma, R.A. Tata McGraw-Hill, New Delhi
9.	Management of Organizational Behaviour	Hersey, Paul and Blandchard, Kenneth H. Prentice of Hall of India
10.	Modern Organisations	Etzioni, Amitai Prentice of Hall of India
11.	Organisation Theory &Behaviour	Singh, B.P. and Chhabra, T.N. Dhanpat Rai &Son, Delhi

1. ACCOUNTING:

As a language of Business, Scope, Merits & Limitations.

2. CONCEPT OF ACCOUNTING STANDARD:

Standard setting process in India, Merits and Limitations, Different accounting standards in India, Concept of International Financial Reporting Standard (IFRS).

3. ACCOUNTING CONCEPTS AND CONVENTIONS.**4. JOURNAL, LEDGER, DOUBLE ENTRY PRINCIPLE.****5. PREPARATION OF TRIAL BALANCE:**

Merits, Limitation, Errors not disclosed by Trial Balance and steps for rectifying the same.

6. CASH BOOK:

Single, Double and Triple Column, Petty Cash Book, Amended Cash Book.

7. PREPARATION OF BANK RECONCILIATION STATEMENT:

Uses with limitations and Preparation.

8. CONCEPT OF DEPRECIATION:

Whether Source of Fund or not? – Accounting Technique – Straight-line Method, Reducing Balance Method; with and without Retrospective Effect.

9. PREPARATION OF FINANCIAL STATEMENT:

Final Account for a Sole Proprietorship Trading Business.

10. BASICS OF COST ACCOUNTING:

Cost concepts and classification.

11. MATERIAL COSTING, LABOUR COSTING AND OVERHEADS.

SUGGESTED BOOKS:

1. Financial Accounting	Md. Hanif & A Mukherjee	TATA McGraw Hill
2. Financial Accounting for Managers	Ambrish Gupta	PHI
3. Financial Accounting	P.C. Tulsian	Pearson Higher Education
4. Financial Accounting	Porter and Norton	Harcourt College Publishers
5. Accounting in Business	R.J.Bull	ELBS
6. Cost Accounting	Asish K. Bhattacharya	PHI
7. Management Accounting	Paresh Shah	Oxford University Press
8. Advanced Cost Accounting	S.P.Jain, K.L.Narang, S.Aggarwal	Kalyani Publishers
9. Cost Accounting	N.K.Prasad & A.K Prasad	Book Syndicate

1. UNIT – I

Business Environment Introduction, Globalisation & Business Environment, SWOT Analysis, Economic Systems.

2. UNIT – II

International Economic Institutions: IMF, World Bank, ADB, UNCTAD, UNIDO, WTO.

3. UNIT – III

Indian Economic Reforms & Performance.

4. UNIT – IV

Political Environment, Technological Environment, Socio-Cultural Environment.

SUGGESTED BOOKS:

1. The Indian Economy since 1991: Economics Reforms and Performance	Edited by B. A. Prakash	Pearson Education
2. Business Environment: Text & Cases	Justin Paul	Tata McGraw Hill
3. Essentials of Business Environment	K. Aswathappa	Himalaya Publishing House
4. International Business Environment	Francis Cherunilam	Himalaya Publishing House

1. WHAT IS RESEARCH METHODOLOGY, DIFFERENT TYPES OF RESEARCH:

Problem solving research, applied and basic research, scientific research, Research and Scientific Method, Business research, Good Research, Scientific Method in Good Research;

2. DESIGNING THE STUDY:

Sampling Design, Questionnaire, resource Allocation & budgets, Evaluation methods, Pilot testing, Data collection, Analysis & Interpretation, Reporting, Result;

3. THE RESEARCH PROPOSAL:

The purpose, Researcher benefits, Types of Research proposals, Structuring the Research Proposal, Research Objectives, Literature Review, Importance/ Benefits of the Study, Schedule, Evaluating the research proposal;

4. TYPE OF STUDIES:

- a. Exploratory Studies: Qualitative Techniques, Secondary data Analysis, Experience Survey, Focus group and two-stage design.
- b. Descriptive Studies: Causal studies: Concept, testing causal hypothesis;

5. EXPLORING SECONDARY DATA:

Levels of information, Types of information sources, Evaluating information sources, Government information, Mining internal sources,

6. SURVEY METHODS:

Communicating with participants: Personal interviewing, Evaluation of the Personal interview, Increasing participation, Interview problems, Sample accessibility, Non-response error, Reducing Non-response error, Maximizing the mail survey, Self-administered survey trends, Outsourcing survey services, Observational studies, The use of observation, Evaluation of the observational method, The observer-participant relationship;

7. ANALYSIS & PRESENTATION OF DATA:

Editing (Central & field), Coding, data entry; Small study and presentation. Univariate, bivariate and multivariate techniques of data analysis.

8. HYPOTHESIS TESTING:

t, Z, chi-square & ANOVA. Correlation, regression, non-parametric techniques, cluster analysis and factor analysis. Report writing and presentation.

SUGGESTED BOOKS:

1. Business Research Methods	Zikmund, Berry, Babin	South Western
2. Research Methodology	C.R. Kothari	New Age International
3. Marketing Research	Naresh Malhotra	Pearson
4. Statistics for Management	Richard L Levin, David S Rubin	PHI

MBA (2nd Semester)

BMGT 801C

FINANCIAL MANAGEMENT

1. INTRODUCTION TO FINANCIAL MANAGEMENT:

Meaning & Definition, Relation of Financial management with other areas of Management, Functions/Role of Chief Financial Officer, Problems faced by Finance Manager under Indian Context.

2. BASIC PRINCIPLES OF VALUATION OF SHARES & DEBENTURES:

Basic Concepts, Basic Mathematical Problems.

3. BASIC CONCEPTS OF RISK & RETURN:

Meaning, Definition, Basic Concepts.

4. CAPITAL STRUCTURE:

Meaning & Importance of Capital Structure, Factors determining Capital Structure, Capital Structure Theories- Theory and basic mathematical problems.

5. COST OF CAPITAL:

Concept & Significance, Cost of various sources of Capital.

6. BASIC CONCEPT OF LEVERAGE:

Concept of Leverage, Financial, Operating, Combined Leverage- Theory & simple practical problems.

7. WORKING CAPITAL MANAGEMENT:

Meaning, Definition, Classification, Factors determining Working Capital requirement, Simple determination of Working Capital requirement.

8. BASIC CONCEPTS OF CAPITAL BUDGETING:

Meaning, Importance, Basic calculations using different techniques.

9. DIVIDEND POLICIES:

Meaning & Concept, Determinants, Basic Dividend policy models and simple calculations.

10. MERGERS & ACQUISITIONS:

Introduction, Meaning & Definition of Merger, Synergies from M & A, Advantages & Disadvantages of M & A, Types of mergers & their rationale, M & A Deal, Regulatory framework of M & A in India.

SUGGESTED BOOKS:

1. Financial Management	I.M.Pandey	Vikas Publications
2. Basic Financial Management	Khan & Jain	Tata McGraw Hill
3. Financial Management (Text & Cases)	Khan & Jain	Tata McGraw Hill

1. UNIT – I

Marketing Management Fundamentals, Marketing as a creator & Communicator of Value, Delivering Value & Marketing, Globalisation, Environment & Marketing.

2. UNIT – II

Developing Marketing Strategy.

3. UNIT – III

Creating & Managing Product as a Value Career.

4. UNIT – IV

Pricing & Promotion: Capturing & Communicating Value.

5. UNIT – V

Managing Distribution as a Career of Value.

6. UNIT – VI

Controlling the Marketing Effort.

SUGGESTED BOOKS:

1.	Marketing Management: Global Perspective Indian Context	V. S. Ramaswamy, S. Namakumari	McMillan Publishers India Ltd.
2.	Marketing 3.0	Kotler, Kartajaya, Setiawan	Wiley India
3.	Marketing	Baines, Phill, Page	Oxford Publication
4.	Marketing Management	Kotler, Keller, Koshy, Jha	Pearson, Prentice Hall
5.	Marketing Management	Rajan Saxena	Tata McGraw Hill

1. INTRODUCTION TO HUMAN RESOURCE MANAGEMENT:

Meaning, Concept, Nature, Objectives, Scope, Functions, Qualities of HR Manager, Difference between HRM & PM.

2. HUMAN RESOURCE PLANNING:

Meaning, Objectives, HRP Process Steps, Obstacles, Requirements to make HRP effective.

3. JOB ANALYSIS & DESIGN:

Meaning, Need, Process, Methods of gathering data, Concept of Job Design and techniques.

4. RECRUITMENT & SELECTION:

Concept, Difference, Recruitment sources, Selection steps.

5. TRAINING & DEVELOPMENT:

Meaning, Difference, Need, Training Steps, Techniques of Training.

6. PERFORMANCE & POTENTIAL APPRAISAL:

Concept, Objectives, Process, Methods of Performance Appraisal, Barriers, Overcoming Barriers.

7. WORKERS PARTICIPATION IN MANAGEMENT:

Definition, Objectives, Levels, Types, Limitations, Making WPM successful.

8. EMPLOYEE DISCIPLINE:

Concept, Meaning, Features, Objectives, Types, Causes of Indiscipline, Approaches, Disciplinary Actions, Code of Discipline.

9. EMPLOYEE GRIEVANCES:

Concept, Form, Causes, Effects, Model Grievance Procedure, Guideline for handling Grievances, Absenteeism; Causes and Control.

10. INDUSTRIAL RELATIONS:

Concept, Scope, Objectives, Importance, Causes for Poor IR, Developing Sound IR.

11. INDUSTRIAL DISPUTES:

Concept, Forms, Causes, Prevention, Settlement.

12. JOB STRESS, COUNSELING MENTORING:

Meaning, Nature, Symptoms, Causes & Management of Stress, Introduction, Objectives, Benefits of Counselling, Mentoring.

SUGGESTED BOOKS:		
1.	Human Resource Management (Text & Cases)	K. Aswathappa Tata McGraw Hill
2.	Human Resource Management	N. K. Singh Excel Books
3.	Human Resource Management	P. Subba Rao Himalaya Publications
4.	Human Resource Management	Saiyadain Tata McGraw Hill

1. OPERATIONS MANAGEMENT: TRENDS AND ISSUES

Introduction to Operations management, manufacturing trends in India, Services as part of Operations Management, Operations as a key functional area, Operations management: A system perspective, Operations management functions, Challenges in operations management

2. OPERATIONS STRATEGY AND LINEAR PROGRAMMING MODELS

The relevance of operations strategy, the strategy formulation process, Measures of operational excellence, Options of strategic decisions in operations, Break-Even analysis, The Cost versus Flexibility Trade-off in operations strategy, Emerging trends and implications for Operations. The Linear Programming Model. Graphical Solutions of Linear Programming Models (Maximization and Minimization Model examples).

3. PROJECT MANAGEMENT

Characteristics of Project organization, the phases of project management, A Framework for Project management, Tools and techniques for project management, Addressing time and resource constraints, Handling uncertainty in project completion.

4. DESIGN OF MANUFACTURING PROCESSES AND DESIGN OF SERVICE SYSTEM

Determinants of Process Characteristics in Operations, Types of Processes and operations Systems, The Process-product matrix, Layout Planning, Implications of layout planning, Types of layouts, Design of Process Layout, Design of product layouts. Design of Service System: Characteristic aspects, service positioning, service blueprinting, capacity planning in services using queuing analysis, service quality.

5. TOTAL QUALITY MANAGEMENT AND SIX-SIGMA QUALITY CONTROL

The quality revolution, Quality Gurus, Definitions of quality, Total Quality Management, Quality management tools, Quality certifications and Awards, Design of quality assurance systems. The Six-Sigma approach to Quality Control Management, Defects Per million Opportunities (DPMO), Organizations for Six-Sigma Quality, Process Control Fundamentals, Setting up a process Control System, Process improvement in the Long run, Six sigma and the process capability.

6. SUPPLY CHAIN MANAGEMENT AND FACILITIES LOCATION

What is Supply chain? Supply chain components, Supply chain Management: A Process Orientation, Supply chain structure, The Bullwhip Effect, Measures of Supply chain Performance, Design of Supply chains, Third Party Logistics in web-based firms, The role of

information technology in Supply chain Management. Globalization of operations, Factors Affecting Location Decisions, Location Planning Methods.

7. DEMAND FORECASTING AND AGGREGATE PRODUCTION PLANNING

Forecasting as a Planning tool, why do we forecast? Design of forecasting Systems, Developing the forecasting logic, Sources of data, Models for forecasting, Extrapolative Methods Using Time Series, causal methods of Forecasting. Planning hierarchies in Operations, Aggregate Production Planning, The need for Aggregate Production Planning, A framework for Aggregate Production Planning, Alternatives for managing demand, Alternatives for managing Supply, Basic Strategies for Aggregate Production Planning, Aggregate Production Planning methods. Dependent Demand Attributes, Planning a framework: The basic building blocks, MRP Logic, Using the MRP Systems, Capacity Requirement Planning (CRP), Distribution Requirement Planning (DRP), Manufacturing Resources Planning (MRP II), Enterprise Resource Planning (ERP), Resource Planning in Services.

8. INVENTORY PLANNING AND CONTROL

Inventory Planning for independent Demand Items, Types of inventory, Inventory Costs, Inventory Control for Deterministic Demand Items, Handling uncertainty in Demand, Inventory control systems, Selective control of inventory, Inventory Planning for Single-period Demand.

9. SCHEDULING OF OPERATIONS AND LEAN MANAGEMENT

The Need for Scheduling, Scheduling : Alternative Terms, The Loading of Machines, The Scheduling Context, Scheduling of Flow shops, Scheduling of Job shops, Input-Output Control. The origin of lean management, the philosophy of lean management, waste elimination as the core logic of JIT, Elements of JIT manufacturing, production planning and control in JIT, the continuous improvement process.

10. MAINTENANCE MANAGEMENT

The need for maintenance management, Equipment Life cycles, Measures of Maintenance Performance, Requirement for effective Maintenance management.

SUGGESTED BOOKS:		
1. Operations Management: Theory & Practice	B. Mahadevan	Pearson Education
2. Operations Management	Heizer	Dorling Kindersley
3. Operations Management for Competitive	Chase-Jacobs-Aquilano	TMH

Advantage			
4.	Statistics for Management	Levin, R.I. & Rubin, D.S.	PHI, Pearson
5.	Statistics for Business & Economics	Anderson, Sweeny, Williams, Thomson	
6.	Statistics for Management	G.C.Berry	TMH
7.	Introduction to Management Science	Fredrick Hillier, Mark Hillier	TMH

BMGT 805C PROJECT PAPER (INTERNAL)

A. FORMAT OF PROJECT REPORT

With general guide lines on how to write a Project Report

- Consult your Guide from time to time, as well as whenever necessary, carry out suggested changes by your guide and then proceed for next step.
- Do take signature of your project guide as required on your progress report sheet.
- Work regularly with commitment and ensure you are following Project Report Activity Completion Schedule and avoid last minute's hustle.

Note: For any query contact your respective Project Guide / Class coordinator

**Schedule for Project Completion
Department of Business Management
Summer Training Project Report**

S. No.	Activities to be Completed.	Signature with Date
1.	Initial discussions & finalization of title.	
2.	Finalization of chapter scheme.	
3.	Finalization of chapter 1 & 2	
4.	Finalization of chapter 3	
5.	Finalization of chapter 4 & 5	
6.	Final Draft	

7.	Approved draft shall go for binding	
8.	Final submission of report	

B. INSTRUCTIONS FOR TYPING/PRINTING

The project report should be strictly prepared according to the following guidelines.

- **Finalization of the Project Report**

Student should obtain clearance from their respective guide before final printing of the final project report.

- **Paper**

The size of the paper sheet: A4

Typing should be done on one side of the paper.

- **Font**

Type: Times New Roman

Size:12

- **Line Spacing**

Body of the text:1.5 lines

List of tables/graphs/charts/bibliography: Single Line

- **Alignment**

Title page: Centre

Chapter heading: Centre

Subheading: Left

Body of Text: Justify

- **Margins**

At the binding edge (Left): not less than 3 cm

Other margins (Right, Top, Bottom): not less than 2 cm.

- **Titles**

All titles and subtitles should be printed in BOLD.

All the Tables/Graphs/Charts/ should have appropriate titles.

- **Numbering of the Tables/Graphs/Charts**

Tables/ Graphs/ Charts should be numbered in the following fashion. Second table/ Graph/ Chart in Second Chapter should be numbered as Table/ Graph/ Chart No 2.02 where first digit stands for Chapter No. and digits after (.) period stand for serial number of Table/ Graph/ Chart in that chapter. Same numbering system should be followed for other chapters. Tables/ Graphs/ Charts must be followed by proper explanation and analysis.

- **Pagination**

The title page should not carry any page number.

For initial pages (i.e. from students declaration to Executive Summary) numbers should be given in small Roman Numbers. (Like i, ii,iii,iv etc,)

Report should contain main page numbers (i.e.1, 2.....) after Executive Summary.

Main page numbers should start from first page of Chapter 1 and will continue until last page of the report.

Page numbers are to be given at the centre of bottom of the page.

Pages separating Chapters should not be numbered but be counted.

- **Binding of the report**

The project should be hard bound with golden embossing as per the standard format

- **Number of copies to be prepared**

2 Hard copies and 1 soft copy (C.D.)

- **Before submission**

Students must sign Declaration and Acknowledgement before putting for the signature of the Guide.

C. TITLE OF THE PROJECT REPORT

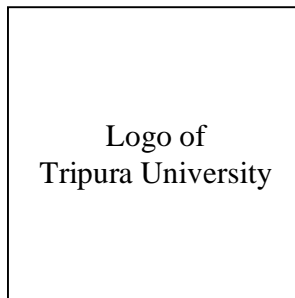
Title of the Project Report (14, Title Case, Bold)

Submitted in Partial Fulfilment for the Award of the

Degree of Bachelor in Business Administration YYYY-YYYY (14, Bold)

Under the Guidance of: (14, Bold)
Name of the Guide from Institute (14 size)
Designation (14 size)

Submitted By: (14, Bold)
Name of the Student (14 size)
University Enrolment No. (14 size)



Department of Business Management (14, Bold)
Tripura University (A Central University) (14 size)
Suryamaninagar, Agartala, Tripura (W), Pin-799022 (14 size)

D. WRITING THE SUMMER PROJECT REPORT

- Student's Declaration
- Certificate from the Company
(Mandatory if the Project is External. Otherwise required only for the students who are doing their Internal Projects in any outside organisation/ Company)
- Certificate from the Guide
- Acknowledgements
- Executive Summary
- List of Tables
- List of Charts
- List of Graphs

Table of Contents

Chapter 1 - Introduction to the topic

About the company/ topic (include details like product mix, marketing mix, HR policies, etc) according to the need of the project

Chapter 2 - Methodology

Research Design (Exploratory, Analytical etc.)

Data Collection

Primary and Secondary data

Instruments for Data Collection (Questionnaire, Inventories, Interview etc.)

Method for Data Collection (Shopping Mall Intercept, Telephone, E-mail etc.)

Chapter 3 Findings & Analysis

Chapter 4 Conclusions

Chapter 5 Recommendations / Suggestions

Chapter 6 Limitations of the Study

- Bibliography
- Annexure
 - 1. Questionnaire (If Applicable)

○ 2. Miscellaneous :

➤ Schedule for Project completion.

E. STUDENT DECLARATION

STUDENT DECLARATION

(On plain paper)

This is to certify that I have completed the Summer Project titled “(title of the project)” under the guidance of “(name of the guide)” in partial fulfilment of the requirement for the award of Degree of Bachelor of Business Administration at Department of Business Management, Tripura University (A Central University), Suryamaninagar, Agartala, Tripura (W). This is an original piece of work & I have not submitted it earlier elsewhere.

Date:

Signature:

Place:

Name:

University Enrollment No.:

F. CERTIFICATE FROM THE INSTITUTE GUIDE

CERTIFICATE FROM THE INSTITUTE GUIDE

This is to certify that the summer project titled “_____” is an academic work done by “_____” submitted in the partial fulfilment of the requirement for the award of the degree of Bachelor of Business Administration at Department of Business Management, Tripura University (A Central University), Suryamaninagar, Agartala, Tripura (W), under my guidance & direction.

To the best of my knowledge and belief the data & information presented by him/ her in the project has not been submitted earlier.

Signature:

Name of the Faculty:

Designation:

G. BIBLIOGRAPHY

Word or list of the words referred in a text or consulted by you for writing report. It should be arranged in alphabetical order by name of the authors.

For books

Name of the author (last name first) Title of the book, Edition, year of publication, No of Vol. (if any) Name and place of publisher.

Example:

Kothari, C.R. Research methodology, 3rd edition, 1997, Vikas Publishing House Pvt. Ltd, New Delhi.

For Research Papers, Published articles, Magazines, Periodicals, Journals, Newspaper etc. Name of the author (last name first), Title of the article, (in quotation mark) Name of the Journals/Periodicals/ Magazines etc in italics, Volume number, year, Page numbers.

Example: Wortman,Maxs (Jr.) "Entrepreneurship : An Integrating Typology and Evaluation of the Empirical Research in the field", Journal of Management, Vol.13(2), 1967,pp 259-279.

Online published material on World Wide Web (Alphabetically arranged Webliography)

Name of the Website, Date and time of referring the Website, Name of the Author, Title/Topic

H. ATTENDANCE SHEET

DEPARTMENT OF BUSINESS MANAGEMENT TRIPURA UNIVERSITY (A CENTRAL UNIVERSITY)

Attendance Sheet

Name of the Student : _____

University Enrollment No. : _____

Name of the Supervisor from the Industry : _____

S. No	Date	Time	Progress Report	Signature of the student	Signature of Supervisor (Institute)
1					
2					
3					
4					
5					
6					
7					
8					

9					
10					

***Minimum (8 out of 10) 80% attendance compulsory.**

MBA (3rd Semester)

BMGT 901C

BUSINESS ETHICS AND SOCIAL RESPONSIBILITY

1. INTRODUCTION TO ETHICS:

Ethics, Wisdom, Sequential and Holistic Ethical inquiry, Ethical approach to business. Business ethics and ethics in business. Triple bottom line agenda. Institutionalising Ethics.

2. MAJOR ETHICAL THEORIES:

Action based theories. Virtue based theories. Ethical issues in Marketing Management, Financial Management and Human Resource Management.

3. HUMAN VALUES FOR MANAGEMENT:

Management: A function for skills and values, The role of skills, the roll of values, Human journey from disvalues to human values, Human values and other values.

4. INDIAN ETHOS FOR MANAGEMENT:

Management thinking from the wisdom literature of India, Some Indian ethos for wisdom Management: The Guna Dynamics, The Art and Science of work, The moral law of cause and effect, The giving model of inspiration, The lower self and the higher self.

5. CORPORATE GOVERNANCE:

Aspects of Corporate Governance, Owners and Stakeholders, Directors and Board Structure, Corporate Governance in India.

6. CORPORATE RESPONSIBILITY:

Introduction, Managing and implementing Corporate responsibility, Corporate responsibility and Corporate Governance, Future of Corporate responsibility.

SUGGESTED BOOKS:

1.	Business Ethics	Richard T. De George	Pearson Education
2.	Corporate Responsibility - A critical introduction	Michael Blowfield & Alan Murray	Oxford University Press
3.	Corporate Governance	Christine A. Mallin	Oxford University Press
4.	Business Ethics - An Indian Perspective	P.S.Bajaj & Raj Agrawal	Biztantra Publication
5.	Management by Values	S.K.Chakroborty	Oxford University Press

BMGT 902C PROJECT PAPER (EXTERNAL)

A. FORMAT OF PROJECT REPORT

With general guide lines on how to write a Project Report

- Consult your Guide from time to time, as well as whenever necessary, carry out suggested changes by your guide and then proceed for next step.
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Chapter heading: Centre

Subheading: Left

Body of Text: Justify

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All the Tables/Graphs/Charts/ should have appropriate titles.

- **Numbering of the Tables/Graphs/Charts**

Tables/ Graphs/ Charts should be numbered in the following fashion. Second table/ Graph/ Chart in Second Chapter should be numbered as Table/ Graph/ Chart No 2.02 where first digit stands for Chapter No. and digits after (.) period stand for serial number of Table/ Graph/ Chart in that chapter. Same numbering system should be followed for other chapters. Tables/ Graphs/ Charts must be followed by proper explanation and analysis.

- **Pagination**

The title page should not carry any page number.

For initial pages (i.e. from students declaration to Executive Summary) numbers should be given in small Roman Numbers. (Like i, ii,iii,iv etc,)

Report should contain main page numbers (i.e.1, 2.....) after Executive Summary.

Main page numbers should start from first page of Chapter 1 and will continue until last page of the report.

Page numbers are to be given at the centre of bottom of the page.

Pages separating Chapters should not be numbered but be counted.

- **Binding of the report**

The project should be hard bound with golden embossing as per the standard format

- **Number of copies to be prepared**

2 Hard copies and 1 soft copy (C.D.)

- **Before submission**

Students must sign Declaration and Acknowledgement before putting for the signature of the Guide.

C. TITLE OF THE PROJECT REPORT

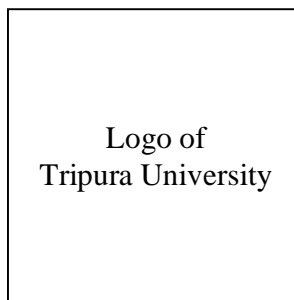
Title of the Project Report (14, Title Case, Bold)

Submitted in Partial Fulfilment for the Award of the

Degree of Bachelor in Business Administration YYYY-YYYY (14, Bold)

Under the Guidance of: (14, Bold)
Name of the Guide from Institute (14 size)
Designation (14 size)

Submitted By: (14, Bold)
Name of the Student (14 size)
University Enrolment No. (14 size)



Department of Business Management (14, Bold)
Tripura University (A Central University) (14 size)
Suryamaninagar, Agartala, Tripura (W), Pin-799022 (14 size)

D. WRITING THE SUMMER PROJECT REPORT

- Student's Declaration
- Certificate from the Company
(Mandatory if the Project is External. Otherwise required only for the students who are doing their Internal Projects in any outside organisation/ Company)
- Certificate from the Guide
- Acknowledgements
- Executive Summary
- List of Tables
- List of Charts
- List of Graphs

Table of Contents

Chapter 1 - Introduction to the topic

About the company/ topic (include details like product mix, marketing mix, HR policies, etc) according to the need of the project

Chapter 2 - Methodology

Research Design (Exploratory, Analytical etc.)

Data Collection

Primary and Secondary data

Instruments for Data Collection (Questionnaire, Inventories, Interview etc.)

Method for Data Collection (Shopping Mall Intercept, Telephone, E-mail etc.)

Chapter 3 Findings & Analysis

Chapter 4 Conclusions

Chapter 5 Recommendations / Suggestions

Chapter 6 Limitations of the Study

- Bibliography
- Annexure
 - 1. Questionnaire (If Applicable)

○ 2. Miscellaneous :

➤ Schedule for Project completion.

E. STUDENT DECLARATION

STUDENT DECLARATION (On plain paper)

This is to certify that I have completed the Summer Project titled “(title of the project)” under the guidance of “(name of the guide)” in partial fulfilment of the requirement for the award of Degree of Bachelor of Business Administration at Department of Business Management, Tripura University (A Central University), Suryamaninagar, Agartala, Tripura (W). This is an original piece of work & I have not submitted it earlier elsewhere.

Date:

Signature:

Place:

Name:

University Enrollment No.:

F. CERTIFICATE FROM THE INSTITUTE GUIDE

CERTIFICATE FROM THE INSTITUTE GUIDE

This is to certify that the summer project titled “_____” is an academic work done by “_____” submitted in the partial fulfilment of the requirement for the award of the degree of Bachelor of Business Administration at Department of Business Management, Tripura University (A Central University), Suryamaninagar, Agartala, Tripura (W), under my guidance & direction.

To the best of my knowledge and belief the data & information presented by him/ her in the project has not been submitted earlier.

Signature:

Name of the Faculty:

Designation:

G. BIBLIOGRAPHY

Word or list of the words referred in a text or consulted by you for writing report. It should be arranged in alphabetical order by name of the authors.

For books

Name of the author (last name first) Title of the book, Edition, year of publication, No of Vol. (if any) Name and place of publisher.

Example:

Kothari, C.R. Research methodology, 3rd edition, 1997, Vikas Publishing House Pvt. Ltd, New Delhi.

For Research Papers, Published articles, Magazines, Periodicals, Journals, Newspaper etc. Name of the author (last name first), Title of the article, (in quotation mark) Name of the Journals/Periodicals/ Magazines etc in italics, Volume number, year, Page numbers.

Example: Wortman,Maxs (Jr.) "Entrepreneurship : An Integrating Typology and Evaluation of the Empirical Research in the field", Journal of Management, Vol.13(2), 1967,pp 259-279.

Online published material on World Wide Web (Alphabetically arranged Webliography)

Name of the Website, Date and time of referring the Website, Name of the Author, Title/Topic

H. ATTENDANCE SHEET

DEPARTMENT OF BUSINESS MANAGEMENT TRIPURA UNIVERSITY (A CENTRAL UNIVERSITY)

Attendance Sheet

Name of the Student : _____

University Enrollment No. : _____

Name of the Supervisor from the Industry : _____

S. No	Date	Time	Progress Report	Signature of the student	Signature of Supervisor (Institute)
1					
2					
3					
4					
5					
6					
7					
8					

9					
10					

***Minimum (8 out of 10) 80% attendance compulsory.**

MBA (3rd Semester) Marketing Management

BMGT 903C CONSUMER BEHAVIOUR

1. UNIT-I: INTRODUCTION TO CONSUMER BEHAVIOUR(CB):

Nature and Importance of CB, application of CB in Marketing, Consumer Research process.

2. UNIT-II: INDIVIDUAL DETERMINANTS OF CB:

- a. Perception: process, Consumer Imagery, perceived risk
- b. Learning: principles, theories
- c. Personality: nature, theories, self concept, psychographic and life style
- d. Attitude: Structural model of attitude, attitude formation & change
- e. Motivation: needs/motives & goals, dynamic nature of motivation, Arousal of motives, theories

3. UNIT-III: GROUP DETERMINANTS OF CB:

- a. Reference group influence: types of consumer relevant groups, factors affecting group influence,
- b. Application of reference group concept.
- c. Family: functions of family, family decision making, family life cycle(FLC)
- d. Opinion Leadership and Personal influence
- e. Diffusion of Innovation: Adoption process., Diffusion process

4. UNIT- IV: ENVIRONMENTAL INFLUENCES ON CB:

- a. Social class, Life style Profile of Social class, application to CB
- b. Culture: characteristics, cross cultural understanding

5. UNIT-V: CONSUMER DECISION MAKING PROCESS:

- a. Problem recognition
- b. Information Search Process and Evaluation
- c. Purchasing process
- d. Post purchase behaviour.

SUGGESTED BOOKS:		
1. Models of CB	Nicosia, Howard & Sheth	Engel-Kollat Blackwell
2. Consumer Behaviour and Marketing Action	Assael, H.	Ohio, South Western, 1995
3. Consumer Behaviour	Engle, J F. etc.	Chicago, Dryden Press, 1993
4. Consumer Behaviour in Marketing	Howard, John A. etc.	Englewood Cliffs, New Jersey, Prentice Hall Inc., 1989
5. Consumer Behaviour: Implications for Marketing Strategy	Hawkins, D I. etc.	Texas, Business, 1995
6. Consumer Behaviour	Mowen, John C.	New York, Macmillan, 1993
7. Consumer Behaviour	Schiffman, L G and Kanuk, L L.	New Delhi, Prentice Hall of India, 1994

1. Unit – I:

Product Characteristics & Classifications, Product Differentiation Strategies, Service Differentiation Strategies, Product Life Cycle, International Product Life Cycle.

2. Unit – II:

Managing Product Portfolio: Product Hierarchy, Product Systems & Mixes, Product Line Analysis, Product Mix Pricing Issues.

3. Unit – III:

Brand & Business Models, Brand Diversity, Managing Retail Brands, Launching a Brand, Growing & Sustaining a Brand.

4. Unit – IV:

Brand Extensions, Brand Architecture, Multi-Brand Portfolio, Brand Rejuvenation, Managing Global Brands.

5. Unit – V:

Packaging, Labelling, Warranties and Guarantees, Valuation of a Brand.

6. Unit – VI:

Role of Selling in Marketing, Sales Strategies, Consumer & Organisational Buyer Behaviour, Sales Settings, International Selling.

7. Unit – VII:

Personal Selling Skills, Key Account Management, Relationship Selling, Direct Marketing, Sales Forecasting & Budgeting, Motivation & Training.

8. Unit – VIII:

Strategy in Marketing Channel, Designing the Marketing Channel, Selecting Channel Members, Target Market and Channel Design, Motivating Channel Members.

9. Unit – IX:

Product Issues in Channel Management, Pricing Issues in Channel Management, Promoting Through Marketing Channel, Evaluating Channel Performance.

10. Unit – X:

Electronic Marketing Channels, Logistics and Channel Management, Law & Ethical Issues in Selling, Legal & Ethical Issues in Channel Management.

SUGGESTED BOOKS:		
1. Marketing Management	Kotler, Keller, Koshy & Jha	Pearson Education
2. Brand Management: Text & Cases	Harsh V. Verma	Excel Books
3. The New Strategic Brand Management: Advanced Insights & Strategic Thinking	J. N. Kapferer	Kogan Page
4. Marketing & Branding: The Indian Scenario	S. Ramesh Kumar	Pearson Education
5. Sales & Distribution Management: Text & Cases	S. L. Gupta	Excel Books
6. Marketing Channels: A Management View	Bert Resenbloom	Cengage Learning
7. Selling & Sales Management	David Jobber & Geoffrey Lancaster	Pearson Education
8. Sales Management	Hair, Mehta, Anderson, Babin	Cengage Learning
9. Sales & Distribution Management	Tapan K. Panda & Sunil Sahadev	Oxford Higher Education

MBA (3rd Semester) Financial Management

BMGT 905E

FINANCIAL MARKETS AND SERVICES

1. FINANCIAL SERVICES: AN OVERVIEW:

- a. Financial System and Financial Markets
- b. Participants in Financial Markets
- c. Financial Services: An Introduction
- d. Management of Risk in Financial Services
- e. Regulatory Framework for Financial Services

2. FINANCIAL MARKET OPERATIONS:

- a. Stock Exchange: Functions and Organizations
- b. Broking and Trading in Equity
- c. Broking and Trading in Debt 9) Mutual Funds

3. MERCHANT BANKING SERVICES:

- a. Merchant Banking: An Introduction
- b. Issue Management
- c. Corporate Restructuring and Mergers
- d. Project Financing

4. ASSET FINANCING SERVICES:

- a. Leasing and Hire Purchase
- b. Debt Securitization
- c. Housing Finance
- d. Credit Rating

5. ALLIED FINANCIAL SERVICES :

- a. Credit Cards
- b. Financial Services by Banks and Insurance Companies
- c. Venture Capital

d. Factoring, Forfeiting and Bill Discounting

SUGGESTED BOOKS:		
1. Management of Financial Services	Bhalla, VK	Anmol, New Delhi, 2001
2. International Financial Centres	Bhalla, VK and Dilbag, Singh	New Delhi, Anmol, 1997
3. Marketing of Financial Services	Ennew, C, Trevor Watkins & Mike Wright	Heinemenn Professional Pub. 1990
4. Emerging Scenario of Financial Services	Gordan, E and Natarajan	Himalaya Pub. House, 1997
5. Option Pricing theory & Applications	Meidan, Arthur Brennet, M.	Toronato, Lexinton Books, 1983
6. Global Corporate Finance Text and cases	Kim, Suk and Kim Seung	2 nd ed. Miami Florida Kolb, 1993

1. AN OVERVIEW:

- a. Nature and Scope of Investment Decisions – Introduction
- b. Components of Investment Risk 3) Valuation of Securities

2. SECURITIES MARKET IN INDIA:

- a. Organization and Functioning Credit Rating
- b. Regulation Services - A Case study of ICRA

3. ANALYSIS FOR EQUITY INVESTMENT:

- a. Economy and Industry Analysis
- b. Company Level Analysis
- c. Technical Analysis
- d. Efficient Market Hypothesis, Case : Tata Tea Ltd.

4. PORTFOLIO THEORY:

- a. Portfolio Analysis Individual
- b. Portfolio Selection Portfolio
- c. Capital Market Theory Management
- d. Portfolio Revision

5. INSTITUTIONAL AND MANAGED PORTFOLIO:

- a. Performance Evaluation of Managed Portfolios
- b. Investment Companies
- c. Mutual Funds

SUGGESTED BOOKS:

1.	Investment Management: Security Analysis and Portfolio Management	Bhalla, V K.	8 th ed., New Delhi, S. Chand, 2001
2.	Security Analysis and Portfolio Management	Fischer, Donald E. and Jordan, Ronald J.	6 th ed. New Delhi, Prentice Hall of India, 1995
3.	Fundamentals of Investments	Alexander, Gordon J. and Sharpe, William F.	Englewood Cliffs, New Jersey, Prentice Hall of India 1989
4.	Modern Portfolio Theory and Investment Analysis	Elton, Edwin J and Gruber, Martin J.	New York, John Wiley, 1984
5.	Security Analysis and Portfolio Management	Lee, Cheng F. etc.	Scott, Foresman, 1990
6.	Variance Analysis in Portfolio Choice and Capital Markets	Markowitz, Harry M. Mean	London, Basic Blackwell, 1987

MBA (3rd Semester) Human Resource Management

BMGT 907E

MANPOWER PLANNING

1. HUMAN RESOURCE PLANNING:

Introduction, Definition, Objectives, Need, Importance, Barriers, Suggestions.

2. HUMAN RESOURCE PLANNING PROCESS:

Introduction, HRP Process Outline, Time Scale of HRP Forecasts, Forecasting Demand and Supply, Difficulties in HRP Forecasts using Quantitative Tools, Use of Qualitative Model, Analysis of HR supply, Methods of Wastage Analysis.

3. STRATEGIC HUMAN RESOURCE PLANNING:

Concept, Characteristics, Levels, Requirements, Benefits.

4. JOB ANALYSIS AND DESIGN:

Job Analysis – Meaning, Need, Process, Factors, Techniques of Data Collection, Uses & Limitations, Job Description & Job Specification, Job Design – Approaches, Process, Job Enrichment.

5. RECRUITMENT AND SELECTION:

Definition, Factors affecting Recruitment, Sources, Process. Selection- Meaning, Definition, Process.

6. PLACEMENT, INDUCTION, SOCIALISATION, DISLOCATION, RELOCATION:

Meaning, Definition, Different Phases, Causes, Problems, solutions in regard to dislocation and relocation.

7. INTERNAL MOBILITY AND SEPARATION:

Promotion, Transfer, Demotion, Separations.

8. EMPLOYEE MOTIVATION AS A PART OF RETENTION:

Concept, Definition, Objectives, Theories, Motivation and Morale.

9. JOB EVALUATION:

Concept, Objectives, Procedure, Advantages, Drawback, Methods, Essentials of successful Job Evaluation Programme.

10.HUMAN RESOURCE INFORMATION SYSTEM:

Concept, Definition, Objectives, Need, Characteristics, Steps, Advantages, Uses, Limitations.

11.HUMAN RESOURCE ACCOUNTING AND AUDIT:

Meaning, Objectives, Advantages, Limitations, Methods, Controlling Cost of Human Resource.

SUGGESTED BOOKS:

1. Human Resource Planning	D.K.Bhattacharya	Excel Books
2. Human Resource Management	P.Subba Rao	Himalaya Publishing House

1. INTRODUCTION TO ORGANIZATION DEVELOPMENT

Concept, nature & scope of organizational development, history of organizational development underlying assumptions & values.

2. THEORY & PRACTISE OF ORGANIZATIONAL DEVELOPMENT:

Operational components diagnostic, action & process- maintenance component.

3. ACTION RESEARCH AS A PROCESS

An approach- history. Use & varieties of action research- when & how to use action research in organizational development.

4. ORGANIZATION DEVELOPMENT INTERVENTIONS- TEAM INTERVENTIONS

Inter- group interventions- personal, interpersonal & group process interventions- comprehensive interventions- structural interventions.

5. IMPLEMENTATION & ASSESSMENT OF ORGANISATIONAL DEVELOPMENT

Conditions for success & failure- ethical standards in organizational development- organizational development & organizational performance- its implications.

6. KEY CONSIDERATIONS & ISSUES IN ORGANIZATIONAL DEVELOPMENT

The future of organizational development – Indian experiences in organizational development.

7. ORGANIZATIONAL CONFLICT:

Concept, characteristics. Positive & negative outcomes of conflict. Sources of conflict- communication, structure, personal variables, general causes. Types of conflicts- individual level conflict, group level conflict, organisational level conflict. Process of conflict/ stages of conflict episode- latents conflict, perceived conflict, manifest conflict, felt conflict, conflict aftermath. Management of conflict.

8. ORGANIZATIONAL CHANGES:

Change, organisational change, pressures for organisational change- internal & external factors. Resistance to change- individual resistance, organisational resistance, overcoming resistance to change. Approaches to managing organisational change- lewin's three step model, action research model.

9. ORGANISATIONAL CLIMATE:

Organisational climate, factors affecting organisational climate- organisation structure, organisation context, physical environment, process, system values & norms. Elements of a favourable organisational climate.

10. ORGANISATIONAL EFFECTIVENESS:

Organisational effectiveness. Steps in studying organisational effectiveness. Achieving organisational effectiveness. Problems in measurement of organisational effectiveness.

SUGGESTED BOOKS:	
1. Organizational Development	French & Bell
2. Organizational Development: Theory Practice & Research	French Bell & Zawach
3. Organizational Development: Strategies & models	Richard Beckhard
4. Organizational Development for Excellence	Kesho Prasad
5. Organizational Development	J. Jayasankar
6. Organizational Behaviour	A.K. Banerjee, R.K. Nair, V.K. Agarwal
7. Organizational Behaviour	L.M. Prasad

MBA (4th Semester)

BMGT 1001C STRATEGIC MANAGEMENT

1. UNIT – I

Strategic Management: The Core Concepts.

2. UNIT – II

Understanding Environmental Influence, Assessing Competition, Scope, Scale & Diversity.

3. UNIT – III

Assessing Organisational Resources, Architecture, Structure and Culture of Organisation, Knowledge, Learning & Innovation.

4. UNIT – IV

Strategies for Growth of an Organisation.

5. UNIT – V

Strategic Analysis: Models & Techniques.

6. UNIT – VI

Strategy Implementation.

SUGGESTED BOOKS:		
1.	Strategic Management	Chandrasekaran & Ananthanarayan Oxford University Press
2.	Strategic Management Theory & Application	Haberberg & Rieple Oxford University Press
3.	Modern Competitive Strategy	Walker Tata McGraw Hill
4.	Strategies for Growth	Atanu Ghosh IIM-A Business Books; Random House India

1. UNIT-I: ENTREPRENEURSHIP:

Concept, characteristic of successful entrepreneurs; role of entrepreneurship in economic development; entrepreneurship process; factors impacting emergence of entrepreneurship; managerial vs. entrepreneurial approach and emergence of entrepreneurship; entrepreneurship development programmes.

2. UNIT-II: STARTING THE VENTURE:

Generating business idea – sources of new ideas, methods of generating ideas, creative problem solving, opportunity recognition; environmental scanning, competitor and industry analysis; feasibility study – market feasibility, technical/operational feasibility, financial feasibility; business plan; preparing project report.

3. UNIT-III: FUNCTIONAL PLANS:

Marketing plan – marketing research for the new venture, steps in preparing marketing plan, contingency planning; organizational plan – form of ownership, designing organization structure, job design, manpower planning; Financial planning.

4. UNIT-IV: SOURCES OF FINANCE:

Debt or equity financing, commercial banks, venture capital; financial institutions supporting entrepreneurs; legal issues – patents, trademarks, copy rights, licensing; franchising.

5. UNIT – V: WOMEN ENTREPRENEURSHIP

Concept of women entrepreneurs, functions, growth, problem and development of women entrepreneurship Recent Trends.

6. UNIT –VI: RURAL ENTREPRENEURSHIP:

Concept, Need, problems of rural entrepreneurship.

7. UNIT- VII: SMALL BUSINESS ENTERPRISES:

Concept; characteristics; relationship between small and large units ; objectives; scope; Role of small enterprises in economic development; problems of small scale industries; growth strategies in small business; sickness in small business.

SUGGESTED BOOKS:

1.	Entrepreneurship	Hisrich, Robert D., Michael Peters and Dean Shepherd	Tata McGraw Hill, New Delhi
2.	Entrepreneurship	Barringer, Brace R. and R., Duane Ireland	Pearson Prentice Hall, New Jersey (USA)
3.	Entrepreneurship	Rajeev Roy	Oxford
4.	Entrepreneurship Development & Small Business Enterprises	Charantimath, Poornima	Pearson Education, New Delhi
5.	Entrepreneurial Development	S. S. Khanka	S. Chand

MBA (4th Semester) Marketing Management

BMGT 1003C

INTEGRATED MARKETING COMMUNICATION

1. UNIT – I: MARKETING COMMUNICATION:

An Integrated Perspective, Analysing the Communication Process, Developing IMC Programs.

2. UNIT – II:

Introduction to Advertising, Advertising Planning & Development, Advertising Implementation & Evaluation, Media Planning & Strategy.

3. UNIT – III: SALES PROMOTION:

– An Introduction, Sales Promotion Objectives & Budget Allocation, Sales Promotion Design & Evaluation, Sales Promotion Tools & Techniques.

4. UNIT – IV:

Public Relation, Publicity & Corporate Advertising: Issues & Challenges.

5. UNIT – V:

Advertising, Promotion & New Media: An Introduction.

SUGGESTED BOOKS:		
1.	Advertising & Promotion: An IMC Perspective	Belch & Belch Tata McGraw Hill
2.	Advertising Management	JaishariJethwaney& Shruti Jain Oxford Higher Education
3.	Advertising & Sales Promotion	Kazmi & Batra Excel Books
4.	Advertising, Promotion & New Media	Edited by Stafford & Faber Prentice Hall India
5.	Hagerty on Advertising: Turning Intelligence into Magic	Thames & Hudson

BMGT 1004C SERVICES MARKETING

1. INTRODUCTION TO SERVICES:

Nature of Services; Characteristics of Services –Intangibility, Inconsistency, Inseparability and Inventory; Search, experience and credence attributes, Classification of Services; Consumer versus Industrial Services. (6)

2. GLOBAL AND INDIAN SCENARIO IN SERVICES SECTOR:

Importance of Services Marketing; Every business a service business; Service as key differentiator for manufacturing industries. (4)

3. SERVICES MARKETING MIX:

Introduction to the 7 Ps of Services Marketing Mix; Product-Service Continuum; Standalone service products; Service products bundled with tangible products; Service Life Cycle. (4)

4. DISTRIBUTION:

Place – Distribution Strategies for Services; Challenges in distribution of Services; Role of Internet in distribution of Services. (5)

5. PROMOTION:

Promotion objective for Services; Personnel Selling, Advertising and Sales Promotion; Role of Relationship Marketing in promoting services. (5)

6. PRICING:

Factors involved in pricing a service product; demand variation and capacity constraints; Capacity Planning, Measures to respond to changes in demand; Reshaping demand using effective pricing. (6)

7. PEOPLE:

The key role of service employees in a service business; Services marketing triangle; Service profit chain, Concept of Service encounter – Moment of Truth; Training and development of employees; Motivation and empowerment. (6)

8. PHYSICAL EVIDENCE:

Nature of physical evidence; Importance of physical evidence in services; Tangibilizing through physical evidence; Service scapes. (4)

9. PROCESS:

Service as a process & as a system – Different process aspects and managerial challenges – Strategies for managing inconsistency – Customer role in services – Customers as 'co-producers'; Self Service Technologies, – Customer Service in Service Marketing (8)

10. CUSTOMER SATISFACTION & SERVICE QUALITY:

Monitoring and Measuring customer satisfaction, Order taking and fulfillment; Service Guarantee – Handling complaints effectively; Defects, Failures and Recovery. Concept and Importance of quality in Services; How customers evaluate service performance, Service Quality Models Parsuraman-Zeithamal-Bitner (PZB) Gaps Model, SERVQUAL, and SERVPERF–Gronroos model (10)

11. TECHNOLOGY & SERVICE STRATEGY:

Applying technology to service settings, e-services. (2)

SUGGESTED BOOKS:		
1. Services Marketing	Zeithaml, Bitner, Gremler & Pandit	TMGH, 4th ed
2. Services Marketing	Christopher Lovelock	
3. Services Marketing	Rampal & Gupta	
4. Essence of Services Marketing	Ardian Payne	
5. Services Marketing	Helen Woodruff	

MBA (4th Semester) Financial Management

BMGT 1005E

ADVANCED FINANCIAL MANAGEMENT

1. CONCEPTS AND DETERMINATION OF WORKING CAPITAL:

Conceptual Framework, Operating Environment of Working Capital, Determination of Working Capital, Theories and Approaches

2. MANAGEMENT OF CURRENT ASSETS:

Management of Receivables, Management of Cash, Management of Marketable Securities, Management of Inventory

3. FINANCING OF WORKING CAPITAL NEEDS:

Bank Credit – Basic Principles and Practices, Bank Credit – Methods of Assessment and Appraisal, Other Sources of Short Term Finance

4. WORKING CAPITAL MANAGEMENT : AN INTEGRATED VIEW:

Working Capital: Liquidity vs Profitability, Credit Management, Short-Term International Financial Transactions, Integrating Working Capital and Capital Investment Process

SUGGESTED BOOKS:		
1.	Working Capital Management: Text and Cases	Bhalla, V.K. 4 th ed. Delhi, Anmol, 2001
2.	Working Management	Hampton J.J. and C.L. Wagner John Wiley & Sons, 1989
3.	Short- term Financial Management	Mannes, T.S. and J.T. Zietlow West Pub. Co.,, 1993
4.	Modern Working Capital Management	Scherr, F.C. Prentice Hall, 1989

1. INTERNATIONAL FINANCIAL ENVIRONMENT:

International Economics: Issues and Dimensions, Finance Function in Multi-National Firms, International Financial Flows: Balance of Payment Framework, International Financial System and Institutions

2. FOREX RISK MANAGEMENT:

Forex Markets and Rates, Foreign Exchange Rates: Determination and Forecasting, Measuring Foreign Exchange Risk, Managing Foreign Exchange Risk

3. INTERNATIONAL WORKING CAPITAL MANAGEMENT:

Financing Foreign Trade, International Cash Management

4. INTERNATIONAL FINANCIAL REGULATION AND STRATEGIES:

Forex Regulation and Control, International Financing Strategy, International Investment Strategy

SUGGESTED BOOKS:

1.	International Financial Management	Bhalla, V.K.	2 nd ed., New Delhi, Anmol, 2001
2.	Multinational Finance	Buckley, Adrian.	New York, Prentice Hall Inc., 1996
3.	Global Corporate Finance: Text and Cases	Kim, Suk and Kim, Seung	2 nd ed. Miami Florida, Kolb, 1993
4.	Multinational Financial Management	Shapiro, Alan C.	New Delhi, Prentice Hall of India, 1995
5.	International Financial Management	P.G. Apte	Tata McGraw Hill
6.	Global Finance (AWL)	Eng, Lees & Mauer (AWL)	
7.	Cases in International Finance (AWL)	Durbey & Giddy	
8.	World Trade and Payments (AWL)	Caves, Frenkel & Jones	West Publishing Company
9.	International Financial Management	Jeff Madura	

MBA (4th Semester) Human Resource Management

BMGT 1007E

INDUSTRIAL RELATIONS AND LABOUR LAWS

1. Industrial Relations:

Concept, characteristics, importance.

2. Grievance:

Concept, nature, characteristics, features, aims & objectives. Principles of grievance handling procedure. Factors affecting grievance handling procedure. Benefits of well defined grievance system. Grievance handling procedure in India.

3. Trade Union:

Concept, nature & characteristics, objectives, functions & roles, advantages & importance, weakness, origin, growth & development of trade unions in India. Weaknesses of trade union movement in India.

4. Industrial Dispute Act 1947:

Introduction, objectives, importance aspects, authorities under the act. Strikes & lockouts- concepts, laws relating to strikes & lockouts. Penalties for illegal strikes & lockouts. Lay off- concept, legal provisions, right of workmen laid off for compensation. Retrenchment – concept, conditions precedent to retrenchment, procedure, reemployment of retrenched workmen.

5. Factories Act 1948:

Factory Legislation in India- the act, objectives, general schemes of the act. Various elements relating health under the act. Various provisions of safety under the act. Various provisions regarding the welfare of the workers. Various provisions regarding working hours of adults, employment of young persons, annual leave & wages, special provisions, penalties & procedures.

6. Payment of wages act 1936:

The act- concept, penalty for offences under the act, objectives, and main provisions.

7. Minimum Wages Act 1948:

The act- concept, objectives, scope, various provisions.

8. Workmen Compensation Act 1923:

Concept, definitions, features, objects. Doctrine of national extension. Doctrine of added peril. Doctrine of contributory negligence.

9. Employment Provident Fund Act 1952:

Objectives, scope, main provisions.

10. Payments of Bonus Act 1956:

Objectives, scope, coverage. Computation of bonus. Legal aspects & sections relating to the bonus of bonus.

SUGGESTED BOOKS:	
1. Industrial Relations	C.S.Venkata Ratnam
2. Human Resource Management & Industrial Relations	Nirmal Kumar
3. Human Resource Management & Industrial Relations	Dr. O.R.Krishnaswamy
4. Industrial Relations	A. M. Sharma
5. Industrial & Labour Laws	S.N.Mishra
6. Handbook of Industrial laws	N.D. Kapoor
7. Case Laws on Industrial Relations	L.Mishra
8. Labour Laws	Reshma Arora
9. Industrial Laws (Bare Acts)	

1. UNIT - 1 – CONCEPT:

Wage, Salary, Remuneration, Wage level, Wage Structure, Objectives of Wage and Salary Administration, Factors affecting Wage and Salary Administration, Wage and Salary determination process, Theories of Wages.

2. UNIT - 2 - WAGE PAYMENT METHODS:

Time Wage system, Piece Wage system. Wage policy in India, Minimum Wage, Fair Wage, Living Wage, Wage Differentials.

3. UNIT - 3 - INCENTIVE PLAN:

Characteristic, Benefits, Limitations, Essentials, Types of Wage Incentive Plan.

4. UNIT - 4 - FRINGE BENEFIT:

Objectives, Kinds, Fringe Benefits in India.

5. UNIT - 5 - SALIENT FEATURES:

Payment of Bonus Act, Payment of Gratuity Act, Payment of Wages Act, Minimum Wages Act, Equal Remuneration Act.

SUGGESTED BOOKS:

1. Understanding Waging System	A. M. Sharma	Himalaya Publishing House
2. Human Resource Management	Gupta. Sashi. Ket.al	Kalyani Publishers, New Delhi

Department of Business Management, Tripura University Masters in Business Administration (2016 – 18), Proposed Programme Structure and Course Outline

M. B. A. Programme (2 Years, Full-time Program)

Department of Business Management. Tripura University offers 2 year full time Masters in Business Administration (M.B.A.) program under different areas of specialization. The present intake capacity is of 60 seats. The pedagogical approach is mixed mode teaching including classroom teaching, case based teaching with hands-on exposure to modern computer based solutions. The students are required to undertake research work, practical and field work guided by the faculty mentors. The proposed curriculum is evolved through an intense and thoughtful analysis of contemporary curricula and a positive estimate of student's learning requirements. A combination of technical skills, value orientation and in depth understanding of the concepts under a contextual framework have been considered so that the students can select from a wide range of electives besides core papers which in turn will enhance employment opportunities at the completion of the program. Further, the programme begins with a two weeks orientation programme which will facilitate in developing a contextual orientation in the young minds.

The MBA course curriculum combines a sound conceptual grounding in Basic Economics, Quantitative Techniques, Management Principles, Basic Accounting and Operations Management with specialization in Marketing, Finance, Human Resource Management and Systems Management. The first two semesters of the programme consist of compulsory courses aimed to provide a solid foundation in basic concepts and analytical tools. Optional papers are placed in the third and fourth semester allowing students to specialize in the

area of their choices. Further the students are required to opt for three courses under CBCS where one compulsory subject will be computer fundamentals.

Students are required to go through compulsory eight to ten weeks summer training at the end of second semester. At the end of the third semester students are required to submit dissertation on their minor project in their areas of specialization. Medium of instruction is English and the classes are held generally from Monday to Friday every week starting from 10 a.m. to 5 p.m. Students failing to maintain a minimum attendance of overall 75% will be debarred from appearing in the examination.

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Overall Structure

Duration	Min. : 2 Years	Max. : 3 Years	Credit Distribution
Total Credits	110		Semester I, II, III, IV @ 30 credits each including one Summer Internship Programme is of 4 credits.
CBCS Courses:	10		
Grand Total	120		

Orientation Programme

Duration	2 weeks
Subject	No. of lectures
PRINCIPLES OF MANAGEMENT	10
BUSINESS MATHEMATICS	10
MS OFFICE BASICS	10
ENGLISH PROFICIENCY	10
BASICS OF ACCOUNTING	10
BASICS OF ECONOMICS	10

All students will have to attend the orientation programme and appear in a comprehensive examination. Qualifying in the examination based on orientation programme is a mandatory requirement to attend regular classes. A separate certificate of passing the examination would be issued to the qualified students by the department.

Modules

1. Core Module:	17 Modules of 4 credits 9 module of 3 credits 1 modules of 2 credit
2. CBCS courses	2 modules with 4 credits and 2 module with 2 credits
3. Elective	Specialization streams - Dual Specializations:

Module	Elective A4 (16 credits) Elective B4 (16 credits)
4. Research Module	Industry Analysis (Semester I) - 2 credits and Dissertation on Structural Analysis of Industry (Semester IV) – 2 credits. Evaluated through Project report/ Dissertation with viva voce by an external/internal examiner.
5. Industrial Training	Summer Training for 8-10 weeks that carries 4 credits and Out Station Industry Visit & Project of 2 weeks that carries 3 credits. (Evaluated through internal/external expert panel)

List of Courses

General Courses Semester I

COURSE CODE	SUBJECT	CREDIT	L-T-P
BMGT 701 C	MANAGERIAL ECONOMICS	4	4-0-0
BMGT 702 C	STATISTICS AND QUANATITATIVE TECHNIQUES	3	4-0-0
BMGT 703 C	FINANCIAL ACCOUNTING	4	4-0-0
BMGT 704 C	HUMAN RESOURCE MANAGEMENT	3	4-0-0
BMGT 705 C	MARKETING MANAGEMENT	4	4-0-0
BMGT 706 C	ORGANIZATIONAL BEHAVIOUR	3	3-0-0
BMGT 707 C	BUSINESS COMMUNICATION	3	3-0-0
BMGT 708 C	EXCEL FOR DECISION MAKING	4	4-0-0
BMGT 709 C	PROJECT: INDUSTRY ANALYSIS	2	0-0-0

General Courses Semester II

COURSE CODE	SUBJECT	CREDIT	L-T-P
BMGT 801 C	BUSUNESS RESEARCH METHODS	4	4-0-0
BMGT 802 C	COST AND MANAGEMENT ACCOUNTING	4	4-0-0
BMGT 803 C	PRODUCTION AND OPERATION MANAGEMENT	4	4-0-0
BMGT 804 C	MANAGEMENT INFORMATION SYSTEM	4	4-0-0
BMGT 805 C	E-BUSINESS STRATEGY	3	3-0-0
BMGT 806 C	BUSINESS LAW	3	3-0-0
	COMPUTER SKILL II	4	4-0-0

Summer Internship Programme

COURSE CODE	SUBJECT	CREDIT	LTP
BMGT 807 C	Summer Internship Project (Industry)(6 – 8 weeks)	4	0-0-0

General Courses Semester III

COURSE CODE	SUBJECT	CREDIT	LTP
BMGT 901 C	FINANCIAL MANAGEMENT	3	4-0-0
BMGT 902 C	BUSINESS REPORT WRITING AND INTERVIEW TECHNIQUES	2	2-0-0
BMGT 903 C	OUTSTATION INDUSTRY VISIT & PROJECT (MAJOR)	3	0-0-0

Core Specialization Modules Semester -III

COURSE CODE	SUBJECT	CREDIT	LTP
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MARKETING SPECIALIZATION

BMGT 904 C	CONSUMER BEHAVIOUR	4	4-0-0
BMGT 905 C	SALES AND DISTRIBUTION MANAGEMENT	4	4-0-0

AND

HUMAN RESOURCE MANAGEMENT SPECIALIZATION

BMGT 906 C	HUMAN RESOURCE PLANNING & DEVELOPMENT	4	4-0-0
BMGT 907 C	COMPENSATION & REWARD MANAGEMENT	4	4-0-0

OR

FINANCE SPECIALIZATION

BMGT 908 C	FINANCIAL MARKETS AND SERVICES	4	4-0-0
BMGT 909 C	STRATEGIC FINANCIAL MANAGEMENT	4	4-0-0

OR

SYSTEMS SPECIALIZATION

BMGT 910 C	BUSINESS INTELLIGENCE	4	4-0-0
BMGT 911 C	ENTERPRISE DIGITAL INFRASTRUCTURE	4	4-0-0

Choice Based Credit System (CBCS) Course -II

Students are required to pick any one subject from the list below and one subject from other department of 4 credits

List of subjects

COURSE CODE	SUBJECT	CREDIT	LTP
BMGT 912 E	SERVICES MARKETING	2	2-0-0
BMGT 913 E	RETAIL MARKETING	2	2-0-0
BMGT 914 E	LEADERSHIP AND TEAM BUILDING	2	2-0-0
BMGT 915 E	PROJECT MANAGEMENT	2	2-0-0
BMGT 916 E	CORPORATE TAXATION	2	2-0-0
BMGT 917 E	STRATEGIC HUMAN RESOURCE MANAGEMENT	2	2-0-0

General Courses Semester IV

COURSE CODE	SUBJECT	CREDIT	LTP
BMGT 1001 C	STRATEGIC MANAGEMENT	3	3-0-0
BMGT 1002 C	BUSINESS ENVIRONMENT	3	3-0-0
BMGT 1003 C	VALUES, ETHICS AND CORPORATE SOCIAL RESPONSIBILITY	2	2-0-0
BMGT 1004 C	ENTERPRENUERSHIP DEVELOPMENT	2	2-0-0
BMGT 1005 C	DISSERTATION: STRUCTURAL ANALYSIS OF INDUSTRY	2	0-0-0

Core Specialization Modules Semester -IV

COURSE CODE	SUBJECT	CREDIT	LTP
MARKETING SPECIALIZATION			
BMGT 1006 C	INTEGRATED MARKETING COMMUNICATIONS	4	4-0-0
BMGT 1007 C	ADVERTISING & BRAND MANAGEMENT	4	4-0-0

AND
HUMAN RESOURCE MANAGEMENT SPECIALIZATION

BMGT 1008 C	INDUSTRIAL RELATIONS & LABOUR LAW	4	4-0-0
BMGT 1009 C	ORGANIZATIONAL DEVELOPMENT & CHANGE MANAGEMENT	4	4-0-0

OR

FINANCE SPECIALIZATION

BMGT 1010 C	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT	4	4-0-0
BMGT 1011 C	INTERNATIONAL FINANCIAL MANAGEMENT	4	4-0-0

OR

SYSTEMS SPECIALIZATION

BMGT 1012 C	WEB ANALYTICS	4	4-0-0
BMGT 1013 C	MODELLING & ANALYSIS WITH SPREADSHEETS	4	0-0-4

Choice Based Credit System (CBCS) Course -IV

Students are required to pick any one subject from the list below

List of subjects

COURSE CODE	SUBJECT	CREDIT	LTP
BMGT 1014 E	INTERNATIONAL MARKETING	2	2-0-0
BMGT 1015 E	DIGITAL MARKETING	2	2-0-0
BMGT 1016 E	B2B MARKETING	2	2-0-0
BMGT 1017 E	NEGOTIATIONS AND COUNSELLING	2	2-0-0
BMGT 1018 E	COMPETENCY MAPPING AND PERFORMANCE MANAGEMENT	2	2-0-0
BMGT 1019 E	INDIAN FINANCIAL SYSTEM	2	2-0-0
BMGT 1020 E	ADVANCE FINANCIAL MANAGEMENT	2	2-0-0
BMGT 1021 E	FINANCIAL DERIVATIVES & RISK MANAGEMENT	2	2-0-0
BMGT 1022 E	CROSS CULTURAL AND INTERNATIONAL HUMAN RESOURCE MANAGEMENT	2	2-0-0

Note: All course mentioned in the syllabus could be offered subject to availability of faculty members within the Department and fulfilment of minimum number of students for a specialization course to be offered.

BMGMT 701 C	Managerial Economics	L	T	P	C
Version 1.01	Date of Approval	4	0	0	4
Prerequisite	Basic knowledge of Business & Mathematics				
Co-requisites					

Course Background and Learning Objectives:

The objective of this course is to make students understand the following,

- Σ How markets work; supply, demand and market equilibrium
- Σ Elasticity of supply and demand, taxes and subsidies
- Σ Production of goods and services, measures of productivity
- Σ Making investment decisions
- Σ Opportunity costs, different cost concepts, planning for the future
- Σ Pricing and selling decisions with different types of competitive pressures
- Σ Problems with markets and what we can do about it

Text Books:

1. Christopher R. Thomas & S. Charles Maurice: Managerial Economics: Concepts and Applications, 8e, Tata McGraw-Hill

Reference Books:

1. Branson, William H, "Macroeconomic Theory and Policy", 3rd Edition, Harper and Row.
2. Dominick Salvator : Managerial Economics in Global Economy, 4e, Thomson.
3. Dominick Salvatore: Managerial Economics: Principles and Worldwide Applications, 6th Edition, Adapted Version, Oxford University Press.
4. H. Craig Petersen, W. Chris Lewis & Sudhir K. Jain: Managerial Economics, 4e, Pearson Education.
5. Koutsoyiannis: Modern Microeconomics, ELBS
6. Mankiw, N Gregory, "Macroeconomics", 6th Edition, Worth Publishers.

7. Mark Hirschey : Managerial Economics, 10e, Thomson.
8. Michael R. Baye: Managerial Economics and Business Strategy, McGraw-Hill
9. N. Gregory Mankiw: Principles of Microeconomics, 4e, Thomson: South-Western.
10. W. Bruce Allen, Keith Weigelt, Neil Doherty and Edwin Mansfield: Managerial Economics: Theory, Applications and Cases, 7th Edition, W.W. Norton & Company.

Course Content:

Unit I: Theory of Consumer Behaviour and Demand 8 lectures

Theory of consumer behaviour - Introduction, ICC, Engel curve, Elasticity of demand and supply, PCC, Substitution and Income effects, Classification of goods.

Unit II – Theory of Production and Cost 8 lectures

Theory of production – Concepts of production and Optimal input proportions, Theory of Cost – concepts of cost and shapes of cost curves.

Unit III – Theory of the Firm and Market Organization 8 lectures

Market structure including demand and cost analysis under Perfect competition, Monopoly, Monopolistic competition and Oligopoly. Role of Innovations in markets.

Unit IV – Investment Decisions 8 lectures

Business Fixed Investment: the neoclassical approach, the rental price of capital, the cost of capital, the determinants of investment, taxes and investment, the stock market and Tobin's q. Inventory Investment: reasons for holding inventories, the accelerator model of inventories, inventories and the real interest rate.

Unit V - Managerial Applications/Case Studies 8 lectures

Specific case studies relating to Indian markets (Industry as well as Productwise).

Evaluation	Practical Examination	
	Internal	Semester End Examination
Component		
Marks	30	70
Total Marks	100	

BMGMT 702 C	Business Statistics and Quantitative Techniques	L	T	P	C
Version 1.01	Date of Approval	3	0	0	3
Prerequisite	Basic knowledge of Central Tendency				
Co-requisites					

Course Background and Learning Objectives:

H.G. Wells' statement that "statistical thinking will one day be as necessary as the ability to read and write" is valid in the context of today's competitive business environment where many organizations find themselves data-rich but information-poor. Thus, for decision-makers, it is important to develop the ability to extract meaningful information from raw data to make better decisions. It is possible only through the careful analysis of data guided by statistical thinking. To a manager of a power station, statistics are the amounts of pollution being released into the atmosphere. To a Food and Drug Administrator statistics is the likely percentage of undesirable effects in the general population using the new prostrate drug. To the student taking this course, statistics are the grades on your quizzes and final exam in the course. Each of these people is using the word correctly, yet each person uses it in a different way. All of them are using statistics to help them make decisions. Helping you learn why statistics is important and how to use it in your personal and professional life is the main purpose of this course.

The learning goals and objectives of this course for students to pursue management education are:

1. The course aims to help students to get the feel of statistics: what it is, how and when to apply statistical techniques to decision-making situations, and how to interpret the results.
2. The course shall help students to shed their fear of using statistical techniques in decision making. This course attempts to combine the students' power to logically model and analyze diverse decision making scenarios through solving various statistical based problems.
3. The course will help students to understand about the fundamental quantitative methods to evaluate various decision alternatives (strategies or courses of action) in order to arrive at an optimal decision.

Text Books:

1. Richard I. Levin & David S. Rubin “Statistics for Management”, 7th Edition, Pearson (ISBN 81-7758-584-3)
2. Bernard W. Taylor III “ Introduction to Management Science”, 9th Edition, Person (ISBN 978-81-317-2071-4)

Reference Books:

1. J. K. Sharma “ Quantitative Methods: Theory and Applications” 2nd Edition, Macmillan (ISBN 978-0230-32871-6)
2. J. K. Sharma, “Business Statistics”, 2nd Edition Pearson (ISBN81-7758-654-8)

Course Content:

Unit I: Probability and Probability Distribution **8 lectures hours**

Basic Terminology in Probability, Three Types of Probability, Probability Rules, Probabilities under conditions of Statistical Independence and Dependence, Bayes’ Theorem, Discrete Probability distributions, Binomial & Poisson distributions, Continuous Probability Distribution: Normal Distribution

Unit II: Regression and Correlation **8 lectures hours**

Estimation using Regression Line, Correlation Analysis, Multiple Regression and Correlation analysis, Modeling Techniques, Non parametric Methods

Unit III: Time Series and Forecasting **8 lectures hours**

Variations in Time Series, Trend Analysis, Cyclical Variation, Seasonal Variation, Irregular Variation, Time Series Analysis in Forecasting

Unit IV: Index Numbers **8 lectures hours**

Unweighted Aggregates Index, Weighted Aggregates Index, Average of Relatives Methods, Quantity and Value Indices, Issues in Constructing and Using Index Numbers

Unit V: Linear Programming and Decision Trees **8 lectures hours**

Graphical and Simplex Method, Game Theory, Transportation Problem, Assignment Problem, PERT, CPM, Decision Trees, Queuing Analysis.

Evaluation	Practical Examination	
Component	Internal	Semester End Examination
Marks	30	70
Total Marks	100	

MBA 703 C	Financial Accounting	L	T	P	C
Version 1.01	Date of Approval	4	0	0	4
Prerequisite					
Co-requisites					

Course Background and Learning Objectives:

The objective of this course is to provide the conceptual background and develop understanding of financial accounting by helping the learners read, understand, analyze and interpret financial statements so as to assess the financial performance of a company from the information contained in financial reports.

Upon successful completion of this course, the student would be able to:

1. Understand the role of accounting as the basis for business decision-making
2. Understand the accounting processes that underlie financial statements
3. Understand the objectives and uses of financial analysis
4. Understand the needs of different users of financial accounting reports
5. Select appropriate accounting information from financial statements and use it effectively for decision-making
6. Understand the general benefits and limitations of accounting statements
7. Use accounting information as a basis for decision-making based on the analysis and interpretation of data from financial statements
8. Understand how policy decisions can impact financial statements and decision-making

Text Book

1. Maheshwari S.N & Maheshwari S K – A text book of Accounting for Management (Vikas, 10th Edition)

Suggested Readings

1. Narayanswamy, R: Financial Accounting: A Managerial Perspective. 3e, Phi India.
2. Ambrish Gupta - Financial Accounting: A Managerial Perspective (Prentice Hall, 4th Edition)
3. B. Banerjee-Financial Accounting (Excel Books)

Course content

Unit 1: Introduction

8 Lecture Hours

Accounting concepts, conventions and principles; Accounting Equation, Accounting principles and standards; Objectives of Accounting, Understand the conceptual framework of Financial Accounting, Understand role of financial Accounting in financial analysis, Comprehend

information structure of company's annual report, Understand role of Indian AS, IFRS and US GAAP.

Unit 2: MechanicsOfAccounting **8 Lecture Hours**

Double entry system of accounting, journalizing of transactions; ledger posting and trial balance, preparation of final accounts, Profit & Loss Account, Profit & Loss Appropriation account and Balance Sheet, Policies related with depreciation, inventory and intangible assets like copyright, trademark, patents and goodwill.

Unit 3: Analysis ofFinancialstatement **8 Lecture Hours**

Ratio Analysis- solvency ratios, profitability ratios, activity ratios, liquidity ratios, market capitalization ratios; Common Size Statement; Comparative Balance Sheet and Trend Analysis of manufacturing, service & banking organizations.

Unit 4: Fund FlowStatementAnalysis **8 Lecture Hours**

Meaning, important of fund flow statements, Advantages and disadvantages of Fund flow statements, Concept of Gross and Net Working Capital, Preparation of Schedule of Changes in Working Capital, Preparation of Funds Flow Statement and its analysis.

Unit 5: Cash FlowStatementAnalysis **8 Lecture Hours**

Meaning of Cash Flow, importance of Cash Flow, Various cash and non-cash transactions, flow of cash, difference between cash flow and fund flow Advantage and Disadvantages, preparation of Cash Flow Statement and its analysis.

Evaluation	Theory	
Component	Internal	SEE
Marks	30	70
Total Marks	100	

BMGT 704C	Human Resource Management	L	T	P	C
		2	1	0	3

Course Content:

Unit I: Introduction to Human Resource Management 7 lecture hours

Introduction; Evolution of Human Resource Management; Modern Human Resource Management; Motivation and Human Resource Management; Objectives and Importance of Human Resource Management; Human Resource Management : Major Influencing Factors; Difference between Human resource Management and Personnel Management.

Unit II: Human Resource Planning 5 lecture hours

Introduction; Objectives and Importance of Human Resource Planning; Steps under Human Resource Planning Process; Factors affecting Human Resource Planning; Human Resource Forecasting Methods; Barriers in Human Resource Planning; Overcoming the Barriers.

Unit III: Job Analysis and Job Design 5 lecture hours

Introduction; Uses of Job Analysis; Steps under Job Analysis Process; Meaning of Job Design; Different Job Design Techniques.

Unit IV: Recruitment and Selection 5 lecture hours

Introduction; Factors affecting Recruitment; Sources of Recruitment; Stages of Recruitment; Recruitment Evaluation; Selection Process Steps.

Unit V: Training and Development 5 lecture hours

Introduction; Objectives and Importance of Training and Development; Different Training and Development Methods.

Unit VI: Performance Management 5 lecture hours

Introduction; Objectives; Performance Appraisal Methods; Positive Aspect of Performance Appraisal; Drawbacks of Formal Appraisal System; Overcoming the Drawbacks.

Unit VII: Compensation and Job Evaluation 5 lecture hours

Introduction; Job Evaluation; Job Evaluation Systems, Non Analytical Methods; Analytical Methods.

Unit VIII: Ethics and Human Resource Management

3 lecture hours

Introduction; Why Ethics; Ethics: Conceptual Framework; Reasons for Unethical Behaviour; Systems Driven; Ethics and Human Resource Management; Managing Ethics.

Text Book:

1. Human Resource Management (Text and Cases): K. Aswathappa : Tata McgrawHill.
2. Human Resource Management: P.Subba Rao : Himalaya Publications.

Reference Books:

1. Human Resource Management :Dessler and Varkkey :Pearson.
2. Human Resource Management : Snell and Bohlander : Cengage Learning.
3. Human Resource Management :N.K.Singh : ExcelBooks.
4. Human Resource Management :Saiyadain : Tata McgrawHill.

BMGT 705C	Marketing Management	L	T	P	C
Version 1.01	Date of Approval:	2	1	1	4
Prerequisite	Basic understanding of principles of management				
Total Credits	4				

Course Background and Learning Objectives:

This Course introduces the subject of marketing management to the MBA First Year students. This is a basic course and will cover the understanding of marketing management as a social process, as an organizational function and as a strategic tool for organization. Concepts such as environment analysis, consumer analysis, segmentation, targeting and positioning, marketing mix, market structure and competition analysis are included to make students aware of the broad framework of marketing which will be the prerequisite for the second part of the course that will be confined on understanding and analysing marketing as a strategic tool.

The *learning goals and objectives* of this course for students to pursue management education are:

1. Demonstrate an understanding of basic concepts of marketing and apply in marketing issues. Understand the marketing challenges.
2. Understand the Marketing environment and interactions.
3. Understand the expectations of customers and know how to apply this knowledge into genuine value for customers.
4. Use marketing information and research to identify marketing opportunities and/or solve marketing problems.
5. Demonstrate an understanding of consumer behaviour, buying decision process and factors affecting the process and apply this knowledge for finding the factors to boost sales for the organizations.
6. Describe a range of common strategies for use with each of the various marketing mix tools: product, pricing, promotion, and distribution.
7. Determine and identify a firm's present or potential market segments. To understand the base for marketing segmentation.

8. Demonstrate an understanding for dealing with competitive challenges.
9. Demonstrate an understanding and application of marketing management tools and techniques
10. Understand the issues and challenges associated with marketing control.
11. Understand various issues related to ethical application of marketing tools and techniques.

Text Book:

1. Kotler and Keller, Marketing Management, 15th Edition, Pearson Education.

Reference Books:

1. Ramaswamy and Namakumari, Marketing Management
2. Baines, Fill and page, Marketing Management
3. Tapan K. Panda, Marketing Management

Course Content:

Unit I: Introduction to Marketing and Marketing Environment 6 lectures

hours Introduction to Marketing: Meaning, relevance and core concepts: needs, wants, demand, market, customer, market etc., Scope of marketing and new age marketing challenges, Evolution of Marketing: Production, product, selling, marketing, societal, relationship and holistic marketing concept, Introduction to marketing mix elements: Product, price, place, and promotion, In-class exercise based on marketing mix elements, Marketing Ethics and Social Responsibilities of Marketing, Analysing Marketing Environment: Task environment, Macro Environment- political, social, economic, technological, legal and other factors, Scanning Marketing Environment: SWOT and PESTLE analysis, Marketing Planning Process.

Unit II: Consumer Markets and Consumer Buyer Behaviour 5 lectures hours

Characteristics affecting consumer behaviour: Cultural, social, personal and psychological factors, Models of Consumer Behaviour, Buyer decision process and stages in the adoption process, consumer research, Business Markets: Market structure and demand, nature of buying centre/unit and types of decisions, Business buyer behaviour, types of buying situations, participants in buying process, factors influencing buyer and decision making process, Case Discussion (To be announced in the class as the syllabus progresses).

Unit III: Identifying Market Segments and Targets 5 lectures hours

Market Segmentation: Segment Marketing, Niche Marketing, Local Marketing, Individual

Marketing, Consumer Market Segmentation Bases, Business Market Segmentation Bases, Market Targeting, Market Fragmentation and Consolidation, Market Targeting and Positioning. Case Discussion, Quiz2

Unit IV: Analysing Competition and Creating Competitive Advantage 5 lectures

hoursAnalyzing Market Structure and Competition, Competitor Analysis: Identifying competitors, assessing competitors and selecting competitors to attack and avoid, Competitive Strategies: Market Leader, challenger, market follower and niche marketer strategies, Case discussion (To be announced in the class as the syllabus progresses).

Unit V: Marketing Tools and their Applications 15 lecture hours

Product as a marketing tool:

Product Classification and Levels, Product Life Cycle and associated marketing strategies, New Product Development Process, Product Co-creation, New Product Adoption Process, Product Mix and related marketing strategies, Understanding Brand, Branding Strategies, Brand Equity, Packaging and Labelling, Brand Positioning. Case Studies (Cases to be notified in the Class).

Pricing as a marketing tool:

Product Cost and Pricing, Factors Affecting Pricing Decisions, Setting Price of an Offering, Various Pricing Methods, Case Studies (Cases to be notified in the Class).

Channel as a marketing tool:

Understanding Marketing Channel, Marketing Channel Types and Functions, Channel Levels, Channel Design Decisions, B2B, B2C and Service Channel Design, Channel Management: issues and challenges, Logistics, Case studies (Cases to be notified in the Class).

Communication as a marketing tool:

Understanding Integrated Marketing Communications, Communication Process Models, Developing Effective Marketing Communication, Marketing Communication Mix, Implementation of Communication Tools: Advertising, Sales Promotion, Personal Selling, Direct Marketing, Event management, ATL and BTL Promotion, Co-Creation of Communications, Case Studies (Cases to be Notified in the Class).

Unit VI: marketing Control and Ethics 4 lectures hours

Understanding marketing Control, Marketing Control Process, Ethics and Marketing, Ethical Marketing Decision Making: Issues and Challenges, Product Development and Ethics, Pricing

and Ethics, Distribution Channel and Ethics, Promotion and Ethics, Case Studies (To be notified in the Class).

Evaluation	Theory	
Component	Internal	End Semester Examination
Marks	30	70
Total Marks	100	

* Lecture hour 16, 32 and 40 will be the first, second and third periodic assessment of the students.

*after completion of the course, an assessment will be carried out covering the complete course.

BMGT 706 C	Organizational Behaviour	L	T	P	C
Version 1.0	Date of Approval	3	0	0	3
Prerequisite	Principles of Management				
Co-requisites					

Course background and learning objectives:

An organization is a consciously coordinated social unit, composed of a group of people that functions on a relatively continuous basis to achieve a common goal or set of goals. In order to be able to implement the principles behind any organizational behaviour, one needs to understand how it will help the organization, and what are the goals that the organization hopes to achieve by doing this. Organizational behaviour studies help us understand why employees behave the way they do, and also thereby predict how they are going to behave in the future.

The learning goals and objectives of this course for students to pursue management education are:

1. Provide an understanding of human behaviour in organizations - how people influence organizational events and how events within an organization influence people's motivation and emotional stability
2. Understand how to develop good leaders: Organizational behaviour patterns help in predicting who among the employees have the potential to become leaders. They also teach us how to mold these employees so that their leadership potential is utilized to its fullest.
3. Develop a good team: An organization is only as good as the weakest member of its team. It is essential that all members of the team work in coordination and are motivated to work together to achieve the best results. The teamwork theories of organizational behaviour are an essential tool in the hands of any manager.

All this leads us to the most important goal of achieving the highest productivity in realizing the visions and goals of any organization. If implemented well, the organizational behaviour principles help in motivating all the members to do their best. The levels of motivation can be the difference between a good and a bad result.

Text book:

1. S. P. Robbins : Organizational Behaviour, Pearson education,

Reference books:

1. Udai Pareek: Understanding Organizational Behaviour, Oxford.
2. Archana Tyagi : Organizational Behaviour, Excell Books.

3. MadhukarShukla : Understanding Organizations – Organizational Theory &Practice in India, Prentice Hall

UnitI **8hr**

Definition and history of organizational behavior, nature or organizational behavior , Importance of OB, Field of OB, Contributing Disciplines, Applications in Industry.Challenges of OB, Management and Organizational Behavior- , management functions, skills needed by good managers, Foundations of individual behavior: Personality– Meaning of Personality, Determinants of Personality,

UnitII **8 hr**

Theories of Personality, Measurement of Personality and types of personality (the Myers-Briggs Type Indicator), The Process of Perception – Process and Principles, Nature and Importance, Factors Influencing Perception, managing perception, Learning – Concepts and Principles, Theories of Learning, Types- Reinforcement, Punishment, Learning about Self, Emotions and Moods in the Workplace- Differences between mood and emotion, the role of emotion in the workplace, emotional intelligence. Definition of values, types, attitude and cognitive dissonance and how they influence workplace behavior, major job attitudes, job satisfaction.. Ethics in workplace

UnitIII **8hr**

Motivation-Work Motivation – Approaches to Work Motivation, Theories of Motivation – content theories and process theories; Maslow’s Hierarchy of Need Theory, Alderfer’s ERG Theory, Herzberg’s Motivation-Hygiene Theory, McClelland’s Achievement – Motivation Theory, Vroom’s Expectancy Theory, Porter and Lawler Expectancy Model, employee empowerment.

UnitIV **8hr**

Group and Interpersonal behavior - group dynamics - why groups form, types, Stages of Development ,decision making / styles, strategies for improving decision making teams - types of teams, Power - sources of power, effective use of power. Politics- forces creating political behaviour. Conflict – Sources, process, types and strategies to resolve conflict. Leadership - styles, Skills and Influence Processes, Leadership and Power, Examples of Effective Organizational Leadership inIndia

UnitV **8hr**

Organizational Culture : Culture and its Characteristics, Types of Cultures, Western and Oriental Organization Cultures, Indian Organization Culture, Culture Change, Organizational Change and Development: Organizational Change Process, OD Models, OD Interventions, Resistance toChange

Evaluation	Practical Examination	
Component	Internal	Semester End Examination
Marks	30	70

Total Marks	100
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BMGT 707C	Business Communication	L	T	P	C
		2	1	0	3

Course Background and Learning Objectives:

This 3 credit program of Business Communication is designed to prepare the students to fill the business-related communications role in a virtual or traditional environment. The course offers the student an integrated education, combining studies of both business and communication in a global context. It prepares students for the communication and management challenges of businesses by emphasizing leadership, innovation, entrepreneurship, and effective communication. This program provides a solid foundation in the various aspects of business communication and all the four LSRW skills which will help the students to perform and excel in their professional field. Apart from these the course will enable the students to develop their competency to communicate with confidence in the modern workplace and improve their range and accuracy in communication. Daily lives are increasingly influenced by advancements in technology, and the demand for skilled communicators in these fields continues to grow. One of the fundamentals of today's successful businesses is effective communication both internally and externally, face-to-face, across the country, or around the globe. Mastering both fundamental and virtual communication skills will provide a competitive edge in the Information Age. The need for good business communication skills in an increasingly competitive global business environment will peak demand for these workers in organizations of all types and sizes.

The *learning goals and objectives* of this course for students to pursue management education are:

1. To improve reading and comprehension skills of students.[Sub-goal: 1.1, 1.2,1.4]
2. To enable the students to develop and enhance skills for drafting clear, concise, audience centric business documents. [Sub-goal: 1.2, 1.3]

Text Book:

1. Business Correspondence & Report Writing : Sharma & Mohan : Tata McgrawHill.
2. Developing Communication Skills : Krishna Mohan & Meera Banerjee :Mcmillan.

Reference Books:

1. Williams, Krizan, Logan, Merrier: Communicating in Business. 8e, Cengage Learning, New Delhi.
2. Boove, C.L., Thill, J.V., and Chaturvedi, M., (2010) Business Communication Today, Pearson Education.
3. Ober, Scott: Contemporary Business Communication (2009), Biztantra Publications, New Delhi.
4. Business Communication Today :Bovee& Hill : Pearson Education.

Course Content:

Unit I: Importance and Benefits of Business Communication 9 lecture hours

Elements and process of Communication; non-verbal communication; barriers to communication; ways to overcome barriers; Importance of the course for Managers , Role of Communication; defining communication; classification of communication; the purpose of communication: to inform; to persuade, The process of Communication: The linear concept of communication; the Shanon- Weaver Model; the two way communication process. The elements of communication, The seven C's of communication.

Unit II: Effective Presentation 7 lecture hours

Meaning and Importance of Presentation; Why Presentation is a difficult Job ? Steps towards Mastering the Art of Oral Presentation.

Unit III: Effective Business Writing 7 lecture hours

Planning and Organizing Business Messages; & Composing the message, Business Letters; Memorandums; E-mails, Good news & Neutral messages; Bad news messages; Persuasive written messages

Unit IV: Listening and Feedback 7 lecture hours

Effective Listening, Importance of Listening in Organizations, Listening Process, Types of Listening, Listening Barriers, How to overcome the Barriers.

Unit V: Business Reports & Proposals 6 lecture hours

Memorandum and Letter reports: informational & analytical, Structure and style of business reports, Kinds of Proposals; structure of Proposals, Sample Business Proposals, Submission of a brief report/proposal.

Unit VI: Business Communication & the Ethical Context 4 lecture hours

Background to Ethical Context; Influences on Personal Ethics Communication and Ethical Issues.

BMGT 207 C	Business Decision Making using Excel	L	T	P	C
Version 1.01	Date of Approval	4	0	0	4
Prerequisite	Basic knowledge of MS Excel				
Co-requisites					

Course Background and Learning Objectives:

Spreadsheet programs allow users to develop a number of documents that can be used for both professional and personal use. Users can store data, perform calculations, and display values or figures graphically. A spreadsheet may be used to calculate the earnings of business products for the year, or it simply may be used to keep track of monthly bills. This course is aimed at beginners and is intended to provide the basics skills to operate Ms Excel. Any small and medium organization irrespective of their size and volume of transaction require summarizing, reporting and analyzing data. For more advanced needs like decision making building analytical models for understanding the effect on profit of various inputs, reduction of cost and management operation everything becomes easy and efficient by incorporating spreadsheet applications. Use of spreadsheets in businesses has evolved from mere book keeping to a functionally rich platform for quantitative business modeling and decision supportsystems.

The learning goals and objectives of this course for students to pursue management education are:

1. The course aims to align students learning to Analytics and Entrepreneurial Thinking. This course is about blending techniques from various fields to create decision models primarily using Spreadsheet Solutions and equip future decision makers with hands on tools to achieve their goals.
2. The course shall help students to shed their fear of numbers and become power users of spreadsheet applications. This course attempts to combine the students' power to logically model and analyze diverse decision making scenarios with spreadsheet based solutionprocedures.

Text Book:

1. Balakrishnan Nagraj, Render Barry and M.Stain Jr. Ralph, "Managerial Decision Modelling With Spreadsheets", Second Edition, Pearson (ISBN 978-81-317-1485-0)

Reference Books:

1. Winston L. Wayne, "Excel 2010, Data Analysis and Business Modelling", PHI Learning (ISBN 978-81-203-4359-0)

2. Walkenbach John, "Microsoft Excel 2007-Bible", Wiley Publishing Inc. (ISBN 978-0-470-04403-2)

Course Content:

Unit I: Significance of Spreadsheets in decision making 8 lecture hours

Overview of following functions: SUM, SUMIF, AVERAGE, AVERAGEIF, LEFT, RIGHT, MID, TRIM, LEN, FIND, SEARCH, REPT, CONCATENATE, REPLACE, VALUE, UPPER, LOWER, CHAR, Handling Dates in Excel, DATEVALUE, TODAY, WORKDAY, NETWORKDAYS, YEAR, MONTH, DATE, DATEIF functions. Handling Date and Time simultaneously, NOW, TIME, TIMEVALUE.

Unit II: Using Built-in Functions 8 lecture hours

Significance of Spreadsheets in decision making, Creating Range Names, Name Manager, Vlookup, Hlookup, Lookup, Syntax of Index Function table, Syntax of Match Function,

Unit III: Using financial and other functions 8 lecture hours

Excel NPV function, NPV with irregular intervals, IRR of cash flows, Unique IRR, MIRR, FV, PV, CUMPRINC, CUMIPMT, Resolving Circular References,

Unit IV: Using formulas and other functions 8 lecture hours

Handling Multidimensional Formulas, problem solving using IF statements

Unit V: Data Summarizing using Histograms & Using Pivot Tables and Slicers 8 lecture hours

Making charts and graphs, Types of histograms: symmetric, positively skewed, negatively skewed, multiple peaks, and its interpretation.

Evaluation Component	Practical Examination	
	Internal	Semester End Examination
Marks	30	70
Total Marks	100	

BMGT 709 C	Project: Industry Analysis	L	T	P	C
Version 1.01	Date of Approval		0	2	2

Objective:

Students would be guided by faculty members to visit any local industry/ organization for one day to provide them an exposure of how industry/organization functions. After the end of the visit students need to prepare a report highlighting the important points they have observed during the visit in the respective industry/organization. Students need to submit the report for evaluation and subsequent presentation..

BMGMT 701 C	Managerial Economics	L	T	P	C
Version 1.01	Date of Approval	4	0	0	4
Prerequisite	Basic knowledge of Business & Mathematics				
Co-requisites					

Course Background and Learning Objectives:

The objective of this course is to make students understand the following,

- Σ How markets work; supply, demand and market equilibrium
- Σ Elasticity of supply and demand, taxes and subsidies
- Σ Production of goods and services, measures of productivity
- Σ Making investment decisions
- Σ Opportunity costs, different cost concepts, planning for the future
- Σ Pricing and selling decisions with different types of competitive pressures
- Σ Problems with markets and what we can do about it

Text Books:

1. Christopher R. Thomas & S. Charles Maurice: Managerial Economics: Concepts and Applications, 8e, Tata McGraw-Hill

Reference Books:

1. Branson, William H, "Macroeconomic Theory and Policy", 3rd Edition, Harper and Row.
2. Dominick Salvator : Managerial Economics in Global Economy, 4e, Thomson.
3. Dominick Salvatore: Managerial Economics: Principles and Worldwide Applications, 6th Edition, Adapted Version, Oxford University Press.
4. H. Craig Petersen, W. Chris Lewis & Sudhir K. Jain: Managerial Economics, 4e, Pearson Education.
5. Koutsoyiannis: Modern Microeconomics, ELBS
6. Mankiw, N Gregory, "Macroeconomics", 6th Edition, Worth Publishers.

7. Mark Hirschey : Managerial Economics, 10e, Thomson.
8. Michael R. Baye: Managerial Economics and Business Strategy, McGraw-Hill
9. N. Gregory Mankiw: Principles of Microeconomics, 4e, Thomson: South-Western.
10. W. Bruce Allen, Keith Weigelt, Neil Doherty and Edwin Mansfield: Managerial Economics: Theory, Applications and Cases, 7th Edition, W.W. Norton & Company.

Course Content:

Unit I: Theory of Consumer Behaviour and Demand 8 lectures

Theory of consumer behaviour - Introduction, ICC, Engel curve, Elasticity of demand and supply, PCC, Substitution and Income effects, Classification of goods.

Unit II – Theory of Production and Cost 8 lectures

Theory of production – Concepts of production and Optimal input proportions, Theory of Cost – concepts of cost and shapes of cost curves.

Unit III – Theory of the Firm and Market Organization 8 lectures

Market structure including demand and cost analysis under Perfect competition, Monopoly, Monopolistic competition and Oligopoly. Role of Innovations in markets.

Unit IV – Investment Decisions 8 lectures

Business Fixed Investment: the neoclassical approach, the rental price of capital, the cost of capital, the determinants of investment, taxes and investment, the stock market and Tobin's q. Inventory Investment: reasons for holding inventories, the accelerator model of inventories, inventories and the real interest rate.

Unit V - Managerial Applications/Case Studies 8 lectures

Specific case studies relating to Indian markets (Industry as well as Productwise).

Evaluation	Practical Examination	
	Internal	Semester End Examination
Component		
Marks	30	70
Total Marks	100	

BMGMT 702 C	Business Statistics and Quantitative Techniques	L	T	P	C
Version 1.01	Date of Approval	3	0	0	3
Prerequisite	Basic knowledge of Central Tendency				
Co-requisites					

Course Background and Learning Objectives:

H.G. Wells' statement that "statistical thinking will one day be as necessary as the ability to read and write" is valid in the context of today's competitive business environment where many organizations find themselves data-rich but information-poor. Thus, for decision-makers, it is important to develop the ability to extract meaningful information from raw data to make better decisions. It is possible only through the careful analysis of data guided by statistical thinking. To a manager of a power station, statistics are the amounts of pollution being released into the atmosphere. To a Food and Drug Administrator statistics is the likely percentage of undesirable effects in the general population using the new prostrate drug. To the student taking this course, statistics are the grades on your quizzes and final exam in the course. Each of these people is using the word correctly, yet each person uses it in a different way. All of them are using statistics to help them make decisions. Helping you learn why statistics is important and how to use it in your personal and professional life is the main purpose of this course.

The learning goals and objectives of this course for students to pursue management education are:

1. The course aims to help students to get the feel of statistics: what it is, how and when to apply statistical techniques to decision-making situations, and how to interpret the results.
2. The course shall help students to shed their fear of using statistical techniques in decision making. This course attempts to combine the students' power to logically model and analyze diverse decision making scenarios through solving various statistical based problems.
3. The course will help students to understand about the fundamental quantitative methods to evaluate various decision alternatives (strategies or courses of action) in order to arrive at an optimal decision.

Text Books:

1. Richard I. Levin & David S. Rubin “Statistics for Management”, 7th Edition, Pearson (ISBN 81-7758-584-3)
2. Bernard W. Taylor III “ Introduction to Management Science”, 9th Edition, Person (ISBN 978-81-317-2071-4)

Reference Books:

1. J. K. Sharma “ Quantitative Methods: Theory and Applications” 2nd Edition, Macmillan (ISBN 978-0230-32871-6)
2. J. K. Sharma, “Business Statistics”, 2nd Edition Pearson (ISBN81-7758-654-8)

Course Content:**Unit I: Probability and Probability Distribution 8 lecture hours**

Basic Terminology in Probability, Three Types of Probability, Probability Rules, Probabilities under conditions of Statistical Independence and Dependence, Bayes’ Theorem, Discrete Probability distributions, Binomial & Poisson distributions, Continuous Probability Distribution: Normal Distribution

Unit II: Regression and Correlation 8 lecture hours

Estimation using Regression Line, Correlation Analysis, Multiple Regression and Correlation analysis, Modeling Techniques, Non parametric Methods

Unit III: Time Series and Forecasting 8 lecture hours

Variations in Time Series, Trend Analysis, Cyclical Variation, Seasonal Variation, Irregular Variation, Time Series Analysis in Forecasting

Unit IV: Index Numbers 8 lecture hours

Unweighted Aggregates Index, Weighted Aggregates Index, Average of Relatives Methods, Quantity and Value Indices, Issues in Constructing and Using Index Numbers

Unit V: Linear Programming and Decision Trees 8 lecture hours

Graphical and Simplex Method, Game Theory, Transportation Problem, Assignment Problem, PERT, CPM, Decision Trees, Queuing Analysis.

Evaluation	Practical Examination	
	Internal	Semester End Examination
Component		
Marks	30	70
Total Marks	100	

MBA 703 C	FINANCIAL REPORTING, STATEMENTS & ANALYSIS	L	T	P	C
Version 1.01	Date of Approval	4	0	0	4
Prerequisite					
Co-requisites					

Course Background and Learning Objectives:

The objective of this course is to provide the conceptual background and develop understanding of financial accounting by helping the learners read, understand, analyze and interpret financial statements so as to assess the financial performance of a company from the information contained in financial reports.

Upon successful completion of this course, the student would be able to:

1. Understand the role of accounting as the basis for business decision-making
2. Understand the accounting processes that underlie financial statements
3. Understand the objectives and uses of financial analysis
4. Understand the needs of different users of financial accounting reports
5. Select appropriate accounting information from financial statements and use it effectively for decision-making
6. Understand the general benefits and limitations of accounting statements
7. Use accounting information as a basis for decision-making based on the analysis and interpretation of data from financial statements
8. Understand how policy decisions can impact financial statements and decision-making

Text Book

1. Maheshwari S.N & Maheshwari S K – A text book of Accounting for Management (Vikas, 10th Edition)

Suggested Readings

1. Narayanswamy, R: Financial Accounting: A Managerial Perspective. 3e, Phi India.
2. Ambrish Gupta - Financial Accounting: A Managerial Perspective (Prentice Hall, 4th Edition)
3. B. Banerjee-Financial Accounting (Excel Books)

Course content

Unit 1: Introduction

8 Lecture Hours

Accounting concepts, conventions and principles; Accounting Equation, Accounting principles and standards; Objectives of Accounting, Understand the conceptual framework of Financial Accounting, Understand role of financial Accounting in financial analysis, Comprehend

information structure of company's annual report, Understand role of Indian AS, IFRS and US GAAP.

Unit 2: MechanicsOfAccounting **8 Lecture Hours**

Double entry system of accounting, journalizing of transactions; ledger posting and trial balance, preparation of final accounts, Profit & Loss Account, Profit & Loss Appropriation account and Balance Sheet, Policies related with depreciation, inventory and intangible assets like copyright, trademark, patents and goodwill.

Unit 3: Analysis ofFinancialstatement **8 Lecture Hours**

Ratio Analysis- solvency ratios, profitability ratios, activity ratios, liquidity ratios, market capitalization ratios; Common Size Statement; Comparative Balance Sheet and Trend Analysis of manufacturing, service & banking organizations.

Unit 4: Fund FlowStatementAnalysis **8 Lecture Hours**

Meaning, important of fund flow statements, Advantages and disadvantages of Fund flow statements, Concept of Gross and Net Working Capital, Preparation of Schedule of Changes in Working Capital, Preparation of Funds Flow Statement and its analysis.

Unit 5: Cash FlowStatementAnalysis **8 Lecture Hours**

Meaning of Cash Flow, importance of Cash Flow, Various cash and non-cash transactions, flow of cash, difference between cash flow and fund flow Advantage and Disadvantages, preparation of Cash Flow Statement and its analysis.

Evaluation	Theory	
Component	Internal	SEE
Marks	30	70
Total Marks	100	

BMGT 704C	Human Resource Management	L	T	P	C
		2	1	0	3

Course Content:

Unit I: Introduction to Human Resource Management 7 lecture hours

Introduction; Evolution of Human Resource Management; Modern Human Resource Management; Motivation and Human Resource Management; Objectives and Importance of Human Resource Management; Human Resource Management : Major Influencing Factors; Difference between Human resource Management and Personnel Management.

Unit II: Human Resource Planning 5 lecture hours

Introduction; Objectives and Importance of Human Resource Planning; Steps under Human Resource Planning Process; Factors affecting Human Resource Planning; Human Resource Forecasting Methods; Barriers in Human Resource Planning; Overcoming the Barriers.

Unit III: Job Analysis and Job Design 5 lecture hours

Introduction; Uses of Job Analysis; Steps under Job Analysis Process; Meaning of Job Design; Different Job Design Techniques.

Unit IV: Recruitment and Selection 5 lecture hours

Introduction; Factors affecting Recruitment; Sources of Recruitment; Stages of Recruitment; Recruitment Evaluation; Selection Process Steps.

Unit V: Training and Development 5 lecture hours

Introduction; Objectives and Importance of Training and Development; Different Training and Development Methods.

Unit VI: Performance Management 5 lecture hours

Introduction; Objectives; Performance Appraisal Methods; Positive Aspect of Performance Appraisal; Drawbacks of Formal Appraisal System; Overcoming the Drawbacks.

Unit VII: Compensation and Job Evaluation 5 lecture hours

Introduction; Job Evaluation; Job Evaluation Systems, Non Analytical Methods; Analytical Methods.

Unit VIII: Ethics and Human Resource Management

3 lecture hours

Introduction; Why Ethics; Ethics: Conceptual Framework; Reasons for Unethical Behaviour; Systems Driven; Ethics and Human Resource Management; Managing Ethics.

Text Book:

1. Human Resource Management (Text and Cases): K. Aswathappa : Tata McgrawHill.
2. Human Resource Management: P.Subba Rao : Himalaya Publications.

Reference Books:

1. Human Resource Management :Dessler and Varkkey :Pearson.
2. Human Resource Management : Snell and Bohlander : Cengage Learning.
3. Human Resource Management :N.K.Singh : ExcelBooks.
4. Human Resource Management :Saiyadain : Tata McgrawHill.

BMGT 705C	Marketing Management	L	T	P	C
Version 1.01	Date of Approval:	2	1	1	4
Prerequisite	Basic understanding of principles of management				
Total Credits	4				

Course Background and Learning Objectives:

This Course introduces the subject of marketing management to the MBA First Year students. This is a basic course and will cover the understanding of marketing management as a social process, as an organizational function and as a strategic tool for organization. Concepts such as environment analysis, consumer analysis, segmentation, targeting and positioning, marketing mix, market structure and competition analysis are included to make students aware of the broad framework of marketing which will be the prerequisite for the second part of the course that will be confined on understanding and analysing marketing as a strategic tool.

The *learning goals and objectives* of this course for students to pursue management education are:

1. Demonstrate an understanding of basic concepts of marketing and apply in marketing issues. Understand the marketing challenges.
2. Understand the Marketing environment and interactions.
3. Understand the expectations of customers and know how to apply this knowledge into genuine value for customers.
4. Use marketing information and research to identify marketing opportunities and/or solve marketing problems.
5. Demonstrate an understanding of consumer behaviour, buying decision process and factors affecting the process and apply this knowledge for finding the factors to boost sales for the organizations.
6. Describe a range of common strategies for use with each of the various marketing mix tools: product, pricing, promotion, and distribution.
7. Determine and identify a firm's present or potential market segments. To understand the base for marketing segmentation.

8. Demonstrate an understanding for dealing with competitive challenges.
9. Demonstrate an understanding and application of marketing management tools and techniques
10. Understand the issues and challenges associated with marketing control.
11. Understand various issues related to ethical application of marketing tools and techniques.

Text Book:

1. Kotler and Keller, Marketing Management, 15th Edition, Pearson Education.

Reference Books:

1. Ramaswamy and Namakumari, Marketing Management
2. Baines, Fill and page, Marketing Management
3. Tapan K. Panda, Marketing Management

Course Content:

Unit I: Introduction to Marketing and Marketing Environment 6 lectures

hours Introduction to Marketing: Meaning, relevance and core concepts: needs, wants, demand, market, customer, market etc., Scope of marketing and new age marketing challenges, Evolution of Marketing: Production, product, selling, marketing, societal, relationship and holistic marketing concept, Introduction to marketing mix elements: Product, price, place, and promotion, In-class exercise based on marketing mix elements, Marketing Ethics and Social Responsibilities of Marketing, Analysing Marketing Environment: Task environment, Macro Environment- political, social, economic, technological, legal and other factors, Scanning Marketing Environment: SWOT and PESTLE analysis, Marketing Planning Process.

Unit II: Consumer Markets and Consumer Buyer Behaviour 5 lectures hours

Characteristics affecting consumer behaviour: Cultural, social, personal and psychological factors, Models of Consumer Behaviour, Buyer decision process and stages in the adoption process, consumer research, Business Markets: Market structure and demand, nature of buying centre/unit and types of decisions, Business buyer behaviour, types of buying situations, participants in buying process, factors influencing buyer and decision making process, Case Discussion (To be announced in the class as the syllabus progresses).

Unit III: Identifying Market Segments and Targets 5 lectures hours

Market Segmentation: Segment Marketing, Niche Marketing, Local Marketing, Individual

Marketing, Consumer Market Segmentation Bases, Business Market Segmentation Bases, Market Targeting, Market Fragmentation and Consolidation, Market Targeting and Positioning. Case Discussion, Quiz2

Unit IV: Analysing Competition and Creating Competitive Advantage 5 lectures

hoursAnalyzing Market Structure and Competition, Competitor Analysis: Identifying competitors, assessing competitors and selecting competitors to attack and avoid, Competitive Strategies: Market Leader, challenger, market follower and niche marketer strategies, Case discussion (To be announced in the class as the syllabus progresses).

Unit V: Marketing Tools and their Applications 15 lecture hours

Product as a marketing tool:

Product Classification and Levels, Product Life Cycle and associated marketing strategies, New Product Development Process, Product Co-creation, New Product Adoption Process, Product Mix and related marketing strategies, Understanding Brand, Branding Strategies, Brand Equity, Packaging and Labelling, Brand Positioning. Case Studies (Cases to be notified in the Class).

Pricing as a marketing tool:

Product Cost and Pricing, Factors Affecting Pricing Decisions, Setting Price of an Offering, Various Pricing Methods, Case Studies (Cases to be notified in the Class).

Channel as a marketing tool:

Understanding Marketing Channel, Marketing Channel Types and Functions, Channel Levels, Channel Design Decisions, B2B, B2C and Service Channel Design, Channel Management: issues and challenges, Logistics, Case studies (Cases to be notified in the Class).

Communication as a marketing tool:

Understanding Integrated Marketing Communications, Communication Process Models, Developing Effective Marketing Communication, Marketing Communication Mix, Implementation of Communication Tools: Advertising, Sales Promotion, Personal Selling, Direct Marketing, Event management, ATL and BTL Promotion, Co-Creation of Communications, Case Studies (Cases to be Notified in the Class).

Unit VI: marketing Control and Ethics 4 lecture hours

Understanding marketing Control, Marketing Control Process, Ethics and Marketing, Ethical Marketing Decision Making: Issues and Challenges, Product Development and Ethics, Pricing

and Ethics, Distribution Channel and Ethics, Promotion and Ethics, Case Studies (To be notified in the Class).

Evaluation	Theory	
Component	Internal	End Semester Examination
Marks	30	70
Total Marks	100	

* Lecture hour 16, 32 and 40 will be the first, second and third periodic assessment of the students.

*after completion of the course, an assessment will be carried out covering the complete course.

BMGT 806 C	Business Laws	L	T	P	C
Version 1.01	Date of Approval	3	0	0	3
Prerequisite					
Co-requisites					

Course Background and Learning Objectives:

This course is designed to enhance the legal literacy of MBA students by developing a body of legal knowledge and honing legal instincts that will help business leaders attain a competitive edge and promote long-term success. Building on the basic legal concepts, the course will refine students' understanding of how law affects all aspects of business, and develops a deeper appreciation of how legal systems operate and how to operate within the boundaries of legal systems. In this course, students will gain a sense of when and how the legal system may affect them in a business setting, particularly in the areas of Contract law, Sales of goods act, Company act and government regulation of business. Students will also discuss situations involving choices that may reach beyond the requirements of the law. When the students study they will explore how such situations arise and how they might be solved or even prevented.

The *learning goals and objectives* of this course for students to pursue management education are:

1. To provide a general understanding of India Legal System.
2. To familiarize the students with the understanding and provisions of the important business laws, the knowledge of which is essential for modern Business.
3. Impact of law on different business decision.

Unit-I

LAW & INDIAN CONTRACT ACT, 1872

8 Lectures

Definitions, Sources, Scope, Need, Objectives of Business Law, Introduction, essentials of a valid contract, classification of contract according to their enforceability, formation and performance, offer and acceptances, legality of object and, consideration, capacity to contract, Free consent- coercion, undue influence, void, voidable, unenforceable and illegal Agreements, discharge of contract termination of contract, Remedies for Breach of Contract- Remedies, Damages, Indemnity, Guarantee.

Unit-II

SALE OF GOODS ACT, 1930

8 Lectures

Formation of contracts of sale, goods and their classification, Price, Conditions and Warranties, Doctrine of Caveat Emptor, Transfer of Property in goods, Performance of the contract of sale, Unpaid seller and his rights, Sale by auction, hire purchase agreement, Sales and agreement to sale, Earnest money, Rules Regarding Delivery, The Right of Re-sale.

Unit-III

NEGOTIABLE INSTRUMENT ACT, 1881

8 Lectures

Definitions and features of different types of negotiable instruments (Promissory note, Bill of Exchange & Cheque), Parties to a negotiable instrument and their capacity, holder and holder in Due course, crossing of a cheque, types of crossing, Banker and Customer, negotiation, Dishonor and discharge of negotiable instrument.

Unit-IV

COMPANIES ACT, 1956

8 Lectures

Definition, Nature and kind of companies, formation & essential features of company. Contents, Procedures for allegation, prospectus, Memorandum of Association and Article Of Association, Share Capital, Debentures, borrowing powers, minimum subscription, Company meeting, Rights of Share- holders, Company Management, winding up of company.

Unit-V

THE LAW OF INSURANCES & LAWS RELATING TO PATENTS, TRADE MARKS AND COPYRIGHTS:

8 Lectures

Principles of Insurance, Life Insurance, Marine Insurances, Fire and other insurances, a general idea.

SUGGESTED BOOKS:

1. Commercial & Industrial Law Dr.N.D.Kapoor, S.chand and sons.
2. Company Law Taxman.
3. Business Law P.S.H Pillai, Bagavathi. S.chand and co.ltd.
4. Business Law Bulchandani. Himalaya Publishing Ltd.
5. Business Law S .N.Maheshwari, Himalaya Publishing Ltd.
6. Commercial Laws Sen & Mitra, The World Press, Kolkata.
Along with Business Law

Evaluation	Theory	
Component	Internal	END semester examination
Marks	30	70
Total Marks	100	

SUMMER TRAINING GUIDELINES

BMGT 807 C	Summer Internship Programme	L	T	P	C
Version 1.01	Date of Approval	0	0	0	4
Prerequisite	Knowledge of Business and Research Methodology				
Evaluation	Project Report & Viva Examination				

1

Summer Training

The Summer Training is an integral part of the MBA programme and aims at achieving the following objectives:

- ❑ Application of knowledge and techniques learnt in the first year to real business problems and to test out and enrich one's understanding, knowledge and skills.
- ❑ Gives an insight into the working of the real organizations.
- ❑ Gaining deeper understanding in specific functional areas.
- ❑ Appreciating the linkages among different functions and developing a realistic managerial perspective about organizations in their totality.
- ❑ Helps in exploring career opportunities in their areas of interest.

Do's and Don'ts in the Organization

❖ Do's-

- ❑ Punctuality(timeliness),
- ❑ Maintaining healthy and cordial relationshipwith the people in organization.
- ❑ Understanding the workculture.
- ❑ Obeying direct orders from theseniors.
- ❑ Showing a sense of belonging with the organization.
- ❑ Maintaining proper Line and Staff Relationship with the seniors and subordinates (IfAny).

Do's and Don'ts in the Organization

■ Don'ts

- ❑ Do not take the training lightly andcasually.
- ❑ Do not give an impression that you are doing the training just for the sake of it. Put your heart and soul.
- ❑ Do not involve in internalpolitics.
- ❑ Do not reveal youweaknesses.
- ❑ Do not lie to yourseniors.
- ❑ Do not waste your time.
- ❑ Do not copy any material. Beoriginal.
- ❑ Do not go for leave unless it isindispensable.
- ❑ Do not ask forfavours.

❖ As a part of training, the students are required to submit a Project Report and give a presentation to the organization, if necessary. Also, they may be required to submit a project report to the organization.

❖ The Report, Presentation on project report and Viva on Project Report are the basis for evaluation of the Project Work at the Institute level.

❖ The project report should show that the student is capable of scientific analysis of a problem and can approach the solution for the same in a systematic manner.

❖ The project must provide sufficient indication that the student is competent in successful application of acquired management tools

Prescribed Cover Page and Guidelines

■ The cover page must be hard bound in **Black Colour with Gold Embossing**.

- The size of the report would depend on the project undertaken. However it must be **50 to 100** typed pages (1.5 space) on A4 size paper.
- All the students are required to use the uniform font and format (except in heading and subheadings) through out the text of the report. For example, if anybody uses “Times New Roman” of font size 12 in the text, then he/she will be using the same through out the report.
- The project report must accompany a certificate authenticating the originality of the work done in the prescribed format, as indicated below.

Guidelines for Summer Training

- Each student will make **two copies of** project report in the recommended format. One copy is to be submitted to the Faculty Coordinator SIP (Mr. Nirmalya Debnath) **on or beforerd of _____ 2017**. The students will keep one copy of the project for their further reference in future and one copy to the organization where they have done their summer training (if required).
- Each student is required to make a copy of project in CD and submit along with his/her project report.
- All the students are required to follow the following instruction.
 - There should not be any deviation from requirement of reproducing the cover page of the report from the format prescribed below.
 - Students should prepare an outline – “framework on which long written works are constructed.”
 - Preparation of the rough draft.
 - Rewriting and Polishing the rough draft.
- Bibliography

SUMMER TRAINING PROJECT REPORT ON

(TITLE OF THE PROJECT AND NAME OF THE ORGANISATION)

(16 font size, Times New Roman, Capital)

FOR THE PARTIAL FULFILLMENT OF THE REQUIREMENT FOR THE AWARD OF

MASTERS IN BUSINESS ADMINISTRATION

(16 font size, Times New Roman, Bold and Italic)

UNDER THE GUIDANCE OF:

Mr./Dr.(Name of the Faculty Member).....

UNDER THE SUPERVISION OF:

Mr. (Reporting Officer)

SUBMITTED BY

(NAME OF STUDENT).....

MBA2016-18

On company Letter head

To whom it may concern

This is to certify that Mr./Ms , Roll
no..... is the student of MBA.

He/she has worked on the project titled

“ ” under my
supervision and guidance. This is an original and authenticated work done
by him/her.

CERTIFICATE

This is to certify that the project work done on (Title) is a bonafide work carried out by Mr./Ms.----- under my supervision and guidance. The project report is submitted towards the partial fulfillment of 2 – year, full time Masters in Business Administration.

This work has not been submitted anywhere else for any other degree/diploma. The original work was carried during to

----- in (Name of the organization).

Acknowledgment

Acknowledge the contribution of company guide (industry supervisor), faculty supervisor, Head of the Department, Head of placement cell, parents and others

Declaration

I,, Roll no..., student of MBA of Department of Business Management, Tripura University, Suryamaninagar, Agartala, hereby

declare that the project report on ".....at

.....

....." is an original and authenticated work done by me.

I further declare that it has not been submitted elsewhere by any other person in any of the universities/ institutes for the award of any degree or diploma.

REPORT STRUCTURE

- **Cover and Titlepage**
- Company's Certificate of Completion of Project should bear signature and the stamp of the officer concerned in the organization where the student has undergone training as well as that of the head of the MBA programme
- Certificate by the faculty of the institute that the work is original.
- Acknowledgement
- Declaration given by the student
- Preface
- Table of contents (with consecutive numbering)
- List of Tables and Illustrations
- Executive Summary.
 - (Introduction of the reason for project, Research Design in short, Findings, conclusions in short)

I. Introduction

Introduction of the organization

- a) Aim & Establishment of the company
 1. When was it established and by whom?
 2. Vision, mission, goals, aims and the policies developed
 3. Its position/stage in the lifecycle.
 4. Types of services/products given/produced
- b) Departments of the Company
 1. Organizational chart showing the different departments
 2. One paragraph about each of the departments explaining their functions within the company.

II. Literature review

This section for the summer training report would mean writing about the ways in which the organizational realities are similar or different from theory. The management theory dealt with in the report must be written in detail. The review may be of the following:

1. The Background
2. The Promoters
3. The Company and its Productline
4. Features of the Product
5. Marketing strategies
6. Competitors
7. Govt. Policies
8. Taxation aspects
9. Major problems
10. Achievements
11. Share Market Position
12. National and International Image
13. Future Prospects

III Research Methodology

- I. Research Design.
 - a) Exploratory Research (flexible) – involving survey of the concerning literature, experience survey, etc.
 - b) Descriptive – describing characteristics of a particular group or individuals.**
- II. Sampling Design, (Simple Random Sampling, Cluster Sampling, Systematic Sampling, Stratified Sampling, Convenience Sampling, Judgmental Sampling)
- III. Sources of data (Primary or/and Secondary data).
- IV. Data Collection tools/instruments.
- V. Methods of data collection.

VI Tools and techniques of analysis of Data. (Statistical analysis must be supported by relevant tables, charts, graphs etc. as required.)

VII Findings and Conclusions (Outcome/ Result). Implication of the study.

VIII Suggestion/Recommendation

IX Limitation

X Overall Experience

Description of work responsibilities taken (Describe the department you worked in, Job description)

How could you have done your work better? How could you have gained more experience? What did you learn?

Bibliography Appendix /

Annexure

If the student uses any table/graph/ Figure, then it is to be numbered and source of information from which it is collected, is to be mentioned under each.

HOW TO WRITE BIBLIOGRAPHY

Books:

Author (S) e.g. If Author name is Stephen Robbins, then it will be written as Robbins Stephen.

Title, Place of Publication, Publisher, Date (year) of publication, Number of pages referred from "-----to -----".

Magazine & Journals/ Newspaper

Author(S) Title Volume Number Serial Number Date of issue Page

ANNEXURE/ APPENDICES

Original data

Long Tables Questionnaires & Letters

Schedules or forms used in collecting data

Internet Printout

Industry Printout

Typing Instructions:

Paper A4 Size

Margins Left = 1.5 inch, Right = 1 inch Spacing within a sentence: ~~Double~~ Between words: 1 space

After a colon: 2 spaces

TEXT**Headings Types:**

Centre Head (All Caps, without underlining) 14 font size

Centre subhead (Caps and lower case underlined) 14 font size

Side Head (All Caps, without underlining) 14 font size

Paragraph head followed by a colon (Caps & Lower case underlined) 12 font size.

Quotation

It should be placed in quotation marks and double spaced, forming an immediate part of the text, but if a quotation is of a considerable length (more

Footnotes

Identification of materials used in quotations in the report and the notice of material not necessary to the body of research text but still of supplemental value.

Placed at the bottom of the page on which the reference or the quotation which they identify or supplement ends.

They should be numbered consecutively usually beginning with No. 1 in each chapter

Foot notes are typed in single space though they are divided from one another by double space

All the Best!

BMGT 901 C	Financial Management	L	T	P	C
Version 1.01	Date of Approval	3	0	0	3
Prerequisite					
Co-requisites					

Course Background and Learning Objectives:

Getting a business idea, making a product or designing a service, marketing the same and managing people are some of the important functions activities of a business undertaking. A business may be successful in all these, yet could fail on account of improper financial management. Knowing how to fund the business enterprise, how to employee the funds mobilize effectively and productively, how to allocate resources among various opportunities, managing the day today need of business etc. must not be experimented with. This course aims at equipping a potential manager the tools and techniques which helps in making financial decisions of the business and there by lead to achieving the goal of business-‘Wealth Maximisation’.

The *learning goals and objectives* of this course for students to pursue management education are:

1. To provide the concepts and foundation of managing finance in business enterprises.
2. Identify and evaluate key success factors in the management of the finance function and its relationship with other parts of the organisation and, where necessary, with external parties;
3. Identify and describe optimal strategies for the management of working capital and satisfaction of longer term financing requirements.

Text Book:

1. I M Pandey, ‘Financial Management’- Vikas Publications.
2. M.Y. Khan, and P.K Jain, ‘Financial Management’- Tata McGraw-Hill Publishing Company Limited.

Reference Books:

1. Prasanna Chandra, Financial Management-Theory and Practice, Tata McGraw-Hill Publishing Company Limited.
2. Ravi Srivastava, Anil Misra- Financial Management- Theory And Practice, Kalyani Publications

Course Content:

Unit I: INTRODUCTION 8 lecture hours

Concept of Finance, scope and objectives of finance, Profit maximization vs. Wealth maximization, Functions of Finance Manager in Modern Age, Finance decisions by the firm.

Unit II: VALUATION CONCEPTS 8 lecture hours

Time value of money, Risk and Return, Valuation and management of Bonds, shares and their valuations, Capital Asset pricing models, Valuations and Corporate Governance.

Unit III: INVESTMENT DECISIONS 8 lecture hours

Capital Budgeting: Introduction, Features of Capital Budgeting Decision, types of projects, Techniques of Evaluation of Capital Budgeting Decisions, Accounting Rate of Return, Payback Period Method, Internal Rate of Return, NPV & IRR- A Comparison and conflict.

Unit IV: FINANCING & DIVIDEND DECISIONS 8 lecture hours

Capital Structure- Theory, Designing capital Structure, Leasing & hire purchase, dividend decisions & sources of finance.

Unit V: WORKING CAPITAL MANAGEMENT 8 lecture hours

Introduction, Meaning of Working Capital, Scope of Working Capital, Working Capital needs, Types of Business, Operating cycle & its relevance for Working Capital Management, Estimation of Working Capital Requirements.

Evaluation	Theory	
Component	Internal	SEE
Marks	30	70
Total Marks	100	

BMGT 902 C	Business Report Writing and Interview Techniques	L	T	P	C
Version 1.01	Date of Approval	2	0	0	2
Prerequisite					
Co-requisites					

Course Background and Learning Objectives:

A **business plan** is an essential roadmap for business success. It is important for any Business Management to know how to propose a business plan. In today's scenario becoming a self-employed is a great achievement. The course will give an exposure on how to write a business plan, report writing, how to face an interview as it will guide them in placement drive.

The *learning goals and objectives* of this course for students to pursue management education are:

1. Idea generation and creating a business plan.
2. On field study of the feasibility of the project plan.
3. Interview basics and mock interview will help them in placement.

Text Book:

Course Content:

Unit I: 4 hours

Idea generation, creating a business plan, choosing from different business naming and registering a Business, making a product or service, choosing the location of the industry/business, setting up infrastructure.

Unit II: 4 hours

Sourcing process, raw materials, machineries and equipments, pricing your product or service,

managing human resource. Financial analysis. Market analysis.

UnitIII: **4hours**

Indicative information required: Company/firm, proposal, background of directors/promoters and their experience, organizational structure and management, technology/collaboration, Product or Service marketing and selling arrangement, land/ location, utilities, engineering consultant/ technical consultant/ Architects , Revenue projection, and others. Policies and regulations.

UnitIV: **4hours**

Writing CV/Bio data – components to be included.

UnitV: **4 hours**

Interview basics, Mock Interview

Evaluation	Theory	
Component	Internal	SEE
Marks	30	70
Total Marks	100	

BMGT 903 C	Outstation Industry Visit and Project major	L	T	P	C
Version 1.01	Date of Approval	3	0	0	0
Prerequisite					
Co-requisites					

Course Background and Learning Objectives:

The *learning goals and objectives* of this course for students to pursue management education are:

BMGT 904C	Consumer Behaviour	L	T	P	C
Version 1.01	Date of Approval:	2	1	1	4
Prerequisite	Basic understanding of Marketing				
Total Credits	4				

Course Background and Learning Objectives:

This Course introduces the subject of International Marketing to the MBA Second Year students as an elective paper. This is an elective course and will cover the understanding of some prerequisites a marketing manager requires when planning to enter into markets outside their national boundary. Concepts such as international marketing complexities, challenges and opportunities, international marketing environment, entry methods, international pricing, EPRG orientation, documentation for international marketing, standardization and adaptation, international communications are included to make students aware of the broad framework of international marketing.

The *learning goals and objectives* of this course for students to pursue management education are:

1. Demonstrate an understanding of why to approach international market.
2. Understand various mechanisms to enter into international market.
3. Understand various issues related to marketing mix application in the context of international market.
4. Understand various documents required and legal aspects associated with international market.

Text Book:

1. International Marketing: Cateora and Graham John, Tata McGraw Hill Education.

Reference Books:

- 1.

Course Content:

Unit I: Introduction to Consumer Behaviour 6 lectures hours

Definition, Consumer and Marketing Strategy, Marketing and Consumer Behaviour, interdisciplinary approach to consumer behaviour, understanding Indian consumers, Consumer Decision Making (Cognitive, habitual and affective), decision making in the context of B2B (Cases to be given later on in the lectures).

Unit II: Psychological Influences on Consume Behaviour 10 lectures hours

Perception, Learning, Memory, The Self and personality, Attitudes and Persuasion and their influence on Consumer Behaviour (Practical and case studies: to be notified during lectures).

Unit III: Sociological Influences on Consumer Behaviour 10 lectures hours

Groups and situational effects, Cultural Influence, gender subcultures, ethnic and racial subcultures, religious subcultures, age subcultures, Income and social class, status and life styles and their role in Consumer Behaviour (Practical and case studies: to be notified during lectures).

Unit IV: Networked Consumer Behaviour 6 lectures hours

Word of Mouth Communication, Opinion leadership, Social Media and Consumer Behaviour, Diffusion of Innovations (Practical and case studies: to be notified during lectures).

Unit V: Ethical Issues in Consumer Behaviour 8 lectures hours

Business Ethics and Consumer Rights, Consumers' Rights and Product Satisfaction, Policy issues related to consumer behaviour, Consumer Terrorism, Addictive Consumption, Consumed Consumers, Consumer Protection Act in India, Green Consumer Behaviour. (Practical and case studies: to be notified during lectures).

Evaluation	Theory	
	Internal	End Semester Examination
Component		
Marks	30	70
Total Marks	100	

* Lecture hour 19, 35 and 40 will be the first, second and final periodic assessment for the students.

*after completion of the course, a practical session will be carried out on advertisement design and event organization.

BMGT 905 C	Sales & Distribution Management	L	T	P	C
Version 1.01	Date of Approval	4	0	0	4
Prerequisite	Marketing Management				
Co-requisites					

Course Background and Learning Objectives:

Sales perspective examines selling in its historic role and then views its place within marketing and marketing organization. Sales & distribution management focuses on the development of effective sales and distribution strategy, management of marketing channels, and sales force management. Sales management is undergoing rapid changes due to changing orientation of companies from product delivery to service based delivery models. Sales management covers sales budget and explains how it is the starting point for business planning.

The *learning goals and objectives* of this course for students pursuing management education are:

1. Selling skills, responsibility of any sales persons will be covered.
2. Delivery and managing intermediaries, planning territory will also be covered.
3. Its guide for any sales manager about controlling and evaluating a salesforce.

Text Book: Sales and Distribution Management. Tapan.K. Panda, Sunil Sahadev, 2nd Edition, Oxford Publications.

Reference Books:

1. Selling & Sales Management. David Jobber & Geoffrey Lancaster, Pearson Education
2. Sales & Distribution Management: Text & Cases. S. L. Gupta, Excel Books

Course Content:

Unit I: Introduction to Sales Management 8 hours

An introduction to sales management; functions of sales management, evolution, Importance of sales management; types of personal selling; difference between sales & marketing; sales management process, emerging trends in sales management; Selling skills – Communication

skills, listening skills, conflict skills, negotiation skills, problem solving skills. Sales recruitment and selection; motivation and training; compensation of sales force.

UnitII 8 hours

The Selling Process, sales force automation, management of sales territory, sales forecasting and budgeting, sales quotas- sales volume quota, sales budget quota, sales activity quota, combined quota; sales force compensation, sales force control, performance appraisal of sales force. Mock selling activities.

UnitIII: 8hours

Functions and flows of marketing intermediaries, Jobs of marketing intermediaries, Types of channel members; Need for distribution channels : Value addition; Channel strategy

Unit IV: Distribution Management- ManagingChannelPartners 8hours

Designing channel & planning process; Selecting Channel Partners; Issues in Channel Management, Pricing Issues in Channel Management, Promoting Through Marketing Channel, Evaluating Channel Performance.

UnitV: 8 hours

Logistics and supply chain management; Electronic Marketing Channels; Transportation decisions, Warehousing decisions, Order processing, inventory decisions. Ethical Issues in Selling, Legal & Ethical Issues in Channel Management.

Evaluation	Theory	
Component	Internal	SEE
Marks	30	70
Total Marks	100	

BMGT 906 C	HUMAN RESOURCE PLANNING & DEVELOPMENT	L	T	P	C
Version 1.01	Date of Approval	4	0	0	4
Prerequisite					
Co-requisites					

Course Background and Learning Objectives:

“Manpower” or “human resource” may be thought of as “the total knowledge, skills, creative abilities, talents and aptitudes of an organization's work, force, as well as the values, attitudes and benefits of an individual involved it is the sum total of inherent abilities, acquired knowledge and skills represented by the talents and aptitudes of the employed persons;” of all the “MS” in management (i.e., the management of materials, machines, money, motive power), the most important is “M” for men or human resources. Human resource planning aims at fulfilling the objectives of manpower requirement. It helps to mobilize the recruited resources for the productive activities. The human resource planning is an important process aiming to link business strategy and its operation. Further it ensures the best fit between employees and jobs while avoiding manpower shortages or surpluses. Many employees come into an organization with only a basic level of skills and experience and must receive training in order to do their jobs effectively. Others may already have the necessary skills to do the job, but don't have knowledge related to that particular organization. HR development is designed to give employees the information they need to adapt to that organization's culture and to do their jobs effectively. This course is intended to make students capable of applying the principles and techniques as professionals for developing human resources in an organization.

The *learning goals and objectives* of this course for students to pursue management education are:

1. The objective of the course is to familiarize the students about the different aspects of managing people in the organizations from the stage of acquisition to development and retention.
2. To enable the students to acquire the knowledge necessary for preparing the manpower Plan of a business enterprise and subsequent plans of actions.
3. The objective of the course is to make student aware of the concepts, techniques and practices of human resource development.

Text Book:

1. Aswathappa, K., Human Resource Management-Text and Cases, Tata McGrawHill

Reference Books:

1. D'Cenzo, David A., Stephen P. Robbins, and Susan L. Verhulst, Human Resource Management, John Wiley and Sons, New Delhi.
2. Flippo, Edwin B., Principles of Personnel Management, McGraw Hill, New York.
3. P. Subba Rao, Human Resource Management, Himalaya Publishing House
4. Werner J. M., DeSimone, R.L., Human resource development, South Western.

Course Content:

Unit I: Human Resources Planning & Development 8 lecture hours

Introduction to HRP System, Objectives, Importance-HRP Process & function- Manpower Estimation- Methods and Techniques : Demand Management and Supply Management. Contemporary Trends in Managing Demand and Supply. Job analysis-Job Description-Job Specification.. Job Evaluation- procedure, drawbacks & Essentials. Concept of HRD, HRD as a total system, HRD Process, Barriers of HRD Programmes.

Unit II: Key HR Practices 8 lectures hours

Recruitment -.Sources of Recruitment, Selection – Process. Induction & Orientation- Dislocation and Relocation of Employees . Career Planning-. Managing Career Planning, Elements of a Career Planning Programme, Succession Planning. Individual & Organisational Career Development Steps, Suggestions, Performance and Potential Appraisal- Methods, Limitations, Essentials of good Appraisal System, Changing Nature of Roles. HRD in the Government and Public Systems

Unit III: Training and Executive Development 8 lecture hours

Concept, Definition, Features, Principles, Need & Importance, Methods, Evolution, Steps to Training & Development, Drawbacks, Suggestive System. Executive Development Programmes, Objectives, Evaluation of Training and Management Development, Employee Motivation as a Part of Retention-Concept, Definition, Objectives, Theories, Motivation and Morale.

Unit IV: Intellectual Capital Accounting 8 lecture hours

Human Resource Information System- Concept, need, steps, limitations, impact . Human Resource Audit.- Meaning, Advantages, Limitations, Methods, Controlling Cost of HR, Human Resource Accounting. HRD Audit.

Unit V: Current trends of HRD**8 lecture hours**

Competence mapping- introduction, needs, types methods. Participation & Empowerment- meaning, forms, objectives, evaluation, advantages, Effective WPM, Empowerment meaning, process, merits & demerits, Requisites for success of Empowerment- Strategic HRD. HRD in Indian industry, Suggestions to make HRD effective in Indian Organizations.

Evaluation	Theory	
Component	Internal	SEE
Marks	30	70
Total Marks	100	

BMGT 907 C	Compensation and Reward Management	L	T	P	C
Version 1.01	Date of Approval	4	0	0	4
Prerequisite					
Co-requisites					

Course Background and Learning Objectives:

In today's world organizations try more to assess the worth of an individual in terms of his performance and contribution to the organizations. With the growing demand of workforce and constant challenges in the business environment, organizations have to evolve and accurate system for evaluating jobs and assessing their worth. Compensation management helps to determine the relative worth of a job in an organization in a systematic, consistent and accurate manner. The purpose of this subject is to give the student hands on experience on how the whole compensation system works in an organization, how an organization decides to give pay and how to design a pay structure from scratch.

The *learning goals and objectives* of this course for students to pursue management education are:

- 1 To make students understand the conceptual and technical aspects of compensation and reward management.
- 2 To explain monetary and non-monetary aspects of compensation and reward management and other benefits packages in the organizations and its impact on employee performance and motivation.
- 3 To provide students with emerging perspective and trends in compensation management.

Text Book:

1. Milkovich, G.T. Newman, J, and Verkatratnam, C.S.: Compensation, 9th Edition, McGraw Hill.

Reference Books:

1. Bhattacharya, D.; Compensation Management, Oxford Publications.
2. Henderson, R.: Compensation management in a knowledge based World, Pearson Education
3. Armstrong, M., and Murlis, H.: Reward Management-A Handbook of Remuneration Strategy and Practice, Kogan Page.
4. Bhatia, S.K., Constructive Industrial Relation and Labour Laws, Deep and Deep Publications.

Course Content:

Unit I: Introduction to Compensation and Reward Management 8 lecture hours

Concept of compensation, Objectives and Definition, Guiding Principles of Compensation Formulation, Role of Compensation and Reward in Organization: Wage concepts and definition of wages under various labour legislation, Methods of wage payments, Factors influencing wage policies, Differences in Strategies for compensation determination, Essentials of a good system of wage payment, Executive compensation, Factors influencing executive compensation,

Unit II: Theoretical dimensions of Compensation 8 lecture hours

Theories of wages: Wages fund theory, Subsistence Theory, The surplus value theory, Residual Claimant theory, Marginal productivity theory, Bargaining theory, Behavioural theories of wages.

Unit III: Statutory provisions/Wage legislature in India 8 lecture hours

Payment of Wages Act, 1936, Minimum Wages Act, 1948, Payment of Bonus Act, 1965, Equal Remuneration Act, 1976, Employees Provident Fund Act, 1952, Payment of Gratuity Act, 1972. Function of Tribunal Wage Board, Labour Courts & Industrial Tribunals

Unit IV: Internal Alignment & employee benefits 8 lecture hours

Compensation Strategy and Internal Alignment; Factors shaping Internal Structure; Job Analysis and Compensation; Job Evaluation and Compensation, Collective Bargaining, Employee Benefits-Meaning and Concept; Process to Benefit Development; Types of Employee Benefits Components of Employee Benefits; Alternatives to employee Benefits, Statutory Employee Benefits in India. Downsizing and Voluntary Retirement Scheme.

Unit V: Evaluating Incentive & Reward Management**8 lecture hours**

Introduction, Pay for performance-meaning and concept; Benefits of a sound incentive system, Types of incentive plans for blue-collar and white-collar workers; Individual incentive plans, group incentive plans; Problems arising out of incentives, Bonus, Profit Sharing , Fringe benefits and ESOP, Types of rewards, ,impact of innovations in reward. Trends in Reward Management: Skill-based pay; Competency related pay; Relating rewards to organizational performance.

Evaluation	Theory	
Component	Internal	SEE
Marks	30	70
Total Marks	100	

BMGT 908 C	Financial Market And Services	L	T	P	C
Version 1.01	Date of Approval	4	0	0	4
Prerequisite					
Co-requisites					

Course Background and Learning Objectives:

Financial Markets and Services provide an insight to financial services for its clients or members. One of the most important financial services provided by these institutions is acting as financial intermediaries. They are responsible for transferring funds from investors to companies in need of those funds. Financial institutions facilitate the flow of money through the economy. With globalization of economies across the world, the role of financial Services institutions has become increasing complex and the risks undertaken by these firms on behalf of clients has become less transparent and more difficult to comprehend. It is no surprise that most recent talk has been around the extent to which government regulations are necessary. To do so, savings are brought to provide funds for loans. This course provides students a basic understanding of the markets and services.

This course provides a deep understanding of various financial institutions and markets in India. While there is significant focus on the functioning of the Indian financial system, students will also develop a sound understanding of various concepts, tools and techniques that apply to financial institutions and markets anywhere in the world. A discussion of structure, working and organisation of the Indian financial institutions as well as latest trends and happenings in the context of not only India but globalised financial markets will be a part of the course.

The *learning goals and objectives* of this course for students to pursue management education are:

1. To apply concepts relevant to financial markets such as the flow of funds, levels of interest rates and interest rate differentials, to current events or topical issues.
2. To evaluate empirical evidence of market performance, and contrast it with theories of market performance.
3. To determine and analyze the appropriate measures of risk and return for various financial instruments and understand the mechanics and regulation of financial intermediaries and securities exchanges.

Text Readings:

1) Fabozzi - Foundations of Financial Markets and Institutions (Prentice hall, 3rd Ed.)

SUGGESTED READINGS:

- 1) Parameswaran- Fundamentals of Financial Instruments (WileyIndia)
- 2) Khan M Y - Financial Services (Tata Mc Graw Hill, 1998)
- 3) Machiraju H R - Indian Financial System (Vikas, 2004)
- 4) Bhole L M - Financial Institutions and Markets (Tata McGraw-Hill, 3rd edition, 2003)
- 5) Srivastava, R.M & Nigam Divya - Management of Financial Institutions (Himalaya, 2003)

Reference Books:

Course Content:

Unit I: Financial Services and Market Overview 8 lecture hours

Financial System and Financial Markets, Participants in Financial Markets, Financial Services : An Introduction, Management of Risk in Financial Services, Regulatory Framework for Financial Services.

Stock Exchange: Functions and Organizations; Broking and Trading in Equity ; Broking and Trading in Debt; Mutual Funds

Unit II: Constituents and Functioning 8 lecture hours

RBI – Role and functions. Regulation of money and credit, Monetary and fiscal policies, Techniques of regulation and rates; Overview of Foreign Exchange Market, Financial Sector Reforms in India, Overview of Financial Services: nature, scope and importance etc.

Unit III: Securitisation 8 lecture hours

Concept, nature, scope and their implications. Securitization of Auto loans and housing loans, Securitizations in India. DFIs in India - IDBI, ICICI, IFCI, NABARD, RRBs, State Level Institutions ; NBFCs - Their status, types, working and strategies for commercial viability ; Insurance organizations - Their status, types, working and strategies for commercial viability.

Unit IV: Leasing and Hire Purchase 8 lecture hours

Leasing and Hire Purchase: Industry, Size and scope. Parties involved Evaluation of Lease transaction, Types Of lease and their implications, Hire purchase and lease - differences and implications for the business. Other Financial services: Factoring, Forfeiting, Discounting and Re Discounting of Bills, Consumer Credit and Plastic Money – concept, working and uses of each.

Unit V: Mutual Funds **8 lecture hours**

Concept, Types, Significance of Mutual Funds, NAV, Evolution & Growth of Mutual Funds, Role of Registrar, Underwriter according to SEBI guidelines.

Evaluation	Theory	
Component	Internal	SEE
Marks	30	70
Total Marks	100	

BMGT 909 C	Strategic Financial Management	L	T	P	C
Version 1.01	Date of Approval	4	0	0	4
Prerequisite					
Co-requisites					

Course Background and Learning Objectives:

Strategic financial management is managing an organization's financial resources so as to achieve its business objectives and maximize its value. Strategic financial management involves a defined sequence of steps that encompasses the full range of a company's finances, from setting out objectives and identifying resources, analysing data and making financial decisions, to tracking the variance between actual and budgeted results and identifying the reasons for this variance. This Subject strategic financial management course brings together financial management and strategic management. It will help students to access the financial criteria for all management decision making and focuses on two key ingredients: cash flow and net present value. This course will help you think about the role of accountancy in a new dynamic world.

The *learning goals and objectives* of this course for students to pursue management education are:

1. Understand and utilise appropriate tools for strategic financial management.
2. To understand how to contribute more effectively to corporate strategy by taking a more proactive and forward looking approach.
3. Evaluate strategic financial management options in light of the needs of management and the policy of the enterprise,
4. Characterise and describe the enterprise's financial strategy and use that characterisation and to develop optimal financial strategy for all stages of the life-cycle,

Text Readings:

1. Chandra, Prasanna, FINANCIAL MANAGEMENT, *Tata McGraw Hill, Delhi*. 2007

Reference Readings:

1. Rajni Sofat & Preeti Hiro, Strategic Financial Management, *PHI*, Delhi, 2011
2. Weaver & Weston, Strategic Corporate Finance, Cengage Learning, Delhi, 2001

Course Content:

UnitI: _____ 8 lecturehours

Financial Policy and Strategic Planning –Strategic Planning Process – Objectives and Goals – Major Kinds of Strategies and Policies – Corporate Planning – Process of Financial Planning
Types of Financial Plan – Financial Models – Tools or Techniques of Financial Modeling – Uses and Limitations of Financial Modeling – Applications of Financial Models – Types of Financial Models - Process of Financial Model Development.

UnitII: _____ 8 lecturehours

Investments Decisions under Risk and Uncertainty – Techniques of Investment Decision – Risk Adjusted Discount Rate, Certainty Equivalent Factor, Statistical Method, Sensitivity Analysis and Simulation Method – Corporate Strategy and High Technology Investments.

UnitIII: _____ 8 lecturehours

Expansion and Financial Restructuring – Corporate Restructuring - Mergers and Amalgamations –reasons for Merger, Benefits and Cost of Merger – Takeovers – Business Alliances – Managing an Acquisition – Divestitures – Ownership Restructuring – Privatisation – Dynamics of Restructuring – Buy Back of Shares .

UnitIV: _____ 8lecture hours

Leasing – Importance, Types– Evaluation of Lease from the point of view of Lessor and Lessee – Lease versus Buy Decision – Venture Capital – Concept and Developments in India – Process and Methods of Financing – Fiscal Incentives.

UnitV: _____ 8lecture hours

Financing Strategy - Innovative Sources of Finance – Asset Backed Securities - Hybrid Securities namely Convertible and Non-Convertible Debentures, Deep Discount Bonds, Secured Premium Notes, Convertible Preference Shares – Option Financing, Warrants, Convertibles and Exchangeable Commercial Paper.

Evaluation	Theory	
Component	Internal	SEE
Marks	30	70
Total Marks	100	

BMGT 910 C	Business Intelligence	L	T	P	C
Version 1.0	Date of Approval	4	0	0	4
Prerequisite	BMGT 206C Management Information System				
Co-requisites					

Course Background and Learning Objectives:

The volume of data collected by organizations has increased exponentially over the last decade. Having collected data from a variety of sources – internal and external, decision makers are looking to leverage this valuable asset to gain a deeper understanding of several key questions relating to their consumers, trends in the marketplace, effectiveness of their promotional campaigns, agility of their supply chain, and much more.

This course introduces students to enterprise data and the process and technologies to integrate data from a variety of sources. Specifically, the course provides students a basic understanding of data warehousing technologies and various reporting and visualization techniques.

The *learning goals and objectives* of this course for students to pursue IT as an Elective in their management education are:

1. Differentiate between Transaction Processing and Analytical applications and describe the need for Business Intelligence
2. Demonstrate understanding of technology and processes associated with Business Intelligence framework
3. Demonstrate understanding of Data Warehouse implementation methodology and project life cycle Given a business scenario, identify the metrics, indicators and make recommendations to achieve the business goal
4. Design an enterprise dashboard that depicts the key performance indicators which helps in decision making

Text Book:

1. R N Prasad and Seema Acharya : Fundamentals of Business Analytics, Wiley India

Reference Books:

1. David Loshin: Business Intelligence, Morgan Kaufmann Publishers.
2. Hoffer Jeffrey , Prescott Mary: Modern Database Management, Pearson

Course Content:

Unit I: Business View of IT Applications & Digital Datatypes 8 hours

Key purpose of using IT in Business, Characteristics of Internet Ready IT applications, Enterprise Applications, Information Users and their Requirements, Introduction to Good Life HealthCare Group (An ongoing Case).

Types of Digital Data: Structured data, Unstructured Data, Managing and storing unstructured data, Storage Challenges of Unstructured Data, Extraction of information from unstructured data, UIM Architecture for unstructured data, Semi-Structured Data, Sources of Semi structured Data, Managing, Storing and extracting information from semi-structured data, XML as a solution for Semi-structured data.

Unit II: Introduction to Business Intelligence 8 lecture hours

OLTP, Advantages, challenges, Shortcomings of OLTP, OLAP, One Dimensional Data, Two Dimensional Data, Three Dimensional Data, Beyond Third Dimension, Advantages and Features of OLAP, OLAP Architectures, MOLAP, ROLAP, HOLAP, OLAP versus OLTP, Data Models for OLAP and OLTP, OLAP Operations on multi dimensional data: Slicing, Dicing, Roll Up, Drill Down, Drill Across, Drill Through.

[HBS case Canadian Tire: Business Intelligence in 2006]

Analytical Information for Decision Support, Information Sources before BI, Definition of BI, Evolution of BI, Role of DSS, EIS, MIS and dashboards, Data Warehouse and BI, BI Applications to Business, Business Analytics versus BI, BI component Framework, Business Layer, Administrative and Operational Layer, Implementation Layer.

Unit III: Basics of Data Integration 8 hours

Need for Warehouse, Data Mart, ODS, Kimball's approach versus Inmon's approach to Data warehousing, Goals of Data Warehouse, Data Sources for Data Warehouse, ETL, Data mapping, data staging, Approaches to Data integration, needs and advantages, Data Integration Technologies, Data Quality, maintaining data quality, Data Profiling, Case Study on Data Integration: Healthy You, Text book pp 171-180

Unit IV: Multidimensional Data Modelling 8 hours

Data Modelling Basics: Entity, Attribute, Cardinality, Types of Data Models: Conceptual data model, Logical data model, Physical model, Normalization modelling, Dimensional modelling,

Fact Table, Dimension Table, Hierarchies and Types, Star and Snowflake Schema, Designing a dimensional model. MS Excel 2010 Based Activity

Unit V: Measures, Metrics, KPIs and Performance Management and Enterprise Reporting

8 hours

Measurement system Terminology, Role of Metrics, KPI and their usage, Sources of data for KPI and Metrics, Reporting Perspectives common to all levels, Common report layout types, Dashboards, Types of Dashboards, How to create dashboards?, Class Activity on Dashboard Creation, BI and mobility, BI and Cloud, BI and ERP, BI and CRM, [HBS Case Study: BusinessIntelligence Strategy at Canadian Tire
Nicole R.D. Haggerty, Darren Meister

Evaluation	Theory	
Component	Internal	SEE
Marks	30	70
Total Marks	100	

BMGT 911C	Enterprise Digital Infrastructure	L	T	P	C
Version 1.01	Date of Approval	4	0	0	4
Prerequisite	BMGT 206C Management Information System				
Co-requisites					

Course Background and Learning Objectives:

Enterprise systems include Enterprise Resource Planning (ERP), Supply Chain Management (SCM), Customer Relationship Management (CRM) and other enterprise level systems that are critical to all dynamic, globally aware companies. With a diversified global market, technology is being utilized to overcome distance, language and culture. Today's information systems have permeated well beyond the traditional functional applications, and even more technologically current client-server applications, to mission focused enterprise systems. The course thus focuses on the components of an ERP system and provides an introduction in to the process of implementing a successful system in today's organizations.

The *learning goals and objectives* of this course for students to pursue IT as an Elective in their management education are:

- 1) Have an overview on the implementation process and the role of people, vendors, consultants and the organization in making the ERP implementation process successful. [Sub Goals: 1.1, 2.1 and 2.2]
- 2) Comprehend the ethical, global and security challenges while implementing an ERP system and look at the ERP vendors and industry needs. [Sub Goals: 2.1, 2.2 and 3.1]
- 3) Understand the concept of system integration, role of ERP in integration and understand the ERP system components and architecture. [Sub Goal: 3.2]
- 4) Develop an understanding of the process of selecting the ERP software and vendors, The ERP development and implementation cycles and the concept of metrics in evaluation of ERP implementation. [Sub Goals: 1.1, 2.2, 4.1 and 4.2]
- 5) Understand the issues dealing with people and organizational change, BPR, change management, operational and post implementation activities. [Sub Goals: 1.1, 1.2, 1.3, 2.1 and 4.1]

Text Book:

1. Luvai Motiwalla, Jeffrey Thompson: Enterprise Systems for Management, Pearson.

Reference Books:

1. Alexis Leon: ERP Demystified, TMH, 2007
2. Jagannathan Vamanan, ERP in Practice: ERP Strategies for Steering Competence & Competitive Advantage, TMH, 2007

Course Content:

Unit I: Introduction to Enterprise Systems 6 lecture hours

ISs in organizations (Role of IS, Information silos and Systems Integration), ERP Systems (What is ERP, Evolution of ERP, Role of ERP in Business, System components, ERP architecture, Benefits and limitations of ERP), ERP Implementation (ERP lifecycle, Implementation strategies, Software and vendor selection), Operations and post-Implementation People and Organization (Project Management, Role of Consultants, Change Management, BPR), ERP Vendors (Key Vendors, Software Extensions and Trends), Implications for Management, [HBS Case An ERP Story: Background (A) Carmen Bernier, Vital Roy, Eric Brunelle

Unit II: ERP Systems Architecture 8 hours

Systems Integration (Functional Silos, Horizontal and Vertical silos, Business Processes and Silos), Logical versus Physical SI, Integration steps, Benefits and limitations, ERP and its role in Logical Integration and Physical Integration), ERP Layered Architecture, Two-tier architecture, benefits and limitations, Web based architectures, Service oriented, architectures), ERP Modules, Production Module, Purchasing Module, Inventory Management Module, Sales and Marketing module, Finance Module, HR Module, Miscellaneous modules, Benefits of key modules

Unit III: ERP Implementation 8 hours

SDLC (Traditional versus Rapid SDLC), ERP implementation lifecycle(Implementation Plan, Implementation methodology, Traditional ERP lifecycle, Rapid ERP Lifecycles, Implications for management), Implementation strategies (Hardware, software and people resources), Third Party Products, Database requirements, ERP Approaches (Governance, Implementation Methodology, Vanilla Implementation), Software and Vendor Selection (Vendor research, Matching User Requirements to features), Requests for bids, Vendor analysis and Elimination, Contract management and license agreements, Operations and post implementation (Go-Live Readiness, ERP Training, Stabilization, Post production support, Knowledge Transfer

Unit IV: People and Organization 8 hours

Program and Project Management -Project Team, Module and subject matter experts, Project leadership, Critical success factors, Project scope, Change Management, Managing Scope Creep, Organizational Change and BPR, Organizational commitment, Business process change, Business process Reengineering, BPR methodology, Project organization, Roles and Responsibilities, Outsourcing (What is outsourcing, drawbacks, Offshore outsourcing, SaaS), Legal Issues- software licensing, Implementation partners and consultants, Audit, SOX

compliance and EU regulations, [HBS case: Capital Holding Corp.: Reengineering the Direct Response Group Donna B. Stoddard, Caroline J. Meadows]

Unit V:ERPExtensions **8 hours**

Supply chain management -SCM drivers, SCM flows, E-SCM components, E-procurement, ERP systems and supply chain, Supply chain integration with ERP, Customer Relationship Management - CRM evolution, Types, CRM delivery processes, CRM Support processes, CRM analysis processes, CRM components, Packages and vendors, CRM Architecture, On-demand CRM, CRM lifecycle)

Evaluation	Theory	
Component	Internal	SEE
Marks	30	70
Total Marks	100	

Semester End Examination (Model Paper) School of Business

Course Code :SYS673

Course Name: Enterprise Systemsfor

Management

Program: MBA

Trimester: V

Time: 3hrs

Max. Marks:100

ANSWER ALL QUESTIONS

Question No. 5 is compulsory

1.	Write short notes on any 4: a) Role of Subject Matter Experts. b) BPR Methodology. c) Components of Total Cost of Ownership (TCO) in ERP evaluation. d) ERP Vanilla implementation versus Customization. e) ERP lifecycle versus traditional SDLC.	(4*5=20 marks)
2.	a) Compare and contrast traditional outsourcing with the Software as a Service (SaaS). Under what conditions should a company choose SaaS over traditional outsourcing? b) List and explain the major issues that may arise during the stabilization phase of an ERP implementation. Also list down the major tasks performed during post production support.	(2*10=20 marks)
3.	a) What are the critical factors that lead to the success and failure of ERP implementations? Explain. b) Discuss the role of CRM in e-business and e-commerce.	(2*10=20 marks)
4.	a) "ERP and SCM are commonly integrated in most companies, but ERP was traditionally not considered for SCM" Elaborate. b) What are the major points addressed by the Sarbanes-Oxley Act of 2002? Why is it so relevant to ERP implementations?	(2*10=20 marks)

5.	A private sector commercial bank operates in three northern states of India. Its principle functions include operating customers saving, current and fixed accounts. It advances loans to individuals and organizations in the form of secured medium term loansto business organizations, loans to individuals for buying consumer durables and overdraft facilities to selected organizations. Besides, it has invested certain funds in Government	(2*10=20 marks)
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securities. The operations of the bank are conducted through three regional offices and 110 branches. The bank presently has manual information systems. It now wants to convert these systems into well integrated computer based information systems. For this purpose, the bank wants to identify its subsystems.

- a) As an advisor to the bank what are the data integration, regulatory and security issues that you foresee in the Bank's integration process? (You may make your assumptions about the functioning of the banking system)
- b) Being in-charge of the entire project, discuss what strategies would you use for the following:
 - (i) ERP vendor selection
 - (ii) Work and Task allocation to different stakeholders
 - (iii) Change Management

BMGT 912 E	Services Marketing	L	T	P	C
Version 1.01	Date of Approval	2	0	0	2
Prerequisite	Marketing Management				
Co-requisites					

Course Background and Learning Objectives:

One of the outcomes of the growing importance of services in the global economy has been the realization among marketers that managing a service requires a fundamentally different way of operating the business when compared to producing and selling goods. This uniqueness comes from the very intangible nature of services, which impacts their conception, design, communication, delivery, purchase and consumption. Other characteristics of services like heterogeneity, perishability and simultaneity also increase the complexities of management and require greater integration of the traditionally distinct organizational functions of marketing, human resources and operations.

As statistics go, services account for 70%+ of the GNP in most developed economies. In a typical year, a majority of the business graduates go to work for service organizations. In the OECD countries, four out of every five members of the workforce holds a service sector job. Yet, the business curriculum generally focuses on the manufacturing sector of the economy and management theories relate largely to manufacturing firms.

Further, this course examines the important and growing role services marketing plays in consumer and organizational target markets. Discussing current issues in services marketing and customer service strategies, this course focuses on effective customer relationship management; key service delivery elements; and service recovery strategies that lead to the successful implementation of a customer focus in service-based businesses.

The *learning goals and objectives* of this course for students to pursue management education are:

1. Identify the special management issues and unique challenges involved in marketing and managing services

2. Understand the expectations of customers and know how to apply this knowledge into genuine value for customers
3. Interpret service behaviour and service consumption in the light of service-dominant marketing logic and apply this knowledge to in designing and developing services
4. Apply new approaches to managing customer loyalty and customer equity
5. To analyze practical problems which come in delivery of services, and to apply the understanding of the strategies in overcoming these problems
6. Appreciate, modify, and/or extend new theories and concepts pertaining to explaining the characteristics of customers' purchasing and consumption behavior of services and service firms' marketing behaviour and apply the elements of marketing mix (7 P's) in developing a marketing plan for service firm

Text Book:

Valarie A Zeithaml, Mary Jo Bitner, Dwayne D Gremler and Ajay Pandit: Services Marketing. 5th Edition, TMH

Reference Books:

1. Dr. Harsh V. Verma: Service Marketing. 2nd Edition, Pearson
2. Christopher Lovelock, Jochen Wirtz, Jayanta Chatterjee: Services Marketing: People, Technology, Strategy. 5th edition (LWC), Pearson
3. Ravi Shankar: Services Marketing: The Indian Perspective. Excel Books

Course Content:

Unit I: _____ **8 hours**

Introduction to Services Marketing, reasons for growth of service sector in India; Difference between product and services, Characteristics of services, Introduction to service marketing mix elements: Product, price, place, promotion, people, physical evidence and process, Understanding of Service Quality gap model, Introduction to service satisfaction measurement techniques-SERVQUAL

UnitII: _____ **8 hours**

Product-Service Continuum; Standalone service products; Service products bundled with tangible products; Service Life cycle. Pricing – methods, Factors involved in pricing a service product.

UnitIII: _____ **8hours**

Place – Distribution Strategies for Services; Challenges in distribution of Services; Role of Internet in distribution of Service. Promotion objective for Services; Personnel Selling, Advertising and Sales Promotion; Role of Relationship Marketing in promoting services. **UnitIV:**

_____ **8 hours**

The key role of service employees in a service business; Services marketing triangle; Service profit chain, Concept of Service encounter – Moment of Truth; Training and development of employees. Service as a process & as a system – Different process aspects and managerial challenges. Nature of physical evidence; Importance of physical evidence in services; Tangibilizing through physical evidence; Service scapes.

UnitV: _____ **8 hours**

Monitoring and Measuring customer satisfaction, Order taking and fulfillment; Service Guarantee – Handling complaints effectively; Defects, Failures and Recovery. Concept and Importance of quality in Services; How customers evaluate service performance, Service Quality Models Parsuraman-Zeithamal-Bitner (PZB) Gaps Model, SERVQUAL, and SERVPERF – Gronroosmodel

BMGT 913E	Retail Marketing	L	T	P	C
Version 1.01	Date of Approval:	2	0	0	2
Prerequisite	Basic understanding of Principles of Marketing and Consumer Behaviour.				
Total Credits	2				

Course Background and Learning Objectives:

This Course introduces the subject of retail marketing management to the MBA Second year students as an elective course. This is a basic course and will cover the understanding of retail marketing management as an organizational function apart from retail as unorganized activity. Concepts such as Retail environment analysis, consumer analysis, retail marketing mix, retail merchandize planning and analysis, visual merchandising, store layout, floor and display management, retail marketing communication, are included to make students aware of the broad framework of retail marketing which will expose the students in basic retailing aspects (both organized and unorganized) and also will help them to [pursue retail as their career..

The *learning goals and objectives* of this course for students are:

1. Demonstrate an understanding of basic concepts of retail marketing and understanding the challenges associated with both organized and unorganized retailmarketing.
2. To understand possible formats of retailing in both organized and unorganized sector along with their advantages anddisadvantages.
3. Understand the expectations of retail customers and know how to apply this knowledge for value creation for customers.
4. Demonstrate an understanding of retail buying decision process and factors affecting the process and apply this knowledge to boost sales for theorganizations.
5. Describe a range of common strategies for use with each of the various retail marketing mix tools: product, pricing, promotion, and distribution.
6. To understand various issues related to retailing such as merchandize planning, visual merchandizing, store layout, store atmospherics, store level researchetc.
7. Understand the issues and challenges associated with category management in a retail store.
8. To understand various issues related to retail promotional design, display management, retail inventory management etc.

Text Book:

1. Retail Management: A strategic Approach, Berman, Evans and Mathur, Pearson Education.

Reference Books:

1. Retailing Management, Michael Levy, Barton A Weitz and Ajay Pandit, McGrawHill
2. Retailing Management: Text and Cases, Swapna Pradhan, TataMcgraw-Hill.

Course Content:**Unit I: Introduction to Retailing and Retail Formats: 4 lectures hours**

An overview of Indian Retail Industry, Global Concepts, Functions performed by the Retailers, Changing Retail Landscapes, Growth of Retail in India, Opportunities & Challenges ahead, Retail Format & Theories: Evolution of Retail Formats, Theories of Retail Development, Retail Lifecycle, Classification of Retail Stores, Franchising – A Dynamic Retail opportunity, Automated vending machine, Kiosk as retailing options.

Unit II: Understanding the Retail Consumer: 3 lectures hours

Factors influencing the Retail Shopper, Consumer Decision Making Process, Retail Market Research, The changing Indian Consumer, shift from physical to digital form of retailing.

Unit III: Retail store location and layout issues 4 lectures hours

Retail Store Location: Importance of Store Locations, Types of Locations, Steps in choosing a Retail Location, Legal considerations in Location Decisions, Trade Area Analysis, Store Layout, Design and Visual Merchandising, Space Management, Visual Merchandising, Atmospherics, and Website Design Considerations.

Unit IV: Retail Merchandising: 5 lectures hours

Meaning, Evolution, Factors affecting Merchandising function, Functions of Merchandise Manager, Functions of a Buyer, Merchandise Planning, Merchandise Buying process, Branding strategies, Category Management.

Unit V: Retail Pricing, Merchandise Performance and Promotion: 4 lectures

hours Retail Pricing & Merchandise Performance: Considerations in setting Retail Price, Developing a Pricing Strategy, Price Adjustments, Pricing to increase sales, Analysing Merchandise Performance, Gross Margin Return on Investment (GMROI), Retail Communication design, Preparing promotional offerings, BTL communication.

Evaluation	Theory	
	Internal	End Semester Examination
Component		
Marks	30	70
Total Marks	100	

* Lecture hour 8, 17 will be the first and second periodic assessment for the students.

*after completion of the course, an assessment will be carried out covering the complete course.

BMGT 914 E	Leadership and Team Building	L	T	P	C
Version 1.01	Date of Approval	2	0	0	2
Prerequisite					
Co-requisites					

Course Background and Learning Objectives:

The success of an organization depends on the competent leadership at all organizational levels. Leadership competence helps a person undertake challenging assignments, encourages and energizes the people, builds effective networks, and ultimately takes the organization to greater heights. Further, effectiveness in organizations also depends on teamwork. This course explores the various facets of leadership and teamwork and helps the students in acquiring an understanding of the skills needed for the development of effective teams in organizations.

The *learning goals and objectives* of this course for students to pursue management education are:

1. Help the students understand the meaning of organizational leadership and identify the main characteristics of global leaders.
2. Analyze the changing environmental demands and the skill sets required to become effective leaders and understand the follower's characteristics as well.
3. Familiarize the students with the meaning and importance of team building, factors affecting team performance, and to understand how teams can be made more effective.

Text Book:

1. Haldar, Kumar, Uday(2010). "Leadership and Team Building", First Edition, Oxford Publications.

Reference Books:

1. DuBrin J. Andrew(2009). "Leadership: Research Findings, Practice & Skills.2nd Edition, Biztantra,
2. Rajeesh Viswanathan, Principles of Management, Himalaya publishinghouse
3. Mullins, Clare Graham Constable (2007), Leadership and Teambuilding in Primary care, Radcliff Publication,UK

Course Content:

Unit I: Introduction to Leadership **8 lecture hours**

Understanding Leaders and Leadership; Leaders and Managers; Need for leadership; Leadership: The Changing Paradigm; Leadership Effectiveness; Leadership styles, Theories on Leadership, Leadership in Different Cultures.

Unit II: Attributes of Leaders **8 lecture hours**

Concepts of power and authority; Theories on the sources of authority, Leadership Skills; Leadership Traits; Intelligence and Leadership; Developing leadership Skills, Delegation of authority, process of delegation, effective delegation, Decentralisation.

Unit III: Developing Leadership for Tomorrow **8 lecture hours**

Leader Development; Need for Leadership; Finding & creating leaders, Leadership Developmental Mechanisms; Paradigm shift in Leadership; Profile of Tomorrow's Leaders; Process of Leadership Development: Models of Leadership Development(Infosys, Wipro, BPO Industry)

Unit IV: Creativity, Innovation and Leadership **8 lecture hours**

Steps in creative process; Characteristics of creative leaders; Overcoming traditional thinking as a creativity strategy; Organizational methods to enhance creativity; Establishing a climate for creative thinking

Unit V: Essentials of Building and Managing Teams **8 lecture hours**

Individual Vs Group Vs Team; Group Development Stages; Understanding Team; Differentiating Groups and Teams; Making Teams Effective; Fostering Team Creativity, Skills for Team leaders; Building High Performance Teams. Determinants of group processes; determinants of team performance; facilitating team building; interpersonal competence and team effectiveness

Evaluation	Theory	
Component	Internal	SEE
Marks	30	70
Total Marks	100	

BMGT 915 E	Project Management	L	T	P	C
Version 1.01	Date of Approval	2	0	0	2
Prerequisite					
Co-requisites					

Course Background and Learning Objectives:

Project Management deals with seeking new methods of planning, organizing, and controlling non-routine tasks. The management of a project differs in several ways from management of a typical enterprise. The goal of a project team is to accomplish its prescribed mission and then disband; though this is easier said than done. Project Management has been around for some time, though it has recently become more important because of the shifting emphasis on teams in accomplishing tasks.

The *learning goals and objectives* of this course for students to pursue management education are:

1. The purpose of project management is to achieve successful project completion with the resources available.
2. To understand the concepts of project planning and organization, budgeting and control, and project life cycles.
3. To learn concepts related to organizational workflow including the staffing process, project planning elements, and the project plan contents and project communications.
4. To enable the students to evaluate the Projectfeasibility.

Text Readings:

1. Prasanna Chandra, Project Preparation, Appraisal and Implementation, TataMcGraw Hill.

Reference Readings:

1. S. Choudhury, Project Management, Tata McGrawHill.
2. Gopalakrishnan & Ramamoorthy, Project Management Handbook, Macmillan.

3. Prasanna Chandra, Project Planning Analysis: selection, implementation & Review, Tata McGrawHill.
4. Planning Commission, Manual for Preparation of Feasibility Report.

Course Content:

Unit I: 8 lecture hours

Project – Classification – Importance of Project Management – An Integrated Approach – Project Portfolio Management System – The Need – Choosing the appropriate Project Management Structure: Organizational considerations and project considerations – steps in defining the project – project External causes of delay and internal constraints.

Unit II: 8 lecture hours

Project feasibility studies - Opportunity studies, General opportunity studies, specific opportunity studies, pre-feasibility studies, functional studies or support studies, feasibility study – components of project feasibility studies – Managing Project resources flow – project planning to project completion: pre investment phase, Investment Phase and operational phase – Project Life Cycle – Project constraints.

Unit III: 8 lecture hours

Project Evaluation under certainty - Net Present Value (Problems - Case Study), Benefit Cost Ratio, Internal Rate of Return, Urgency, Payback Period, ARR – Project Evaluation under uncertainty – Methodology for project evaluation – Commercial vs. National Profitability – Social Cost Benefit Analysis, Commercial or National Profitability, social or national profitability.

Unit IV: 8 lecture hours

Project Evaluation under uncertainty – Methodology for project evaluation – Commercial vs. National Profitability – Social Cost Benefit Analysis, Commercial or National Profitability, social or national profitability.

UnitV: 8 lecture hours

Qualities of an effective project manager – managing project teams– Five Stage Team

Development Model – Situational factors affecting team development – project team

Pitfalls. Integrated Project Management Control System; Managing Transition from Project to Operations; Project Review.

Evaluation	Theory	
Component	Internal	SEE
Marks	30	70
Total Marks	100	

BMGT 916 E	Corporate Taxation	L	T	P	C
Version 1.01	Date of Approval	2	0	0	2
Prerequisite					
Co-requisites					

Course Background and Learning Objectives:

Taxation has always played an important role in the formulation of the government's industrial policy. One of the objectives of the recent economic reforms is the rationalisation of the tax structure in the country. In developing countries the government has to play an active role in promoting economic growth & development because private initiative & capital are limited.

Taxation enables the government to mobilise a substantial amount of revenue. The tax revenue is generated by imposing: Direct Taxes such as personal income tax, corporate tax, etc., Indirect Taxes such as customs duty, excise duty, etc. In 2006-07, it is estimated that the tax revenue of the central government (India) was 81% of the total revenue receipts, whereas, non-tax revenue was only 19%. Taxation follows the principle of equity. The direct taxes are progressive in nature. Also certain indirect taxes, such as taxes on luxury goods are also progressive in nature. This means the rich class has to bear the higher incidence of taxes, whereas, the lower income group is either exempted from tax (direct taxes) or has to pay lower rate of duty (indirect taxes) on goods consumed by the masses. Thus, taxation helps to reduce inequalities of income and wealth.

Both direct and indirect taxes are essential to bring adequate revenue to the state for meeting the increasing public expenditure. Both taxes are essential to promote economic growth, fill employment and economic stability. Direct and indirect taxes should side by side & balance each other. However in developing countries, direct taxation has limited scope and hence indirect taxation plays a more significant role. A well oriented system of taxation requires combination of direct & indirect taxes in different proportions.

The *learning goals and objectives* of this course for students to pursue management education are:

1. To acquaint the participants with basic principles underlying the provisions of direct and indirect tax laws and to develop a broad understanding of the tax laws and accepted tax practices. [sub-goal 2.1 and 2.2]
2. To introduce practical aspects of tax planning as an important managerial decision-making process. [sub-goal 3.2 and 3.3]
3. To expose the participants to real life situations involving taxation and to equip them with techniques for taking tax-sensitive decisions. [sub-goal 3.2 and 4.2]
4. To update the participants on current topics/debatable issues involving direct and indirect taxation. [sub-goal 4.1]

Text Book:

1. Corporate Taxation, Garish Ahuja, Bharat Publication.

Reference Books:

1. Taxation, Ahuja, Malhotra Publication.
2. Corporate Taxation, Vinod Singhanian, Taxman.

Course Content:

Unit I: Tax Planning Concepts 8 lecture hours

Basic Rules of Income Tax, Rule of Corporate Tax, Residential Status of a Company. Tax Planning, Tax Avoidance and management, difference between tax planning and tax Management, Need for tax Planning.

Unit II: Computation of The Income 8 lecture hours

Salaries, perquisites, gratuity and retirement benefits, Income from house property, Capital gains, Income from other sources, Income from business and profession,

Unit III: Deductions & Exemptions 8 lecture hours

Deduction and Exemption in Additional Tax on Undistributed Profit, Companies Profit, Surtax Act, Computation of Tax Liability,

Unit IV: Tax Planning**8 lecture hours**

Meaning and Scope, Planning and Location of Undertaking, Type of Activities, Ownership Pattern, Issue of Bonus Shares, Inter Corporate Dividend and Transfers, Tax Planning Relating to Amalgamation and Merger.

Unit V: Decision Making for Tax Payment**8 lecture hours**

Tax Consideration - Make or Buy, Tax Consideration - Own or Lease, Tax Consideration - Close or Continue, Tax Consideration - Sale in Domestic Market and Exports, Replacement and Capital Budgeting Decisions,

Evaluation	Theory	
Component	Internal	SEE
Marks	30	70
Total Marks	100	

BMGT 917 E	Strategic Human Resource Management	L	T	P	C
Version 1.01	Date of Approval	2	0	0	2
Prerequisite					
Co-requisites					

Course Background and Learning Objectives:

Strategic HRM defines the organization's intentions and plans on how its business goals should be achieved through people. It is based on three propositions: first, that human capital is a major source of competitive advantage; second, that it is people who implement the strategic plan; and, third, that a systematic approach should be adopted to defining where the organization wants to go and how it should get there. It is largely about integration & adaptation. It concerns ensuring HRM is fully integrated with the strategy & strategic needs of the organisation.

The *learning goals and objectives* of this course for students to pursue management education are:

1. Helps the students to understand the meaning of Strategic HRM and to identify the importance of it.
2. To make an undertaking of all those activities affecting the behaviour of individuals in their efforts to formulate and implement the strategic needs of business.
3. Helps the students to understand the different practices of attracting, developing, rewarding, and retaining employees for the benefit of both the employees as individuals and the organization as a whole.

Text Book:

Strategic HRM – Jeffery Mello, Thompson publication, New Delhi.

Reference Books:

1. Strategic HRM – Charles Greer, Pearson education Asia, New Delhi
2. Strategic HRM - Michael Armstrong, Kogan page, London
3. Strategic HRM – Agarwal, Oxford university press, New Delhi
4. Human resource management – Garry Dessler, PHI, New Delhi

Course Content:

Unit I: Introduction to Strategic HRM 8 lecture hours

Definition, need and importance; Introduction to business and corporate strategies; Integrating HR strategies with business strategies; Developing HR plans and policies

Unit II: RECRUITMENT AND RETENTION STRATEGIES 8 lecture hours

Internal and external recruitment, Online recruitment; Employee referrals; Recruitment process outsourcing, Head hunting; Executive education; Flexi timing; Telecommuting
Quality of work life; Work - life balance; Employee empowerment, Employee involvement.

Unit III: TRAINING AND DEVELOPMENT STRATEGIES 8 lecture hours

Creating a learning organization; methods of training, Brain storming, sensitivity training, Competency mapping; Multi-Skilling, Succession planning; Cross cultural training, essentials of a good training programme.

Unit IV: PERFORMANCE AND COMPENSATION STRATEGIES 8 lecture hours

Defining key result areas (KRA); Result based performance
Linking performance to pay; Merit based promotions, Performance based pay; Skill based pay; Team based pay, Broad banding; Profit sharing; Executive Compensation; Variable pay

Unit V: RETRENCHMENT STRATEGIES 8 lecture hours

Downsizing; Voluntary retirement schemes (VRS)
HR outsourcing; Early retirement plans; Human side of mergers and acquisitions; Leadership, power and politics; Employee morale; Personal values and business ethics.

Evaluation	Theory	
Component	Internal	SEE
Marks	30	70
Total Marks	100	

BMGT 1001 C	Strategic Management	L	T	P	C
Version 1.01	Date of Approval	3	0	0	3
Prerequisite					
Co-requisites					

Course Background and Learning Objectives:

This is an integrative course for the MBA program which aims to enable the student to develop and implement strategic cross-functional decisions leading to the attainment of the organization's vision, mission and objectives by using the principles of strategic management and integration of the knowledge and skills acquired from other functional courses being pursued in MBA program.

The student will learn skills and concepts of strategy formulation, implementation and evaluation, and the use of various analytical frameworks and tools that can aid in decision making. Through this course, the student's strategic thinking capability is expected to be strengthened especially of critical analyses and information management about the company's external and internal environment in the local and global context. The student is expected to use the knowledge gained in this course for formulating and implementing innovative strategies which will build a sustainable competitive advantage. The students will be made to understand the different strategy choices and how to evaluate strategic management issues and concepts that are important. This course aims to promote ethical business decision making, based on the practice of corporate social responsibility and nationbuilding.

The *learning goals and objectives* of this course are:

1. Develop vision and mission statements that are ethically sound and that take into consideration corporate social responsibility, ethics, and nation-building dimensions;
2. Identify strategic issues and relevant external and internal factors that need to be addressed by the company while formulating strategy;
3. Develop strategic and financial objectives;
4. Formulate appropriate and innovative strategies and programs/action plans to address the strategic issues and to achieve the company's objectives, taking into account relevant external and internal factors; and
5. Design a Balanced Scorecard and a performance monitoring system.

Text Book:

Hitt Michael A, Ireland R. Duane, Hoskisson Robert E., Manikuttu S., "Strategic Management: A South Asian perspective, "9th Edition, Cengage Learning, New Delhi.

Reference Books:

1. Dess, Lumpkin and Eisner, Strategic Management: text and Cases, 3rd Edition, Tata McGrawHill publications, New Delhi.
2. Johnson, Scholes and Whittington, Exploring Corporate Strategy, 7th Edition, Pearson publications, New Delhi.

3. Thompson, Strickland, Gamble, and Jain, *Crafting and Executing Strategy*, Tata McGraw Hill Publications, New Delhi

Course Content:

Unit I: Strategic Inputs- Strategic Direction and Environmental Analysis 8 hours

Definition, nature, scope, and importance of strategy; and strategic management (Business policy), Strategic decision-making. Process of strategic management and levels at which strategy operates. Role of strategists, defining strategic intent: Vision, Mission, Business definition, Goals and Objectives, Internal Appraisal, the internal environment, organisational capabilities in various functional areas and Strategic Advantage Profile. Methods and techniques used for organisational appraisal (Value chain analysis, Financial and non financial analysis, historical analysis, Industry standards and benchmarking, balanced scorecard and key factor rating). Identification of Critical Success Factors(CSF)

Unit II: Strategy Formulation 8 hours

The focus of this module is on understanding different strategic options available with the firms. These options may be for Business level strategy, Competitive strategy, Cooperative Strategies, Corporate Strategy, Global Strategy etc., Environmental Appraisal — Concept of environment, components of environment (Economic, legal, social, political and technological), Environmental scanning techniques- ETOP, QUEST and SWOT (TOWS). Corporate level strategies-- Stability, Expansion, Retrenchment and Combination strategies. Corporate restructuring. Concept of Synergy. Business level strategies—Porter’s framework of competitive strategies; Conditions, risks and benefits of Cost leadership, Differentiation and Focus strategies. Location and timing tactics. Concept, Importance, Building and use of Core Competence.

Unit III: Strategy Implementation 8 hours

The focus of this module is on understanding how to ensure successful implementation of firm strategies? Strategic Analysis and choice—Corporate level analysis (BCG, GE Nine-cell, Hofer’s product market evolution and Shell Directional policy Matrix). Industry level analysis; Porters’s five forces model. Qualitative factors in strategic choice. Strategy implementation: Resource allocation, Projects and Procedural issues. Organization structure and systems in strategy implementation.

Unit III: Ethics & Social Responsibility 8 hours

Leadership and corporate culture, Values, Ethics and Social responsibility. Operational and derived functional plans to implement strategy. Integration of functional plans. Strategic control and operational Control. Organisational systems and Techniques of strategic evaluation.

	Theory	
Component	Internal	SEE
Marks	50	50
Total Marks	100	

BMGT 1002 C	Business Environment	L	T	P	C
Version 1.01	Date of Approval	3	0	0	3
Prerequisite	Managerial Economics				
Co-requisites					

Course Background and Learning Objectives:

Business is not done in isolation. Business decisions are affected by the environment under which it is carried out. Many factors are responsible for the success or failure of any business. It is necessary to understand what those factors are and how they can affect the profit, revenue or cost of any business organization. This course is designed to provide a broad framework about the factors which can potentially create opportunities or pose threat to any business organization. The business organizations can't afford to simply overlook those factors. Some of these factors are within the control of the organization and some are outside its control. Government policies like monetary policy, fiscal policy, industrial policy, foreign trade policy etc. are really important in today's world. It is required to understand all this in a systemic and logical manner.

This course focuses on the external and internal environments in which companies operate. The main objective of this course is to enable the students to have a clear understanding of the theories and models that provides a fundamental building block of business as well as blending theory with practical scenarios. The course will further help students to identify the nature and complexity of the competitive environment, the technological environment, the dynamic and multifaceted social environment, the legal environment and the political issues that may have a potential impact on business organizations.

The *learning goals and objectives* of this course for students to pursue management education are:

1. To acquaint students with the factors which can affect the business decision making and to identify the stakeholders and analyze their behaviour.

2. To assist students in developing their creativity and innovative thinking to make good decisions in a complex global environment by correctly identifying problems and opportunities, analyzing alternatives properly, and making the best choices in a given condition.
3. To critically analyse situations for forward thinking through innovation.

Text Book:

1. Francis Cherunilam - Business Environment: Text and Cases, Himalaya Publishing House

Reference Books:

1. Shaikh Saleem: Business Environment , Second edition, Pearson
2. A.C. Fernando : Business Environment , Pearson
3. Justin Paul : Business Environment - text and cases , Third edition, TMH
4. Andrew Harrison : Business Environment in global context, Second edition, Oxford University Press
5. Veena K. Pailwar: Business Environment, PHI

Course Content:

Unit I: Introduction to Business Environment and National Income 8

hours Meaning of Business and Characteristics of Business; Internal environment, External environment; Micro environment, Macro environment; Economic environment, Non economic environment; Different type of economic system, Global environment; Political environment, Legal environment; Natural environment and Technological environment; National income- Different aggregates and its measurements

Unit II: Structure of Indian Economy 8 hours Characteristics and

Problems of Indian economy; Inflation- Meaning, Measurement, Causes and its impact on the business; Role of agriculture in the Indian economy; Economic growth and economic development, Human development index; Nationalization, Privatization,

Disinvestment; Economic Planning- Meaning and Objectives; Five year plans in India, Twelfth Five year plan

Unit III: Indian Financial Market and Government Policies **8 hours**

Money market, Capital market; Stock exchanges In India; Terms related to the stock market; Functions of SEBI; Monetary policy- Meaning and objectives; Instruments of monetary policy; Fiscal policy- Meaning and objectives; Different types of deficits and expenditures; Industrial Policy- Meaning and objectives; Different industrial policies in India, Economic reform of 1991

Unit IV: External Sector **8 hours**

Significance and pattern of India's foreign trade; Tariff and non tariff barriers to trade; Case Study- South East Asian economic crisis; Export promotion policies; Trade policy (2009-14); WTO- Objectives and agreements Case study- Whose Basmati is it?; MNCs- meaning and impact; FDI and Outsourcing- meaning and importance; Balance of payment- Meaning and components

Unit V: Regulatory Business Laws **8 hours**

FERA and FEMA, MRTP and Competition Act; Consumer Protection Act; Environment Protection Act; IT Act; Case Study- McKinsey's Agenda for India's Economic Reform

Evaluation	Theory	
Component	Internal	SEE
Marks	30	70
Total Marks	100	

BMGT 1003 C	Values, Ethics & Corporate Social Responsibility(CSR)	L	T	P	C
Version 1.01	Date of Approval	2	0	0	2
Prerequisite	Knowledge of Principles and Practices of Management				
Co-requisites					

Course Background and Learning Objectives:

Values, Ethics and Corporate Social responsibility (CSR) seek to familiarize students with basic understanding of values, skills, ethical principles for taking the human journey upward. Students will learn about the ethical theories and their applications in the various streams of management. Furthermore, this course also imparts the knowledge of corporate governance and importance of corporate social responsibility.

The *learning goals and objectives* of this course are:

1. Students will demonstrate understanding of the ethical principles in general or in application of specialized knowledge in other areas.
2. Create knowledge about values, disvalues and five-pillar model in particular to take the human journey upward.
3. Develop understanding of corporate governance, importance and implementation of corporate social responsibility across organizations.

Text Book:

1. Business Ethics, Richard T. De George, Pearson Education.
2. Management by Values, S.K. Chakroborty, Oxford University Press.
3. Corporate Responsibility - A critical introduction, Michael Blowfield & Alan Murray, Oxford University Press.

Reference Books:

1. Corporate Governance, Christine A. Mallin, Oxford University Press.
2. Business Ethics - An Indian Perspective, P.S. Bajaj & Raj Agrawal, Biztantra Publication.

Course Content:

Unit I: Human Values for Management 4 hours

Management: A function for skills and values, the role of skills, the roll of values, Human journey from disvalues to human values, Human values and other values. Management thinking from the wisdom literature of India, Some Indian ethos for wisdom Management: The Guna Dynamics, The Art and Science of work, The moral law of cause and effect, The giving model of inspiration, The lower self and the higherself.

Unit II: Introduction to Ethics 4 hours

Ethics, Wisdom, Sequential and Holistic Ethical inquiry, Ethical approach to business. Business ethics and ethics in business, Triple bottom line agenda, Institutionalising Ethics.

Unit III: Major Ethical Theories 4 hours

Action based theories-Egoism, Utilitarianism, Deontology, Care Ethics, Virtue based theories

Unit III: Application areas of Values and Ethics 4 hours

Ethical issues in Marketing Management, Financial Management, Human Resource Management, Operations Management and IT/Systems.

Unit V: Corporate Governance and CSR 4 hours

Aspects of Corporate Governance, Owners and Stakeholders, Directors and Board Structure, Corporate Governance in India.

Introduction of corporate social responsibility, Managing and implementing corporate social responsibility, corporate social responsibility and Corporate Governance, Future of Corporate social responsibility.

Evaluation	Theory	
Component	Internal	SEE
Marks	30	70
Total Marks	100	

BMGT 1004 C	Entrepreneurship Development	L	T	P	C
Version 1.01	Date of Approval	2	0	0	2
Prerequisite					
Co-requisites					

Course Background and Learning Objectives:

Entrepreneurship Majors will apply a working knowledge of the principles of entrepreneurship to analysis and problem solving among students. It will act as option for the students apart from getting into corporate jobs.

Entrepreneurship will help students start, create, manage a venture or Business.

The *learning goals and objectives* of this course for students to pursue management education are:

1. Identify and apply the elements of entrepreneurship and to entrepreneurial processes.
2. Recognize the importance of entrepreneurship and identify the profile of entrepreneurs and their role in economic growth.
3. Write a business plan that creates and starts a new venture.
4. Use the entrepreneurial mind-set and behave responsibly and ethically in their roles as entrepreneurs

Text Book:

Roy, R. Entrepreneurship, Oxford University Press: New Delhi, 2010.

Khanka S. S. Entrepreneurial Development, S. Chand & Company Pvt. Ltd.: New Delhi, 2009

Reference Books:

Course Content:

Unit I: _____ **4 Hours**

Concept, characteristic of successful entrepreneurs; role of entrepreneurship in economic development; entrepreneurship process; factors impacting emergence of

entrepreneurship; managerial vs. entrepreneurial approach and emergence of entrepreneurship; entrepreneurship development programmes.

UnitII: _____ 4 hours

Generating business idea – sources of new ideas, methods of generating ideas, creative problem solving, opportunity recognition; environmental scanning, competitor and industry analysis; feasibility study – market feasibility, technical/ operational feasibility, financial feasibility; business plan; preparing project report

UnitIII: _____ 4 hours

Organizational hierarchy of the Ministry of Industry at central and state levels. Source of Finance - commercial banks, venture capital; financial institutions supporting entrepreneurs; legal issues – patents, trademarks, copy rights, licensing; franchising.

UnitIV: _____ 4 hours

Concept of women entrepreneurs, functions, growth, problem and development of women entrepreneurship Recent Trends, Role of small enterprises in economic development; problems of small scale industries; growth strategies in small business; sickness in small business.

UnitV: _____ 4 hours

Look east policy and the advantages for the North East Regional (NER) states. Viable small business in the NER.

BMGT 1005 C	Structural Analysis of Industry	L	T	P	C
Version 1.01	Date of Approval	2	0	0	2
Prerequisite					
Co-requisites					

Course Background and Learning Objectives:

Industry Analysis

The *learning goals and objectives* of this course for students to pursue management education are:

BMGT 1006C	Integrated Marketing Communication	L	T	P	C
Version 1.01	Date of Approval:	2	1	1	4
Prerequisite	Basic understanding of Principles of Marketing and Consumer Behaviour				
Total Credits	4				

Course Background and Learning Objectives:

This Course introduces the subject of integrated marketing communication to the MBA Second Year students. This is a basic course and will cover the understanding of marketing communication in an integrated way to achieve the objectives of communication. Concepts such as advertising, sales promotion, personal selling, direct marketing, event management, public relation and publicity, communication agencies; print, broadcast and outdoor media are included to make students aware of the broad framework of marketing communication.

The *learning goals and objectives* of this course for students to pursue management education are:

1. Demonstrate an understanding of basic concepts of marketing communication and apply in marketing issues. Understand the marketing communication challenges.
2. Understand the institutions involved in communication process and their roles.
3. Understand the design and execution aspects of communication.
4. Understand how successful communication can convert a commodity into a brand.
5. Understand how to apply available communication tools in an integrated manner.

Text Book:

1. Advertising & Promotion: An IMC Perspective, Belch & Belch, Tata McGraw Hill

Reference Books:

1. Advertising Management, Jaishari Jethwaney & Shruti Jain, Oxford Higher Education
2. Advertising & Sales Promotion, Kazmi & Batra, Excel Books
3. Advertising, Promotion & New Media, Edited by Stafford & Faber, Prentice Hall India
4. Hagerty on Advertising: Turning Intelligence into Magic, Thames & Hudson.

Course Content:

Unit I: Marketing Communication Basics **8 lectures hours**

Understanding the Marketing Communication, Objectives and importance of marketing communication, Analysing the Communication Process, Understanding various communication tools and techniques, integrated application of marketing Communication tools, Co-creation of communication.

Unit II: Introduction to Advertising **10 lectures hours**

Introduction to Advertising, Idea and creativity and advertisement, Advertising Planning & Development, Advertising Budget, Advertising Implementation & Evaluation, Media Planning & Strategy (Practical and case studies: to be notified during lectures).

Unit III: Sales Promotion as a communication tool **8 lectures hours**

Introduction to sales promotion, Difference with advertisement, sales promotion types, Sales Promotion Objectives & Budget Allocation, Sales Promotion Design & Evaluation, Sales Promotion Tools & Techniques (Practical and case studies: to be notified during lectures).

Unit IV: Other communication platforms **8 lectures hours**

Public Relation, Publicity & Corporate Advertising, Personal Selling, Direct Marketing, and Event Management (Practical and case studies: to be notified during lectures).

Unit V: New media and communication **6 lectures hours**

Advertising, Promotion & Role of New Media (Practical and case studies: to be notified during lectures).

Evaluation	Theory	
Component	Internal	End Semester Examination
Marks	30	70
Total Marks	100	

* Lecture hour 19, 35 and 40 will be the first, second and final periodic assessment for the students.

*after completion of the course, a practical session will be carried out on advertisement design and event organization.

BMGT 1007 C	Advertising and Brand Management	L	T	P	C
Version 1.01	Date of Approval	4	0	0	4
Prerequisite	Knowledge of basic concepts of Marketing communication and brands				
Co-requisites					

Course Background and Learning Objectives:

Advertising and Brand Management seeks to familiarize students with the phenomenon of Advertising and Brands, in the context of Marketing. Understanding the role of Advertising in the marketing communication process will help the students in designing and executing advertising programmes, media, and campaign planning in an effective manner which will create long term impact on the target customers. This will help the organizations to increase their consumer base. Brand Management will introduce students to the concept of developing long term loyalty in this era of hyper competition & change, and the resources & investments required to create and sustain brands.

The *learning goals and objectives* of this course are:

1. Understand the role and importance of Advertising in the marketing communication process as well as learning to build advertising programme.
2. Create awareness about the processes of Media and Campaign planning.
3. Create Appreciation & understanding of the importance of Brands & the process of Branding.
4. Create knowledge about the process of creating and sustaining brands through marketing as long term tangible assets owned by companies.

Text Book:

1. Advertising and Sales Promotion, Kazmi & Batra, Excel Books.
2. Strategic Brand Management, K.L Keller, A. Parmeswaran, 2011, I. Jacob, Pearson Education.
3. Sengupta, Subrata. Brand Positioning, Strategies for Competitive Advantages. New Delhi, Tata McGraw Hill, 19

Reference Books:

1. Advertising Management, Jaishari Jethwaney & Shruti Jain, Oxford University Press
2. Advertising and Promotion, Belch & Belch, Tata McGraw Hill.

3. Positioning: The Battle for your mind , A. Ries and J. Trout, 2003, TATA McGraw Hill, 2003
4. Managing Brand Equity, D. Aaker, 2010, Free Press,2010

Course Content:

Unit I: Introduction to Advertising 12 lecture hours

Advertising role in the Marketing Process: Legal Ethical and Social Aspects of Advertising; Process of Communication, Two Step Flow of Communication, Theory of Cognitive Dissonance and Clues for Advertising Strategists: Stimulation of Primary and Selective Demand – Objective Setting and Market Positioning; Dagmar Approach – Determination of Target Audience, Building of Advertising Programme-Message, Headlines, Copy, Logo, Illustration, Appeal, Layout.

Unit II: Media and Campaign Planning 10 lecture hours

Types of Media, Market analysis and target market identification, Media objectives, Developing and implementing media strategies, Geographic coverage, Scheduling, Media reach and frequency effects, Determining relative cost of media, Evaluation and follow up, Media characteristics
 Planning Advertising Campaign: Appraisal of Advertising opportunity, Analysing and defining the target market, Setting Advertising objectives, Advertising Budget, Deciding Media and Creative strategy, Creating Ads, Pre-test and Release Ads, Evaluating the final results (Post- testing).

Unit III: Roles of Advertising agency and Impact of Advertising 5 lecture hours

Introduction, Types, Function, Layout, Advertising Agency and Client Relationship
 Impact of Advertising: Consumer Behaviour and Advertisement: Introduction, Cultural, Social and Behavioural Influence on Consumer Decision

Unit IV: Introduction to Brands 10 lecture hours

Understanding 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; Managing Brands; Brand Creation, Brand Extensions, Brand-product Relationship, Brand Portfolio; Brand Assessment through Research – Brand Identity, Position, Image, Personality Assessment and Change.

Unit V: Brand Revitalisation& Financial AspectsofBrands **3 lecture hours**

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

Evaluation	Theory	
Component	Internal	SEE
Marks	30	70
Total Marks	100	

BMGT-1008 C	INDUSTRIAL RELATIONS AND LABOUR LAWS	L	T	P	C
Version 1.01	Date of Approval	4	0	0	4
Prerequisite					
Co-requisites					
Total Credits	4				

A) Industrial Relations:

Objectives : Organizational efficiency and performance are highly link with good industrial relation. This course is an attempt to appreciate the conceptual and practical aspects of industrial relation to students

Unit-I

4Lectures.

1. **Industrial Relations**-concept, Characteristics, Importance.
2. **Labour Welfare**: Concept, Objective, importance, Constituents, Reasons for labour welfare activities in India, principles of labour welfare, constitutional provision for the labour welfare in India , Evolution of Labour welfare , Theories of Labour welfare (Philanthropic theory, Public relations theory, The functional theory, The Policing theory etc.), Causes of slow progress of labour welfare activities in India.

Unit-II

4Lectures.

3. **Social Security**: concept, Essential, Aims, Coverage of social security measures, social insurance, ILO and social security.
4. **Trade Union**: Concept, Nature and characteristics, Objectives, function and roles, Advantage, Weaknesses, Causes of slow progress of trade union in India, Different theories of trade unions.

Unit-III

4Lectures.

5. **Wage and salary Administration**: Concept, objective, functions, procedure, wages vs. salary, systems of compensation, Time wage system, Piece wage system and their relative merits and de-merits different theories of wagepayment.

Unit-IV

4Lectures.

6. **Grievance & Discipline:**

Grievance: Concept, Nature and characteristics, causes, Procedure, Principles of grievance handling procedure, Factors affecting grievance handling procedure, Benefits of well defined grievance system.

Discipline: Concept, Nature, Characteristics, Features, Aims and Objective, Disciplinary Action, Types of Discipline-Positive or self imposed discipline, Negative discipline, Causes of discipline and mis-conduct, Disciplinary action, Layoff and suspension, Dismissal and discharge.

Unit-V

4Lectures.

Worker's participation in Management:

Concept, Aims, Objectives, Purposes, Benefits, Limitation, Levels of participation in management. Participation and motivation, Labour Management co-operation, Democratic supervision, Employee director, Consultative supervision.

B) Labour Laws:

Objectives : To familiarize the students with the understanding and provision of industrial and labour related laws with case studies for practical problem and solutions in different industries.

Unit-I

4Lectures.

The Factories Act, 1948:

Object, Application of the Act, Definition of Factory, Manufacturing process, Worker, Power, Prime mover, Transmission machinery, Machinery, Adult, Adolescent, Child, Young person, Calendar Year, Day, Week, Shift and Relay, Occupier.

Approval, Licensing and Registration of factories, Inspection staff, certifying surgeons, provision regarding the health of workers, safety of workers, welfare of worker, The working hours of Adults, Young persons, Child labour, Unfair labour practices, obligations of workers, other provisions of the factory act, Penalties and procedure of the case laws.

Unit-II

4Lectures.

Employee's state Insurance Act, 1948:

Objective and applicability of the scheme, definition, personal injury, Manufacturing process, wages, partial and permanent disablement. ESI corporation standing committee and medical benefit council, contribution, adjudication of dispute and claims, benefits, case laws.

Unit-III

4Lectures.

Payment of Wages Act, 1936:

Object and scope, scope of payment, Definition under payments of wages Act, Rules of Payment of wages, Authorized Deductions, Enforcement of the Act.

Unit-IV

4Lectures.

Employee Provident Fund & Miscellaneous Provisions Act, 1952 and Payment of Gratuity Act,

1972:

Employee provident fund and miscellaneous provision Act, 1952:

Definition Schemes under the act- Employees Provident fund scheme, Employee's pension scheme 1995, and Employee's deposit linked insurance scheme, case laws.

Payments of Gratuity Act, 1972:

Applicability and non- applicability of the Act, Definitions, employee, employers, continuous service, Payment of gratuity, Forfeiture of gratuity, Employer's duty to determine and pay gratuity, recovery of gratuity, case laws.

Unit-V

4Lectures.

Industrial Dispute Act, 1947:

Introduction, Objects, Important aspects, Authorities under the Act.

Strikes and Lockouts- Concept, Law relating to strikes and Lockouts ,penalties for illegal strikes and lockouts, Lay off- concept, legal provision, rights of workmen laid off for compensation. Retrenchment concept, procedure etc.

Suggested Readings:

1. Malik, K.L., Industrial Laws and Labour Laws, Eastern Book Company, Lucknow.
2. Kumar, H.L., Digest of Labour Cases, Universal Law Publishing co. p Ltd, New Delhi.
3. Srivastava, S.C., Industrial Relations and Labour Laws, Vikas Publishing House (P)Ltd.
4. Bhagoliwal T N, Personnel Management and Industrial Relations, Agra Publications.
5. Arun Monappa, Industrial Relations, Tata McGraw Hill.
6. Michael V.P, HRM and Human Relations, Himalaya.

Evaluation	Theory	
	Internal	END semester examination
Component		
Marks	30	70
Total Marks	100	

BMGT1009 C	Organizational Development & Change Management	L	T	P	C
Version 1.01	Date of Approval	4	0	0	4
Prerequisite					
Co-requisites					
Total credits	4				

Objectives : To prepare the student as organizational change facilitators using the knowledge and techniques of behavioral sciences, including resistance to change (individual & organization), approach to managing organizational change and as well as organonaleffectiveness

Unit-I (8Hours)

Introduction: Organizational development –Concept and process, Assumptions and values underlying organization development (OD), Foundations of Organization development, emergence of OD as an applied behavioral science, Role of top Management and organization development practitioners.

Unit-II (8Hours)

Techniques of organizational diagnosis, interviews, Questionnaires, Workshops takes, seminar, task force and other method; **Collecting and analysing diagnostic, data and information feeling back.**

Unit-III (8Hours)

Organizational change, Renewal and Development: Planned changed, Organizational growth and change, Power and politics, Organizational culture- Concept, Characteristics, Feature, Learning of culture, Creating and sustaining culture, Impact of culture on performance and satisfaction.

Unit-IV (8Hours)

OD Interventions: Change agents, Role, Skills and styles of change agents; Designing interventions, Evaluating and institutionalizing interventions, Action research, Work redesign, work modules, Quality of work life(OWL), Quality circles (QC), Management by objectives (MBO), Sensitivity training, Career Planning, Employee involvement.

Unit-V (8Hours)

Organizational change, Pressures for organizational change- Internal and external factors, Resistance to change- Individual resistance, Organizational resistance, Overcoming resistance to change, Approaches to Managing Organizational change- Lewin’s three step model, Action research model, Kind of Reactions to change- Acceptances, Resistance, Tolerance, Rejection, Management of change, Change Agent and it’s role, Organizational effectiveness.

Suggested Readings:

1. French, W.L. and Bell, C.H., Organisation development, Prentice-Hall, NewDelhi.
2. Hackman, J.R. and Suttle, J.L., Improving Life at Work: Behavioural Science approach to Organisational Change, Goodyear, California.
3. Harvey, D.F. and Brown, D.R., An experimental approach to organization development, Prentice-Hall, Englewood Cliffs, N.J.
4. Hersey P., and Blanchard, H.B., Management of Organising behavior: Utilising human resources, Prentice Hall, NewDelhi.

Evaluation	Theory	
Component	Internal	END semester examination
Marks	30	70
Total Marks	100	

BMGT 1010 C	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT	L	T	P	C
Version 1.01	Date of Approval	4	0	0	4
Prerequisite					
Co-requisites					

Course Background and Learning Objectives:

This course is about investing in securities. Investment is the current commitment of money or other resources in the expectation of reaping future benefits. Investment decisions are made in an environment where higher return is obtained only at the price of greater risk and in which it is rare to find assets that are so mispriced as to be obvious bargains. Different investors have different investment objectives and different risk-return preferences. There is, therefore, a need to have proper understanding of various securities and their features. One must understand the concept of diversification and investment portfolio, and be familiar with the relevant tools, techniques, and models so that he can analyse securities and manage investment portfolios.

Hence, Security Analysis and Portfolio Management course is of great importance to business students for their professional career as well as managing their own investments. This course is designed to introduce and discuss various concepts, tools and techniques related with security analysis and portfolio management and equip the students with a coherent framework of analysis that will enable them to create and manage investment portfolios. It focuses on both the aspects of investment i.e. 'where to' as well as 'howto'.

The *learning goals and objectives* of this course for students to pursue management education are:

1. To provide an in-depth appreciation and understanding of the issues, challenges and complexities an investor faces in deciding where to invest the investable money and how to invest it wisely to meet his / her investment objectives.
2. To introduce participants to tools, techniques and models that help in security analysis and managing portfolios.

3. To provide participants with the opportunity to work with these tools and apply them to solve real-life investment problems in dynamic local and global environment.

TEXT READINGS:

1. Ranganatham - Security Analysis and Portfolio Management (Pearson Education, 2stEd.)

REFERENCE READINGS:

- 1) Chandra P - Investment Analysis and Portfolio Management (Tata Mc Graw Hill,2008)
- 2) Bhatt - Security Analysis and Portfolio Management (ExcelBooks)
- 3) Bhatt- Security Analysis and Portfolio Management (WileyDreamtech)

Course Content:

Unit I: INTRODUCTION TO INVESTMENT 8 lecture hours

Concept of Investment, Investment Objectives; Investment Vs. Speculation; Type of Investors; Investment Process; Investment Alternatives: Government Securities, Debt Securities, Equity Shares, Mutual Funds, Money Market Securities, and Other Alternatives; Derivatives: Concept, Forwards, Futures and Options; Concept of Return and Risk; Components of Return; Components of Risk: Market Risk, Interest Rate Risk, Purchasing Power Risk, Business Risk and Financial Risk; Measurement of Return and Risk.

Unit II : OVERVIEW OF CAPITAL MARKET 8 lecture hours

Market of securities, Stock Exchange and New Issue Markets - their nature, structure, functioning and limitations; Trading of securities: equity and debentures/ bonds. Regulatory Mechanism: SEBI and its guidelines; Investor Protection, Saving, investment, speculation. Types of investors.

Unit III: NATURE OF STOCK MARKETS 8 lecture hours

Valuation of Equity: Nature of equity instruments, Equity Valuation Models. Approaches to Equity Valuation:

Valuation of Debentures/Bonds: nature of bonds, valuation, Bond theorem, Term structure of interest rates,

Duration. Valuation of Derivatives (Options and futures): concept, trading, valuation.

Unit IV: PORTFOLIO ANALYSIS AND SELECTION **8 lecture hours**

Portfolio concept, Portfolio risk and return, Beta as a measure of risk, Calculation of beta, Selection of Portfolio: Markowitz's Theory, Single Index Model, Capital market theorem, CAPM (Capital Asset Pricing Model) and Arbitrage Pricing Theory.

Unit V: PORTFOLIO MANAGEMENT AND PERFORMANCE EVALUATION

8 lecture hours

Portfolio Management and Performance Evaluation: Performance evaluation of existing portfolio, Sharpe measures; Finding alternatives and revision of portfolio; Portfolio Management and Mutual Fund Industry.

Evaluation	Theory	
Component	Internal	SEE
Marks	30	70
Total Marks	100	

BMGT 1011 C	International Financial Management	L	T	P	C
Version 1.01	Date of Approval	4	0	0	4
Prerequisite					
Co-requisites					

Course Background and Learning Objectives:

International financial management also known as international finance is a popular concept which means management of finance in an international business environment, it implies, doing of trade and making money through the exchange of currency. The international financial activities help the organizations to connect with international dealings with overseas business partners- customers, suppliers, lenders etc. It is also used by government organization and non- profit institutions. International financial management deals with the financial decisions taken in the area of international business. The growth in international business is, first of all, evident in the form of highly inflated size of international trade. In the immediate post-war years, the general agreement on the Trade and Tariffs was set up in order to boost trade. It axed the trade barriers significantly over the years, as a result of which international trade grew manifold. Naturally, the financial involvement of the trader's exporters and importers and the quantum of the cross country transactions surged significantly. All this required proper management of international flow of funds for which the study of International Financial Management came to be indispensable.

Not unexpectedly, the second half of the twentieth century witnessed the emergence, and fast expansion, of multinational corporations. Normally, with the growth of international trade, the products of the exporter become mature in the importing countries. When the product becomes mature in the importing countries, the exporter starts manufacturing the product there so as to evade tariff and to supply it at the least cost. Thus it would not be wrong to say that the emergence of the multinational companies was the by-product of the expansion in world trade. There were some countries in the developing world too which were liberal in hosting the multinational companies. They imported technology on a big scale and built up their own manufacturing base. Thus multinational company's emergent not only in developed countries but also in the developing world and because of their operation the cross country flow of funds increased substantially. The two way flow of funds, outward in the form of investment and inward in the form of repatriation divided, royalty, technical service fees, etc., required proper management and so the study of International Finance Management become a real necessity.

The *learning goals and objectives* of this course for students to pursue management education are:

1. To acquaint students with basic concepts and techniques of international finance and their applications to managerial decision-making to sustain the business in long-run.
2. To assist students in developing their creativity and innovative thinking to make good decisions in a complex global environment by correctly identifying problems and opportunities, analyzing alternatives properly, and making the best choices to maximize profit, market share, managerial interests, national interests, social and environmental benefits.
3. The purpose of this course is to provide an overview of global financial markets and the Finance function in a multinational setting. We will also examine the nature of exposure and risks associated with international finance and, in passing, touch upon the accounting aspects of foreign currency transactions.

Text Book:

1. P.G.Apte, International Financial Management, McGraw Hill, New Delhi.

Reference Books:

1. Levi, Maurice, International Finance, McGraw Hill Inc, New York
2. Eiteman, David K, Arthur Stonehill and Michael H. Moffett, Multinational Business Finance, Reading mass, – Wesley Publishing company, Addison
3. Shapiro, Allen C., Multinational Financial Management, Prentice Hall, New Delhi

Course Content:

Unit I: International Financial Environment 8 lecture hours

International Financial Environment: Finance function in global business scenario, International Financial Markets & Instruments, Balance of Payments & recent developments, Foreign Trade, Meaning. International Financial Environment: Balance of Trade & Balance of Payments, Less Developed countries & the third world Debt.

Unit II: Foreign Exchange Markets: In India 8 lecture hours

Overseas, Role of RBI, Exchange rates. Foreign Exchange Markets: Exchange positions, trading in foreign exchange, Offshore banking operations, Lending & borrowing, Euro currencies. Foreign Exchange Rates Determination: Exchange rate mechanism, Direct rates & Indirect rates,

Bid & offered rates, Spot & forward rates, Inter-bank rates. Foreign Exchange Rate Exposures and Measurement: Trade Finance, Export credits, FCNR & EEFC a/Cs, International leasing, Forfeiting, Counter-trade, External Finance, ODA, Multilateral agencies, Equity as a source, Offshore market.

Unit III: Exchange control regulations: 8 lecture hours

FERA & FEMA, Exchange control regulations in India. Foreign Exchange Risk Management: Risk Management & Interest rates, Types of exposures & risks, Objectives of Risk Management, Corporate philosophy of exposure management

Unit IV: Foreign Exchange regulations and role of regulatory authorities: 8 lecture hours

Role of Banks in Foreign exchange markets & foreign trade, Methods of International settlement through banks. Foreign Exchange regulations and role of regulatory authorities: Drafts , Mail Transfers & TTs , Collection of Bills of exchange both clean and documentary, Documentary credits as a method of payment, Role of RBI in Foreign Exchange Market in India, Control measures , Control over banks and other players in the market, International monetary fund & financial system, IMF, Exchange rates & world liquidity, World Bank, European union

Unit V: Mathematics of Exchange rate 8 lecture hours

Mathematics of exchange rates i.e. TT rates – buying rates & selling rates, spot rates, hedging, swap, cross currency rates etc, Mathematics of forward contracts & derivatives, Case studies on LCs , FCNR & EEFC a/cs, Case studies on FEMA regulations.

Evaluation	Theory	
	Internal	SEE
Component		
Marks	30	70
Total Marks	100	

BMGT 1012 C	Web Analytics	L	T	P	C
Version 1.01	Date of Approval	4	0	0	4
Prerequisite	Basic Knowledge of Internet and search engines				
Co-requisites					

Course Background and Learning Objectives:

The course introduces students to concepts and techniques for designing and implementing a web analytics program for organizations. With a significant focus on application of knowledge, this course provides students hands-on experience in using tools and technologies to successfully deploy a web analytics program. Also included in the discussion are ways to measure the effectiveness of digital channels and campaigns.

The *learning goals and objectives* of this course for students to pursue it as an Elective in their management education are:

1. To introduce students to web analytics and the process of using the insights to make strategic and operational decisions. [Sub Goals: 2.1,2.2]
2. To acquaint the students with the usage of the website and to be able to suggest improvements in the design of a website. [Sub Goals: 3.1, 3.2,3.3]
3. To give them significant hands-on experience using tools and Search Engine Optimization techniques to carry out the task of analysing the contents of a website. [Sub Goals: 3.1, 3.3, 4.1,4.2]

Text Book:

1. Avinash Kaushik: Web Analytics-An Hour a day, Wiley Publishing Inc.

Reference Book:

1. Brian Clifton: Advanced Web Metrics with Google Analytics, Wiley Publishing Inc.
2. Avinash Kaushik: Web Analytics 2.0-The Art of online Accountability and Science of Customer Centricity, Wiley Publishing, Inc
3. Jacqui Carrel: Search Engine Optimization, Ventus Publishing

Course Content:**Unit I: Introduction and Fundamentals of Web Analytics 4 lecture hours**

Evolution of Web Analytics, Collecting online data, Web analytics driven decision making, Capturing data, Selection of optimal Web Analytics tool, Understanding the quality of data, Foundational metrics and standard reports.

Unit II: Web data analysis and Search analytics 6 lecture hours

Designing and implementing foundational reports - Top Referring URLs and Top Key Phrases, Site Content Popularity and Home Page Visits, Click Density, Site Overlay, Site Bounce Rate, Performing internal site search analytics, Search Engine Optimization, Measuring SEO efforts, Analyzing Pay Per Click (PPC) and click through effectiveness, Learning PPC reporting best practices, SEO activity (Off page), SEO activity (OnPage).

Unit III: Website Experimentation and Testing 6 lecture hours

Rationale for website testing, What to test?, Designing and executing a good experimentation and testing program, Implementing the key ingredients for every testing program.

Unit IV: Web Intelligence and Web 2.0 Analytics 9 lecture hours

Competitive traffic Reports - Share of visits by industry segment, Upstream and downstream traffic against competition, Competitor traffic by media mix, Search engine reports- Share of search and search keywords, Share of brand and category keywords, Search keyword funnels and keyword forecasts, Keyword expansion tool, Demographic and Psychographic reports, Web 2.0 Analytics, Measuring the success of Rich Interactive Applications (RIAs), Measuring the success of RSS.

Unit V: Myths of Web Intelligence 6 lecture hours

Path Analysis – Challenges and alternative Reporting Mechanism, Conversion Rate, Real Time Data, Standard KPIs.

Unit VI: Advanced Web Analytics concepts 5 lecture hours

Using the power of segmentation, Best practices for conversion rates, Advanced search engine marketing techniques through PPC analysis, Measuring the site abandonment rate metric, Measurement of impact of campaigns, Making your analysis and reports connectable,

Evaluation	Theory	
Component	Internal	SEE
Marks	50	50
Total Marks	100	

BMGT 1013 C	Modeling and Analysis with Spreadsheets	L	T	P	C
Version 1.01	Date of Approval	4	0	0	4
Prerequisite	BMGT 708 C Excel for Decision Making				
Co-requisites					

Course Background and Learning Objectives:

Spreadsheet programs allow users to develop a number of documents that can be used for both professional and personal use. Users can store data, perform calculations, and display values or figures graphically. A spreadsheet may be used to calculate the earnings of business products for the year, or it simply may be used to keep track of monthly bills. This class is targeted at beginning users and is intended to provide the basics for using a spreadsheet program. Whether it is Fortune 500 Corporation or any small and medium organization, all of them require summarizing, reporting and analyzing data. For more advanced needs like decision making building analytical models for understanding the effect on profit of various inputs, reduction of cost and management operation everything becomes easy and efficient by incorporating spreadsheet applications. Use of spreadsheets in businesses has evolved from mere book keeping to a functionally rich platform for quantitative business modeling and decision support systems.

The learning goals and objectives of this course for students to pursue management education are:

1. The course aims to align student learning to two of the core values of the School of Business i.e. Analytics and Entrepreneurial Thinking. This course is about blending techniques from various fields to create decision models primarily using Spreadsheet Solutions and equip future decision makers with hands on tools to achieve their goals.
2. The course shall help students to shed their fear of numbers and become power users of spreadsheet applications. This course attempts to combine the students' power to logically model and analyze diverse decision making scenarios with spreadsheet based solution procedures.

Text Book:

1. Balakrishnan Nagraj, Render Barry and M.Stain Jr. Ralph, "Managerial Decision Modelling With Spreadsheets", Second Edition, Pearson (ISBN 978-81-317-1485-0)

Reference Books:

1. Winston L. Wayne, “Excel 2010, Data Analysis and Business Modelling”, PHI Learning (ISBN 978-81-203-4359-0)
2. Walkenbach John, “Microsoft Excel 2007-Bible”, Wiley Publishing Inc. (ISBN 978-0-470-04403-2)

Course Content:

Unit I: Significance of Spreadsheets in decisionmaking **8 hours**

Significance of Spreadsheets in decision making, Creating Range Names, Name Manager, Vlookup, Hlookup, Lookup, Syntax of Index Function table, Syntax of Match Function.

Unit II: Using financial and other functions **8 hours**

Excel NPV function, NPV with irregular intervals, IRR of cash flows, Unique IRR, MIRR, FV, PV, CUMPRINC, CUMIPMT, Resolving Circular References,

Unit III: Data Summarizing using Histograms & Using Pivot Tables and Slicers **8 hours**

Types of histograms: symmetric, positively skewed, negatively skewed, multiple peaks, and its interpretation. Using Pivots, Row Labels, Column Labels, Values, Report Filter, Slicing and Dicing.

Unit IV: Decision Making using control structures **8 hours**

Business decision making using IF statements, nested IF, conditional operators, Handling Multidimensional Formulas, Sensitivity Analysis with Data Tables, Goal Seek application

Unit V: Problem solving using Business Cases **8 hours**

Four business cases to be discussed followed by lab sessions.

Evaluation	Lab	
Component	Internal	SEE
Marks	30	70
Total Marks	100	

BMGT 1014E	International Marketing	L	T	P	C
Version 1.01	Date of Approval:	2	1	1	2
Prerequisite	Basic understanding of Marketing				
Total Credits	2				

Course Background and Learning Objectives:

This Course introduces the subject of International Marketing to the MBA Second Year students as an elective paper. This is an elective course and will cover the understanding of some prerequisites a marketing manager requires when planning to enter into markets outside their national boundary. Concepts such as international marketing complexities, challenges and opportunities, international marketing environment, entry methods, international pricing, EPRG orientation, documentation for international marketing, standardization and adaptation, international communications are included to make students aware of the broad framework of international marketing.

The *learning goals and objectives* of this course for students to pursue management education are:

1. Demonstrate an understanding of why to approach international market.
2. Understand various mechanisms to enter into international market.
3. Understand various issues related to marketing mix application in the context of international market.
4. Understand various documents required and legal aspects associated with international market.

Text Book:

International Marketing (17th Edition): Philip Cateora and John Graham and Mary Gilly, Tata McGraw Hill Education.

Reference Books:

1. Global Marketing (7th Edition), Svend Hollensen, Pearson Education
2. International Marketing and Export Management (8th Edition), Gerald Albaum, Edwin Duerrand Alexander Josiassen, Pearson Education.
3. International Marketing (Second Edition): Rakesh Mohan Joshi, Oxford University Press India.

Course Content:

Unit I: Introduction to International Marketing and International Institutions: 4 lectures hours

Introduction, Scope of International Marketing, International Marketing vs. Domestic Marketing, Competitive or differential advantage, MNCs and TNCs, Benefits of international marketing. International Institutions: IMF, World Bank – IBRD, International Finance Corporation, Organisation for Economic Cooperation and Development (OECD) (Cases to be given later on in the lectures).

Unit II: International marketing environment and market 4 lectures
 Introduction, Political Environment, Political systems, legal and Regulatory Environment, Socio-cultural Environment, Economic Environment, Technological Environment, Challenges in Global Marketing, classical modern trade theories, trade barriers, quotas, Implications of Tariffs, Types of Agreements, General Agreement on Tariffs and Trade (GATT), Functions and Objectives of WTO, Implication of WTO on International Marketing, Different Entry Modes and Market Entry Strategies, joint Ventures, Strategic Alliances, Direct Investment,

Unit III: International product and pricing policy 4 lectures hours

Introduction, Products: National and International, the new Product Development, International Product Planning, Product Adoption and Standardization, International Market Segmentation, Marketing of Services, Price and Non-Price Factors, Methods of Pricing, International Pricing Strategies, Dumping and Price Distortion, Counter Trade. (Practical and case studies: to be notified during lectures).

Unit IV: International distribution and promotion 4 lectures hours

Introduction, International Logistics Planning, Distribution – Definition and Importance, Direct and Indirect Channels, factors Involved in Distribution Systems, Modes of Transportation, International Packaging, export documentation, declaration forms, disposal of export documentation form, major documents, International Communications Process, principles of communication, Status of Promotion, Promotion Appeals, Media Selection, Personal Selling, Public Relations and Publicity, Sales Promotion, advertising, e-marketing (Practical and case studies: to be notified during lectures).

Unit V: Marketing Research, Legal and Ethical Issues 4 lectures hours

Introduction, Concept of Marketing Research, Need for Marketing Research, Approach to Marketing Research, Scope of International Marketing Research, International Marketing Research Process, market surveys, Nature of International Business Disputes and Proposed Action, Legal Concepts Relating to International Business, International Dispute Settlement Machinery, ethical Consideration in International Marketing and Marketing Communications. (Case studies: to be notified during lectures).

Evaluation	Theory	
Component	Internal	End Semester Examination
Marks	30	70
Total Marks	100	

* Lecture hour 9, 17 will be the first and second periodic assessment for the students.

*after completion of the course, an overall internal assessment will be carried out.

BMGT 1015 E	Digital Marketing	L	T	P	C
Version 1.01	Date of Approval	2	0	0	2
Prerequisite					
Co-requisites					

Course Background and Learning Objectives:

This program aims to create understanding into the relationship application of Technology in Marketing especially the digital technologies. Consumers buying behavior is becoming digital technology based devices, and social media has become a powerful media for interacting with and influencing consumers.

The *learning goals and objectives* of this course for students to pursue management education are:

1. To acquaint students with basic concepts and techniques of digital marketing and their applications to marketing decision-making
2. To assist students in developing their creativity apply their innovative thinking to digital technology based platforms in a multi channel and global environment context.
3. To enable students apply data analytic techniques in digital based platforms for effective marketing decisions.

Text Book:

Internet Marketing: Strategy, Implementation and Practice by Dave Chaffey, Kevin Johnston, Richard Mayer, Fiona Ellis-Chadwick, 3rd Edition, Pearson Education.

Reference Books:

Internet Marketing: Start to Finish by Catherine Juon, Dunrie Greling & Catherine Buerkle, Pearson Education.

Social Media Marketing – A strategic approach by Melissa Barker, Donald Barker, Nicholas Bormann, Krista Neher, Cengage Publication

Internet Marketing & e-commerce Ward Hanson, KirthiKalyanam, Cengage Publication.

Course Content:

Unit I: InternetMarketingFundamentals 10 hours

An introduction to Digital Marketing , What is internet mktg., How internet works, How ‘cookies’ & ‘IP address’ can be useful to marketers, The internet and the marketing mix – Product, Price, Place, Promotion, People, Process & PhysicalEvidence

Unit II: InternetMarketingApplications 10 hours

Relationship marketing using the internet, eCRM, Customer lifecycle management, Approaches to implementing e-CRM, Making websites that work : Improving user experience & conversion rates, The basics of website : What to fix before testing, Beyond best practices : user research, Website planning and maintenance, Beyond best practices : user research, Website planning and maintenance, Updating content, Using websites to enter new niches, Creating Links with Facebook & Google Plus, Creating Awareness : listen to and watch your audience, Developing website personas, adapt your websiteaccordingly

Unit III: The importance of social media inDigitalMarketing 10 hours

Social media, its importance to marketers, Rules of engagement, Permission vs. Interruption mktg., Principles of success, Facebook, Twitter, LinkedIn, You Tube, MobileMarketing

Unit III: Working with theSearchEngines 10 hours

Search Engine Optimization: Creating visibility, What SE spiders see and what SE visitors see, On-Site optimization, Page level SEO best practices, Page level SEO guide, Blogging best practices, blogging for SEO benefit, Increase your find ability via link building, Advance visibility strategies, Extending your reach with paid search advertising, PPC, Display advertising, Google AdWords and Google Analytics (Lab based exercises).

Evaluation	Theory	
Component	Internal	SEE
Marks	50	50
Total Marks	100	

BMGT 1016 E	B2B Marketing	L	T	P	C
Version 1.01	Date of Approval	2	0	0	2
Prerequisite					
Co-requisites					

Course Background and Learning Objectives:

B2B marketing portrays special challenges and opportunities for serving markets other than for personal consumption. The course intends to help students develop a greater understanding of the institutional markets, and how they operate, and to be able to formulate strategies to tap these markets and serve them. The course also attempts to explore the finer nuances and intricacies linked to the service dimensions of B2Bmarketing.

Students will develop knowledge of business marketing strategies and its implications for managers, employees and other interest groups. This course will help to recognise the dynamic and complex nature of the business marketplace in a competitive framework. It will further help to analyse the stakeholders, issues and business marketing problems, recognising the role of the business marketer. Students will learn to explain and apply the concepts and the specific practices in the field of business marketing. They will be able to critically evaluate which competitive strategies and tactics work well in businessmarketing

The *learning goals and objectives* of this course for students pursuing management education are:

1. To sensitize the students how business / institutional markets operate, and to acquire the necessary skill sets required to take-up employment in thissector.
2. To understand the opportunities and challenges for serving businessorganizations
3. To be able to understand and apply the main theoretical concepts used for managing business relationships in different company/product/marketsituations.

Text Book: Business Marketing Management: B2B, Hutt and Speh, 2012, Cengage learning, 9e , Indian edition.

Reference Books:

1. Business Marketing, Krishna K Havaladar,2011, Tata McGraw-Hill Publishing Co. Ltd., 3rd Edition ,New DelhiJohnson
2. BusinesstoBusinessMarketing,RobertPVitale,JosephJGiglierano,Thomson,2009,SouthWestern ,New Delhi.
3. Industrial Marketing, Robert R Reeder; Edward G Briety& Betty H Reeder, 2009, Prentice Hall India, 4th Edition, NewDelhi.

Course Content:

Unit I: Overview of B2B marketing, Market Environment and Buyer Behaviour 8 Lecture hours

After studying this module the students will be able to understand business marketing, know differences in the characteristics between B2B and B2C marketing. This module highlights the types of business customers, classification of industrial goods and services. Students will learn marketing implications of different types of customers and products. This module will help students to understand organizational buying objectives, buying process, identify the members of decision making units and choose suppliers.

Unit III: Formulating the Marketing Strategy 4 Lecture hours

This module helps students to know process followed for industrial market, they will be able to identify the bases used for segmenting the industrial market, evaluate potential segments, targeting and positioning

Unit IV: Implementing the Marketing Strategy 10 Lecture hours

This module will help students to understand the nature of industrial products, know factors influencing changes in product strategy, Communication, Channel and pricing and understand the frameworks and steps involved in developing product, Communication, Channel and Pricing strategies.

Unit IV: Evaluating and Extending the Marketing Strategy 8 Lecture hours

After studying this module, students will be able to understand characteristics of market oriented firms, and examine the role of marketing in strategic planning, implementation of business plan, and marketing control process etc. This module helps students to recognize the ever changing business environment such as the e-commerce revolution, learn to leverage electronic markets using the internet and analyze how electronic markets and internet co- evolve. This module will help students to understand the nature and importance of international markets, how to choose the markets to enter, the economic, legal, and cultural aspects of international market environment, the financials, and pricing and payment methods used in international markets

	Theory	
Component	Internal	SEE
Marks	30	70
Total Marks	100	

BMGT 1017E	Negotiating and Counselling Skills	L	T	P	C
Version 1.01	Date of Approval	2	0	0	2
Prerequisite					
Co-requisites					

Course Background and Learning Objectives:

In today's competitive world, there are lots of pressures and high stakes at the negotiating table. Thus, enhancing employees' negotiation and counselling skills become essential to work effectively at the workplace. Negotiation is a way of getting what one wants from others by interactive communication, designed to reach an agreement. Not much of importance is attached with negotiation in our day-to-day life, because it becomes routine. But it assumes more importance in business and political fields, because stakes are very high, failures of negotiations in political field lead to wars and successful negotiations can solve any problem amicably, though the process of negotiation is more strenuous and more difficult than the process of war. Negotiation is process of adjusting both parties' views of their ideal outcomes to an attainable outcome. Negotiations occur for several reasons: (1) to agree on how to share or divide a limited resource, such as land, or property, or time (2) to create something new that neither party could do on his or her own, or (3) to resolve a problem or dispute between the parties. Sometimes people fail to negotiate because they do not recognize that they are in a negotiation situation. By choosing options other than negotiation, they may fail to achieve their goals, get what they need, or manage their problems as smoothly as they might like to. The course will help the students to be thoroughly prepared to recognize negotiation situations; understand how negotiation works; how to plan, implement, and complete successful negotiations; and, most importantly, be able to maximize your results. The course treats negotiation as a complex process that requires the successful practitioner to develop and use a unique blend of perceptual, persuasive, analytical, and interpersonal skills.

Counselling on the other hand, is a method of identifying practical solutions to life or work related issues. Counselling as a fast growing dynamic movement it has rapidly progressed from its modest beginning in the early part of the present century to its current dynamic status in a brief period of six decades. The counselling function is claimed to be performed also by ministers, physicians, social workers, teachers, managers and many others whose number is ever on the increase. Counselling has earned recognition through its service in enhancing and in preserving human happiness. It is found to be of service by different organizations for increasing

their efficiency and productivity. There are several reasons why employers should be closely involved in the physical and mental well-being of employees (O'Leary, 1993, 1994). It makes sense to have a healthy and high-performing workforce. It only creates happier individuals who provide quality service, but also contributes to the overall profits.

The *learning goals and objectives* of this course for students to pursue management education are:

1. Use an integrated process for strategically planning for, conducting, and debriefing individual and group negotiations, thereby developing skills that make the negotiation environment friendly, and enabling the parties to reach a win-win agreement.
2. Develop and execute effective strategies and tactics for different situations that commonly arise in interpersonal and transactional negotiations.
3. Identify the differences between distributive and integrative situations and develop appropriate resolution strategies.
4. To develop a practical understanding of the process of negotiation and to demonstrate how to negotiate effectively in professional and personal situations.
5. To generate awareness that employees physical, mental, and emotional well being go together and they need to be worked with in totality.
6. And finally, to make the students aware about counseling as a source of organizational change. Rather than just being an appendage to a company, counseling can bring the values, the energy for change, the vitality of acceptance a realization of who we are and what we can be to the very dynamics of work place life.

Text Book:

1. Negotiating Essentials-Theory, Skills, and Practices Michael R Carrell & Christina Heavrin, 8th Edition, Pearson Education

Reference Books:

1. Counselling Skills for Managers, Kavita Singh, 4th edition, PHI Learning Private Limited
2. Negotiation-Everyone must win, S.L. Rao, 1st Edition, Excel Books
3. S.L. Rao, 1st Edition, Excel Books, Lewicki J. Roy, Saunders M. David, & Barry Bruce 5th Edition, McGrawHill

Course Content:

Unit I: An Introduction to Negotiation **4 lecture hours**

Nature and Concept of Negotiation; Five Elements of Negotiation; The parties and their interest; Interdependency, Common Goals, Flexibility; Decision Making ability

Unit II: The Negotiation Process **8 lecture hours**

Steps of Negotiation process, Third party negotiation, Cultural differences in negotiation, Factors influencing negotiation, Preparation; Opening Session; Bargaining and Settlement, Bargaining strategies.

Unit III: Collective, Distributive & Integrative Bargaining **8 lecture hours**

Introduction, Importance, guidelines for successful collective bargaining, collective bargaining in India, Classic Distributive Bargaining Situation; Opening Offers- Anchoring, Bracketing; Fairness Norms, reciprocity Norms and Good Faith Bargaining; Integrative Versus Distributive Bargaining; The Integrative Negotiation process; Thompson's Pyramid Model; Interest Based Bargaining- Principles of IBB; Advantages and Disadvantages of IBB.

Unit IV: Introduction to Counselling **8 lecture hours**

Introduction to Counselling; Essential Elements of Counselling; Types of counselling, Need for Counselling at Workplace & its functions.

Unit V: Approaches & Process of Counselling **5 lecture hours**

Psychoanalytic approach; Behaviourist Approach; Humanistic/Person Centric Approach, Process of Counselling; Developing a Relationship; Defining Problems; Determining Goals; Developing a Plan of Action; Doing the Followup.

Evaluation	Theory	
	Internal	SEE
Component		
Marks	30	70
Total Marks	100	

BMGT 1018 E	Competency Mapping & Performance Management	L	T	P	C
Version 1.01	Date of Approval	2	0	0	2
Prerequisite	Understanding of HR functions				
Co-requisites					

Course Background and Learning Objectives:

Competency Management System, which has taken centre stage in the management of human resources, has been established in many frontline organizations. This is where the competency mapping has risen up in the priority list for many organizations because finding the right fit for the right job is matter of concern for most organizations to survive in today's economic crisis and in cut-throat competition. Competency mapping is used as the basis for any competency assessment that can be done at a later stage. Competency assessment is the assessment of the extent to which a given individual or a set of individuals possess these competencies required by a given role or set of roles or levels of roles for superior performance. The output of a comprehensive competency mapping of key positions is a role directory with required competencies. Adopting competence based assessment system may benefit the organizations in various ways.

This 3 credit course is designed to prepare the students to understand and measure the underlying characteristics of employees in terms of knowledge, skills and attitude (competencies) which results in effective and/or superior performance on the job. Inputs from competency mapping would assist the students to design a performance appraisal system by incorporating the competencies needed for various categories of jobs and its relative importance for effective performance. Topics in this course include understanding competency and developing competency models, identification of competencies for competency profiling, defining performance and performance measurement, measuring results and behaviors, developing behavioral anchored rating scale and critical incident factors, designing assessment center etc. would help the students to gain insight about the mapping core competencies to the skills potential employees already possess is another way that competency mapping can help a business and to design an effective competence based appraisal form for more talent acquisition and management.

The *learning goals and objectives* of this course for students to pursue management education are:

1. To provide an insight in to the fundamental of competency management and its practical application in managing performance in the organizations.
2. To illustrate the development of competency models for better person-job fit and provide insight into the implementation prerequisites and strategies for thesame.

3. To describe the process of competency mapping and profiling for performance measurement and management system to understand the framework of performance measurement and management system for decision-making.
4. To assist them to design performance evaluation system based on competence based approach while assigning weightages and listing key performance indicators (KPI) for each role.
5. To understand the process of competency profiling for other HR applications so that to encourage the competence-based HR practices viz. competence-based selection, training, compensation, and succession planning to make the organization more effective in the competitive environment.

Text Book:

1. R.K. Sahu (2010). Competency Mapping, Excel Publication.

Reference Books:

- 1 Hema nAgui nis (2009). Performance management. Pearson Education India .
- 2 Kohli & Deb (2010). Performance Management, Oxford Press, India.
- 3 Seema Sanghi (2008). The Handbook of Competency Mapping: Understanding Designing and Implementing Competency Models in Organizations, Response Books- Sage, India.
- 4 Ganesh Shermon. Competency based HRM. Tata McGrawHill
- 5 Singh, B.D. (2010). Performance Management System: A holistic Approach. ExcelBook.
- 6 T.V. Rao. HRD Score Card 2500 based on HRD audit, Responsebooks

Course Content:

Unit -1: Concept of Competency & Different Competency Models 8 lecture hours

Introduction, history and origin of competency; Concept and Definition of job, roles and competency; Competency vs. competence; Performance versus competency; skills versus competency; Component of competencies – Skills, knowledge, self-concept, motives and trait; Concept of Competency Maps and Competency Profiles, Developing Competency Models – Model 1: Organizational competency based model; Model 2: Commitment and Competence; Model 3: 5 Level Competency Model; Model 4: Job based competency model; Model 5: Generic and specific competency; Model 6: Organizational Goal linked; Model 7: Technical and behavioural model;

Unit II: Performance Management Process

8 lecture hours

Performance Management Process model – Prerequisites & Performance Planning (results, behaviour and development plan), Performance Execution, performance review and performance renewal and recontracting.

Unit III: Defining performance and choosing a measurement approach 8 lecture hours

Defining performance and Determinants of Performance, factors influencing determinants of performance; Advantages of Performance appraisal, Problems of performance management, Steps to make performance appraisal effective, Approaches to measuring performance- Trait approach, behaviour approach, result approach.

Unit IV: Performance Measurement- Measuring Results and Behaviour 8 lecture hours

Measuring Results – determining accountabilities, objectives and performance standards; Measuring Behaviours, comparative and absolute behavioural measurement systems, Anchors for behavioural checklists; Development of Behavioural Anchored Rating Scale (BARS); Gathering Performance Information – Major components of effective appraisal forms; Characteristics of appraisal forms; determining overall rating.

Unit V: Assessment Centre and Applications of Competency Mapping 8 lecture hours

Assessment centre – Introduction, Difference between assessment centre and development centre; Designing assessment Centre – Process, Profile of assessors and Assessor training; Tools and techniques used in assessment Centre - Projective techniques, Group discussions, Simulations – role plays, business games, paper-pencil tests; Using competencies in Mapping HRM, Competency based training and development, recruitment & selection

Evaluation	Theory	
Component	Internal	SEE
Marks	30	70
Total Marks	100	

BMGT 1019 E	Indian Financial System	L	T	P	C
Version 1.01	Date of Approval	2	0	0	2
Prerequisite					
Co-requisites					

Course Background and Learning Objectives:

Financial system of a country is closely related to the economic development. There is drastic change in the functioning of financial system in this era of liberalization, privatization and globalisation. The economic development of a nation is reflected by the progress of the various economic units, broadly classified into corporate sector, government and household sector. There are areas or people with surplus funds and there are those with a deficit. A financial system or financial sector functions as an intermediary and facilitates the flow of funds from the areas of surplus to the areas of deficit. A Financial System is a composition of various institutions, markets, regulations and laws, practices, money manager, analysts, transactions and claims and liabilities. Financial system comprises of set of subsystems of financial institutions, financial markets, financial instruments and services which helps in the formation of capital. It provides a mechanism by which savings are transformed to investment. The purpose of including Indian Financial system as a subject is to give a clear understanding and knowledge of financial system in the present scenario.

The *learning goals and objectives* of this course for students to pursue management education are:

1. To provide an insight into the functioning of Indian financialsystem.
2. To make students understand the various components of the financial system, the inter-relationship among different components and the impact on businessenterprise.

Text Readings:

H.R. Machiraju, Indian Financial System, Vikas Publishing House, Delhi

Reference Readings:

M.Y. Khan, Indian Financial System Tata Mc Graw Hill, Delhi

Jeff Madura, Financial Markets and Institutions, CenGage Learning, Delhi

Pathak, The Indian Financial System, Pearson Education India

CourseContent:

Unit I: OVERVIEW OFFINANCIALSYSTEM 8 lecture hours

Indian Financial Systems – Features, Constituents of Financial system- financialinstitutions, Financial Services, Financial Markets and Financial Instruments, overview of global FinancialSystem.

Unit II:FINANCIALINSTITUTIONS 8 lecture hours

Meaning of Financial Institutions, special Characteristics, broad categories- Money Market institutions, capital market institutions. Industrial Finance Corporations of India, Industrial Development bank Of India, State Financial Corporations of India, IndustrialDevelopment bank Of India, State Financial Corporations, Industrial credit and investment Corporation of India, national small industrial Development corporation, national industrial Development corporations, UTI and Others.

Unit III: NON–BANKINGFINANCIALINSTITUTIONS 8 lecturehours

Meaning, registration, Principal Business of NBFCs, Structure, supervision, RBI measures for NBFCs, otherMeasures.

Unit IV:FINANCIALSERVICES 8 lecture hours

Concept , objectives/Functions, characteristics, Financial Services – concept, classifications, Regulatory framework, Merchant banking, Mutual funds, leasing, Creditratings.

Unit V:FINANCIALMARKETS 8 lecture hours

Meaning and definition, Role and functions of Financial markets, Constituents of Financial markets, Money market instruments, capital marketinstruments.

Evaluation	Theory	
Component	Internal	SEE
Marks	30	70
Total Marks	100	

BMGT 1020 E	Advance Financial Management	L	T	P	C
Version 1.01	Date of Approval	2	0	0	2
Prerequisite					
Co-requisites					

Course Background and Learning Objectives:

Advanced financial management topics such as interpreting the financial statements of a company, reviewing past financial statements of a company, reviewing past financial performance and forecasting for the future, financing operations and finding profitable investments, assessing risk and valuing a business. As a manager, it is imperative that you understand the financial topics and processes specific to your company. You must also have an understanding of the current issues in the business environment today so you can maximize financial opportunities.

Learning Objectives

1. To apply various management accounting techniques to all types of organizations for planning, decision making and control purposes in practical situations.
2. To make students understand the various components and the impact on business enterprise
3. To develop Planning Skill In Financial management functions effectively, so that the Students be able apply the appropriate management strategy to face the company challenges.

TEXT READINGS:

1. Pandey I M - Financial Management (Vikas Publicating House), NewDelhi

REFERENCE READINGS:

1. Advanced Accounting By R. I.Gupta And M. Radha Swamy , (Sultan Chand And Sons) NewDelhi
2. Prasanna Chandra- Financial Management Theory & Practice (TMH) NewDelhi
3. M Y Khan and P K Jain – Financial Management (TataMcGraw-Hill)

Course Content:

Unit I: FINANCIAL DERIVATIVES MANAGEMENT 8 lecture hours

Introduction, types, Difference Between cash and Future Markets, Types of Traders, futures

Contract: specifications of Future Contract, types of Future contracts, Relationship between Future Prices, Forward Prices and Spot Prices. Options: specifications of options- call and put options, difference between future and option contracts. Derivatives In India: Evolution of Derivatives Market in India- Regulations- Framework- Exchange trading in Derivatives.

Unit II: MERGER AND ACQUISITION **8 lecture hours**

Introduction, meaning and Definition of Merger, Synergies from M&A, Advantages of M & A, Types of Merger and Their Rationale, M &A : Cost Benefits Analysis, Computation of costs and benefits to the firms involved in M & A, Mergers and Capital Budgeting Decisions. M & A in India.

Unit III: WORKING CAPITAL MANAGEMENT **8 lecture hours**

Inventory Management: Introduction and meaning, motives for Holding Inventory, purpose of Inventory, Inventory management, Receivables Management: Introduction, meaning and importance of Accounts Receivable, Cash management.

Unit IV: FINANCIAL STATEMENT ANALYSIS **8 lecture hours**

Techniques of Financial Statement Analysis, Accounting Ratios: Liquidity ratios, tests of Solvency or Analysis of Long-term Financial Position, Profitability ratios, Activity Ratios/ Assets- Management ratios, Leverage Ratios.

Unit V: ACCOUNTING STANDARDS **8 lecture hours**

Introduction, Disclosure of Accounting Policies (AS-1), valuation of inventories (AS-2), Accounting for investments, employee benefits (AS-15), segment Reporting(AS-17), Intangible assets(As-26).

Evaluation	Theory	
	Internal	SEE
Component		
Marks	30	70
Total Marks	100	

BMGT 1021 E	Financial Derivatives And Risk Management	L	T	P	C
Version 1.01	Date of Approval	2	0	0	2
Prerequisite	Knowledge of Corporate Finance				
Co-requisites	Understanding of Financial Markets				

Course Background and Learning Objectives:

Financial derivatives enable parties to trade specific financial risks (such as interest rate risk, currency, equity and commodity price risk, and credit risk, etc.) to other entities who are more willing, or better suited, to take or manage these risks—typically, but not always, without trading in a primary asset or commodity. Financial derivatives are financial instruments that are linked to a specific financial instrument or indicator or commodity, and through which specific financial risks can be traded in financial markets in their own right. Transactions in financial derivatives should be treated as separate transactions rather than as integral parts of the value of underlying transactions to which they may be linked. The value of a financial derivative derives from the price of an underlying item, such as an asset or index. Financial derivatives are used for a number of purposes including risk management, hedging, arbitrage between markets, and speculation.

The learning goals and objectives of this course for students to pursue management education are:

1. To acquaint students with basic concepts and techniques of Derivatives and risk management and their applications to managerial decision-making to sustain the business in long-run..
2. This course provides a deep understanding of various Financial Derivatives. While there is significant focus on the functioning of the Financial Derivatives, students will also develop a sound understanding of various concepts, tools and techniques that apply to Derivatives anywhere in the world.
3. The aim of the course is to provide advanced instruction and knowledge in financial markets and instruments, and in financial engineering together with the quantitative tools essential for understanding modern finance and research methods.

Text Books:

1. John C Hull, Futures and Other Derivatives, Pearson Education

Reference Books:

1. Stulz M. Rene, Risk Management & Derivatives, Cengage Learning, NewDelhi.
2. I.M Pandey: Financial Derivatives, Vikas PublishingHouse
3. V Raghunathan: Derivatives, Tata Mc GrawHill

Course Content:

UnitI: 8 lecturehours

Derivatives – Features of a Financial Derivative – Types of Financial Derivatives - Basic Financial derivatives – History of Derivatives Markets – Uses of Derivatives – Critiques of Derivatives – Forward Market: Pricing and Trading Mechanism – Forward Contract concept – Features of Forward Contract – Classification of Forward Contracts – Forward Trading Mechanism–ForwardPrices Vs.FuturePrices.ImportanceofderivativesinRiskManagement. **UnitII:**

8 lecturehours

Options and Swaps – Concept of Options – Types of options – Option Valuation – Option Positions Naked and Covered Option – Underlying Assets in Exchange-traded Options – Determinants of Option Prices – Binomial Option Pricing Model – Black-Scholes Option Pricing – Basic Principles of Option Trading – SWAP: Concept, Evaluation and Features of Swap – Types of Financial Swaps – Interest Rate Swaps – Currency Swap – Debt-Equity Swap.

UnitIII: 8 lecturehours

Futures – Financial Futures Contracts – Types of Financial Futures Contract – Evolution of Futures Market in India – Traders in Futures Market in India – Functions and Growth of Futures Markets – Futures Market Trading Mechanism - Specification of the Future Contract – Clearing House – Operation of Margins – Settlement – Theories of Future prices – Future prices and Risk Aversion – Forward Contract Vs. Futures Contracts.

UnitIV: 8lecturehours

Hedging and Stock Index Futures – Concepts – Perfect Hedging Model – Basic Long and Short Hedges – Cross Hedging – Basis Risk and Hedging – Basis Risk Vs Price Risk – Hedging

Effectiveness – Devising a Hedging Strategy – Hedging Objectives – Management of Hedge – Concept of Stock Index – Stock Index Futures – Stock Index Futures as a Portfolio management Tool – Speculation and Stock Index Futures – Stock Index Futures Trading in Indian Stock Market.

UnitIV: 8lecture hours

Financial Derivatives Market in India – Need for Derivatives – Evolution of Derivatives in India – Major Recommendations of Dr. L.C. Gupta Committee – Equity Derivatives – Strengthening of Cash Market – Benefits of Derivatives in India – Categories of Derivatives Traded in India – Derivatives Trading at NSE/BSE – Eligibility of Stocks – Emerging Structure of Derivatives Markets in India -Regulation of Financial Derivatives in India – Structure of the Market – Regulatory Instruments.

Evaluation	Theory	
Component	Internal	SEE
Marks	30	70
Total Marks	100	

BMGT 1022 E	Cross Cultural & International Human Resource Management	L	T	P	C
Version 1.01	Date of Approval	2	0	0	2
Prerequisite					
Co-requisites					

Course Background and Learning Objectives:

The International Business Environment is characterised by a myriad of situations and events that are not always subject to pre-programmed decision making processes, given the diverse elements that influence such environment. Though it is not always possible to plan for unexpected situations, and effective International manager strives to make a deliberate efforts to be aware of the changes and plan to control some of them. Cross cultural management is a concept of finding out how to assess the impact of culture-whether national or organizational or institutional on the performance of the firm. The ability to manage cross- cultural interactions, multinational teams, and global alliances has become fundamental to managing in today's globalised world. Managing diverse workforce competently is considered by some people as a means of gaining competitive advantage over other firms. A keen awareness and a high degree of cross-cultural competence in management are therefore keys to the career success for both present and aspiring managers/professionals. This course of study represents an opportunity to enter into, contribute to, and learn about a new culture across the world. It provides an opportunity to learn new ways of thinking about the management of people and processes in organisations; about working with and through people across a range of national and international boundaries in business and management contexts.

The *learning goals and objectives* of this course for students to pursue management education are:

1. To increase students' awareness of the complexity associated with managing human resources in a global context and how cultural differences impact management of people inMNC's.
2. To promote awareness, understanding and collaboration in a culturally dynamic world.

3. To develop, share and disseminate knowledge in the field of Cross-cultural Management, with special reference to International Human resource management.
4. To apply the influence of national culture on organisational culture in association with recruitment and selection, training and development, performance appraisal, strategy implementation, motivation and leadership, ethics and CSR.

Text Book:

1. Nilanjan Sengupta & Mousumi S. Bhattacharya, Excel Books International Human Resource Management.

Reference Books:

1. H Deresky, 5th edition, Pearson Education International Management: Managing across borders and cultures
2. Price and Browaeys, 1st edition, Pearson Education Cross Cultural Management
3. P L Rao, Excel Books International Human Resource Management.

Course Content:

Unit I: Introduction to Cross Cultural & International Human Resource Management

8 lectures hours

Culture- Meaning and concept; Organizational, Corporate and Professional Culture; Determinants of Culture; Importance of cross-cultural Management; Cross Cultural Issues In HRM, Managing Cross Cultural Issues, Definition of IHRM, Factors influencing IHRM, Reasons for going Global, Effects of globalisation, Moral, Ethical and Social Responsibility issues in international business.

Unit II: Functional Aspects Of IHRM

8 lectures hours

Staffing policies- approaches to IHRM; Motives behind International Staffing, Recruitment & Selection in international context , Training and development of international Staff, Types of expatriate training, Current scenario in terms of training and development activity, Expatriate adjustment process, Expatriate failure , Compensation Management in International context: Approaches, Tax Structure for Expatriate, Different compensation practises across countries, Performance appraisal in International Context

Unit III: New Role of International Managers

8 lecture hours

Role of Global HR Manager, Managing Expatriates, Challenges faced by Global Managers, Hiring Inpatriate and Expatriate Managers : Choices and Dilemmas for MNCs ,Women,Expatriates ,Reasons for less number of female expatriate: Myth or Reality, ,Repatriation, Repatriate training, Factors influencing readjustment process, Developing competencies for global managers.

Unit IV: Motivating and Leading in International Context

8 lecture hours

Current Theories of Motivation; Indian Motivation Theories; Leadership and culture; Theories of Leadership and their Global relevance; Japanese Leadership studies; Leadership styles in Europe, South-east Asia and Middle East.

Unit V: Comparative HRM practices

8 lecture hours

HRM practices in different countries- Japan, USA, UK, China, Germany & India.

Evaluation	Theory	
Component	Internal	SEE
Marks	30	70
Total Marks	100	



Department of Business Management

2 Year Full Time Master of Business Administration (2019 – 20)

(Approved by AICTE, New Delhi)

Programme Structure

M. B. A. Programme (2 Years, Full-time Program)

Department of Business Management. Tripura University offers 2 year full time Masters in Business Administration (M.B.A.) program under different areas of specialization. The present intake capacity is of 60 seats. The pedagogical approach is mixed mode teaching including classroom teaching, case based teaching with hands-on exposure to modern computer based solutions. The students are required to undertake research work, practical and field work guided by the faculty mentors. The proposed curriculum is evolved through an intense and thoughtful analysis of contemporary curricula and a positive estimate of student's learning requirements. A combination of technical skills, value orientation and in depth understanding of the concepts under a contextual framework have been considered so that the students can select from a wide range of electives besides core papers which in turn will enhance employment opportunities at the completion of the program. Further, the programme begins with a two weeks orientation programme which will facilitate in developing a contextual orientation in the young minds.

The MBA course curriculum combines a sound conceptual grounding in Basic Economics, Quantitative Techniques, Management Principles, Basic Accounting and Operations Management with specialization in Marketing, Finance, Human Resource Management and Systems Management. The first two semesters of the programme consist of compulsory courses aimed to provide a solid foundation in basic concepts and analytical tools. Optional papers are placed in the third and fourth semester allowing students to specialize in the area of their choices. Further the students are required to opt for three courses under CBCS where one compulsory subject will be computer fundamentals.

Students are required to go through compulsory eight to ten weeks summer training at the end of second semester. At the end of the third semester students are required to submit dissertation on their minor project in their areas of specialization. Medium of instruction is English and the classes are held generally from Monday to Friday every week starting from 10 a.m. to 5 p.m. Students failing to maintain a minimum attendance of overall 75% will be debarred from appearing in the examination.

Overall Structure

Duration	Min. : 2 Years	Max. : 3 Years	Credit Distribution
Total Credits	94		Semester I, II, III, IV @ 26 credits each including one Summer Internship Programme is of 4 credits.
CBCS Courses:	10		
Grand Total	104		

Orientation Programme

Duration	2 weeks
Subject	No. of lectures
PRINCIPLES OF MANAGEMENT	10
BUSINESS MATHEMATICS	10
MS OFFICE BASICS	10
ENGLISH PROFICIENCY	10
BASICS OF ACCOUNTING	10
BASICS OF ECONOMICS	10

All students will have to attend the orientation programme and appear in a comprehensive examination. Qualifying in the examination based on orientation programme is a mandatory requirement to attend regular classes. A separate certificate of passing the examination would be issued to the qualified students by the department.

Modules

1. Core Module:	17 modules of 3 credits each 3 module of 2 credits each
2. CBCS courses	2 modules with 4 credits each and 2 module with 2 credits each
3. Elective Module	Specialization streams - Dual Specializations: Elective Specialization I -4 modules (12 credits) Elective Specialization II – 4 modules (12 credits)
4. Research Module	Industry Analysis (Semester I) - 2 credits and Dissertation on Structural Analysis of Industry (Semester IV) – 2 credits. Evaluated through Project report/ Dissertation with viva voce by an internal examiner.

5. Industrial Training	Summer Training (Semester II) for 8-10 weeks that carries 4 credits and Out Station Industry Visit & Project of 2 weeks that carries 3 credits. (Evaluated by a panel of internal and at least one external experts)
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List of Courses

General Courses Semester I

COURSE CODE	SUBJECT	CREDIT	L-T-P
BMG 701 C	MANAGERIAL ECONOMICS	3	3-0-0
BMG 702 C	STATISTICS AND QUANTITATIVE TECHNIQUES	3	3-0-0
BMG 703 C	FINANCIAL REPORTING, STATEMENTS & ANALYSIS	3	3-0-0
BMG 704 C	VALUES ETHICS & CSR	3	3-0-0
BMG 705 C	MARKETING MANAGEMENT	3	3-0-0
BMG 706 C	ORGANIZATIONAL BEHAVIOUR	3	3-0-0
BMG 707 C	BUSINESS COMMUNICATION	3	3-0-0
BMG 708 C	BUSINESS DECISION MAKING USING EXCEL	3	3-0-0
BMG 709 C	PROJECT: INDUSTRY ANALYSIS	2	0-0-0

General Courses Semester II

COURSE CODE	SUBJECT	CREDIT	L-T-P
BMG 801 C	BUSINESS RESEARCH METHODS	3	3-0-0
BMG 802 C	COST AND MANAGEMENT ACCOUNTING	3	3-0-0
BMG 803 C	PRODUCTION AND OPERATION MANAGEMENT	3	3-0-0
BMG 804 C	MANAGEMENT INFORMATION SYSTEM	3	3-0-0
BMG 805 C	E-BUSINESS STRATEGY	3	3-0-0
BMG 806 C	BUSINESS LAW	3	3-0-0
BMG 807 C	HUMAN RESOURCE MANAGEMENT	3	3-0-0
	COMPUTER SKILL II	4	4-0-0

Summer Internship Programme

COURSE CODE	SUBJECT	CREDIT	LTP
BMG 807 C	Summer Internship Project (Industry)(6 – 8 weeks)	4	0-0-0

General Courses Semester III

COURSE CODE	SUBJECT	CREDIT	LTP
BMG 901 C	FINANCIAL MANAGEMENT	3	3-0-0
BMG 902 C	BUSINESS ENVIRONMENT	3	3-0-0
BMG 903 C	OUTSTATION INDUSTRY VISIT &PROJECT (MAJOR)	3	0-0-0

Core Specialization Modules Semester - III

COURSE CODE	SUBJECT	CREDIT	LTP
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MARKETING SPECIALIZATION

BMG 904 C	CONSUMER BEHAVIOUR	3	3-0-0
BMG 905 C	SALES AND DISTRIBUTION MANAGEMENT	3	3-0-0

AND

HUMAN RESOURCE MANAGEMENT SPECIALIZATION

BMG 906 C	HUMAN RESOURCE PLANNING& DEVELOPMENT	3	3-0-0
BMG 907 C	COMPENSATION & REWARD MANAGEMENT	3	3-0-0

OR

FINANCE SPELIALIZATION

BMG 908 C	FINANCIAL MARKETS AND SERVICES	3	3-0-0
BMG 909 C	MANAGING BANKS & FINANCIAL INSTITUTIONS	3	3-0-0

OR

SYSTEMS SPELIALIZATION

BMG910 C	BUSINESS INTELLIGENCE	3	3-0-0
BMG911 C	ENTERPRISE DIGITAL INFRASTRUCTURE	3	3-0-0

Choice Based Credit System (CBCS) Course - II

Students are required to pick any one subject from the list below and one subject from other department of 4 credits

List of subjects

COURSE CODE	SUBJECT	CREDIT	LTP
BMG 912 E	SERVICES MARKETING	2	2-0-0
BMG 913 E	RETAIL MARKETING	2	2-0-0
BMG 914 E	LEADERSHIP AND TEAM BUILDING	2	2-0-0

BMG 915 E	PROJECT MANAGEMENT	2	2-0-0
BMG 916 E	CORPORATE TAXATION	2	2-0-0
BMG 917 E	STRATEGIC HUMAN RESOURCE MANAGEMENT	2	2-0-0

General Courses Semester IV

COURSE CODE	SUBJECT	CREDIT	LTP
BMG 1001 C	STRATEGIC MANAGEMENT	3	3-0-0
BMG 1002 C	INNOVATION & ENTERPRENUERSHIP DEVELOPMENT	3	3-0-0
BMG 1003 C	DISSERTATION: STRUCTURAL ANALYSIS OF INDUSTRY	2	0-0-0

Core Specialization Modules Semester - IV

COURSE CODE	SUBJECT	CREDIT	LTP
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MARKETING SPECIALIZATION

BMG 1006 C	INTEGRATED MARKETING COMMUNICATIONS	3	3-0-0
BMG 1007 C	PRODUCT & BRAND MANAGEMENT	3	3-0-0

AND

HUMAN RESOURCE MANAGEMENT SPECIALIZATION

BMG 1008 C	INDUSTRIAL RELATIONS & LABOUR LAW	3	3-0-0
BMG 1009 C	ORGANIZATIONAL DEVELOPMENT & CHANGE MANAGEMENT	3	3-0-0

OR

FINANCE SPELIALIZATION

BMG 1010 C	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT	3	3-0-0
BMG 1011 C	INTERNATIONAL FINANCIAL MANAGEMENT	3	3-0-0

OR

SYSTEMS SPELIALIZATION

BMG1012 C	WEB ANALYTICS	3	3-0-0
BMG1013 C	MODELLING & ANALYSIS WITH	3	0-0-3

	SPREADSHEETS		
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Choice Based Credit System (CBCS) Course - IV

Students are required to pick any one subject from the list below

List of subjects

COURSE CODE	SUBJECT	CREDIT	LTP
BMG 1014 E	INTERNATIONAL MARKETING	2	2-0-0
BMG 1015 E	DIGITAL MARKETING	2	2-0-0
BMG 1016 E	B2B MARKETING	2	2-0-0
BMG 1017 E	NEGOTIATIONS AND COUNSELLING	2	2-0-0
BMG 1018 E	COMPETENCY MAPPING AND PERFORMANCE MANAGEMENT	2	2-0-0
BMG 1019 E	INDIAN FINANCIAL SYSTEM	2	2-0-0
BMG 1020 E	ADVANCE FINANCIAL MANAGEMENT	2	2-0-0
BMG 1021 E	FINANCIAL DERIVATIVES & RISK MANAGEMENT	2	2-0-0
BMG 1022 E	CROSS CULTURAL AND INTERNATIONAL HUMAN RESOURCE MANAGEMENT	2	2-0-0

Note: All course mentioned in the syllabus could be offered subject to availability of faculty members within the Department and fulfillment of minimum number of students for a specialization course to be offered.

TRIPURA UNIVERSITY

Department of Business Management

BBA CBCS Syllabus

Session 2015-16

Table of Contents

BBA (1st Semester)	4
BMGT 101C PRINCIPLES AND PRACTICE OF MANAGEMENT	4
BMGT 102C BUSINESS COMMUNICATION	7
BMGT 103C FINANCIAL ACCOUNTING	9
BBA (2nd Semester)	10
BMGT 201C COST AND MANAGEMENT ACCOUNTING	10
BMGT 202C QUANTITATIVE TECHNIQUES FOR MANAGEMENT	11
BMGT 203C MANAGERIAL ECONOMICS	13
BMGT 204C BUSINESS ENVIRONMENT	15
BBA (3rd Semester)	16
BMGT 301C ORGANIZATION BEHAVIOR	16
BMGT 302C BUSINESS LAW	18
BMGT 303C FINANCIAL MANAGEMENT	19
BMGT 304C Marketing Management	20
BBA (4th Semester)	21
BMGT 401C RESEARCH METHODOLOGY	21
BMGT 402C HUMAN RESOURCE MANAGEMENT	24
BMGT 403C OPERATIONS MANAGEMENT	26
BMGT 404C ENTREPRENEURSHIP DEVELOPMENT AND SMALL BUSINESS FUNDAMENTALS	27
BBA (5th Semester) MARKETING MANAGEMENT	28
BMGT 501C CONSUMER BEHAVIOR	28
BMGT 502C ADVERTISING AND SALES PROMOTION	30
BMGT 503C RETAIL MANAGEMENT	31
BMGT 504C PROJECT REPORT - I (INTERNAL)	33
A. FORMAT OF PROJECT REPORT	33
B. INSTRUCTIONS FOR TYPING/ PRINTING	34
C. TITLE OF THE PROJECT REPORT	36
D. WRITING THE SUMMER PROJECT REPORT	37
E. STUDENT DECLARATION	39
F. CERTIFICATE FROM THE INSTITUTE GUIDE	40
G. BIBLIOGRAPHY	41
H. ATTENDANCE SHEET	42

BBA (5th Semester) FINANCIAL MANAGEMENT 43

BMGT 505C	FINANCIAL STATEMENT ANALYSIS	43
BMGT 506C	INDIAN FINANCIAL SYSTEM	44
BMGT 507C	BUSINESS TAXATION	45
BMGT 508C	PROJECT REPORT - I (INTERNAL)	46
A.	FORMAT OF PROJECT REPORT	46
B.	INSTRUCTIONS FOR TYPING/ PRINTING	47
C.	TITLE OF THE PROJECT REPORT	49
D.	WRITING THE SUMMER PROJECT REPORT	50
E.	STUDENT DECLARATION	52
F.	CERTIFICATE FROM THE INSTITUTE GUIDE	53
G.	BIBLIOGRAPHY	54
H.	ATTENDANCE SHEET	55

BBA (5th Semester) Human Resource Management 56

BMGT 509C	HUMAN RESOURCE PLANNING	56
BMGT 510C	HUMAN RESOURCE DEVELOPMENT	58
BMGT 511C	WAGE AND SALARY ADMINISTRATION	59
BMGT 512C	PROJECT REPORT - I (INTERNAL)	60
A.	FORMAT OF PROJECT REPORT	60
B.	INSTRUCTIONS FOR TYPING/ PRINTING	61
C.	TITLE OF THE PROJECT REPORT	63
D.	WRITING THE SUMMER PROJECT REPORT	64
E.	STUDENT DECLARATION	66
F.	CERTIFICATE FROM THE INSTITUTE GUIDE	67
G.	BIBLIOGRAPHY	68
H.	ATTENDANCE SHEET	69

BBA (6th Semester) Marketing Management..... 70

BMGT 601C	Services Marketing	70
BMGT 602C	RURAL MARKETING	71
BMGT 603C	SALES MANAGEMENT AND PERSONAL SELLING	73
BMGT 604C	PROJECT REPORT - II (EXTERNAL)	74
A.	FORMAT OF PROJECT REPORT	74
B.	INSTRUCTIONS FOR TYPING/ PRINTING	75
C.	TITLE OF THE PROJECT REPORT	77

D.	WRITING THE SUMMER PROJECT REPORT	78
E.	STUDENT DECLARATION	80
F.	CERTIFICATE FROM THE INSTITUTE GUIDE	81
G.	BIBLIOGRAPHY	82
H.	ATTENDANCE SHEET	83

BBA (6th Semester) Financial Management 84

BMGT 605C	ADVANCED FINANCIAL MANAGEMENT	84
BMGT 606C	BANKING AND INSURANCE MANAGEMENT	85
BMGT 607C	INTERNATIONAL BUSINESS FINANCE	87
BMGT 608C	PROJECT REPORT - II (EXTERNAL)	89
A.	FORMAT OF PROJECT REPORT	21
B.	INSTRUCTIONS FOR TYPING/ PRINTING	23
C.	TITLE OF THE PROJECT REPORT	25
D.	WRITING THE SUMMER PROJECT REPORT	26
E.	STUDENT DECLARATION	28
F.	CERTIFICATE FROM THE INSTITUTE GUIDE	29
G.	BIBLIOGRAPHY	30
H.	ATTENDANCE SHEET	31

BBA (6th Semester) Human Resource Management 99

BMGT 609C	INDUSTRIAL RELATIONS	99
BMGT 610C	ORGANISATIONAL DEVELOPMENT	100
BMGT 611C	LABOUR LAWS	101
BMGT 612C	PROJECT REPORT - II (EXTERNAL)	102
A.	FORMAT OF PROJECT REPORT	33
B.	INSTRUCTIONS FOR TYPING/ PRINTING	35
C.	TITLE OF THE PROJECT REPORT	37
D.	WRITING THE SUMMER PROJECT REPORT	38
E.	STUDENT DECLARATION	40
F.	CERTIFICATE FROM THE INSTITUTE GUIDE	41
G.	BIBLIOGRAPHY	42
H.	ATTENDANCE SHEET	43

BBA (1st Semester)

BMGT 101C

PRINCIPLES AND PRACTICE OF MANAGEMENT

1. FRAME WORK OF MANAGEMENT:

- A. Nature of management: management & administration, management science or art, management as a profession, applying management theories in practice, effective management, different managerial effectiveness approaches.
- B. Development of management thoughts: early thinking about management, importance to study management theories, evolution of management theory, scientific management school (Frederick W. Tylor, Henry) classical organisation theory school, the behavioural school, relation theories, management science school, the system approach.
- C. Management process & skills: management functions, management roles, levels of management, management skills, and functional areas of management.
- D. Managers & environment: concept of environmental, changing Indian business environment, challenges before Indian managers.
- E. Social & ethical issues in management: social responsibility of managers, social responsibility & business, social responsibility in India, ethical issues in management, values, value system of Indian managers.

2. PLANNING:

- A. Fundamentals of planning: concept, nature, importance, steps, types of planning, barriers in effective planning, planning in Indian organisations.
- B. planning premises & forecasting: concept of planning premises, forecasting, sales & demand forecasting.
- C. Strategic & operational plans: formulation of strategy, strategy implementation, policy procedures, methods, rules, project, budget.
- D. Missions & objectives: formulation of mission statement, hierarchy of objectives, role of objectives, management by objectives, MBO in Indian organizations.
- E. Decision making: types of decisions, decisions making process, individual VS group decision, problem solving, problem solving approaches.

3. ORGANISING:

A. Fundamentals of organising: various organisation theories, steps in organising, factors affecting organisation structures.

B. Design of organisation structure: formal organisation informal relationship in formal organisation structure, departmentation, span of management & chain of command & decentralisation.

C. Forms of organisation structure: line organisation structure, line & staff organisation, matrix organisation structure, team based organisation structure (committee organisation).

D. Delegation of authority: concept of authority, sources of authority, limits of authority, authority & responsibility, delegation of authority.

4. STAFFING:

A. Fundamentals of staffing: traditional view of staffing, staffing concepts, manpower planning, job analysis, changing human resources management scenario.

B. Recruitment & selection: job & position descriptions, sources of recruitment, legal considerations in selection process, selection tests, interview.

C. Training & development: concept of training & development, training programs, management development programmes.

D. Performance appraisal & compensation: informal appraisals, formal systematic appraisals & promotion.

5. DIRECTING:

A. Fundamentals of directing: concept of direction, direction & supervision, directing & human factor.

B. Motivation: concept, theories of motivation, generation gaps & motivational aspects, motivation & small business, motivational applications.

C. Leadership: defining leadership, traits, behavioural & contingency approach to leadership, leadership styles, situational leaderships, leadership development.

6. CONTROLLING:

A. Fundamentals of controlling: concept, steps & types of controlling, design of effective control system, controlling & management by exception.

B. Operations control techniques: financial control (budgetary control, control through costing, break-even analysis), quality control, inventory control (economic order quantity, selective inventory control techniques).

- C. Overall control techniques: management information systems, management audit, management control system an introduction.

SUGGESTED BOOKS:		
1. Management- tasks, responsibilities, practices	by C.B.Gupta	TATA McGraw Hill
2. Management- text & cases	by L.M. Prasad	Sultan Chand Publishers
3. Management- text & cases	by V.S.P. Rao	Himalaya Publication
4. Management Tasks, Responsibilities & Practises	by Peter F. Drucker	Allied Publishers
5. Essentials of Management- An Internationals Perspective	by Harold Koont, Hein Weihrich	TATA McGraw Hill

1. NATURE & PROCESS OF COMMUNICATION:

Defining communication and its nature, Role or purpose of communication, Classification of communication, Process of communication, General problems in communication, Barriers to communication, Conditions for effective communication, Characteristics of successful communication.

2. FUNCTIONAL COMMUNICATION:

a. Effective listening: Meaning & Concept of listening, Contributors to poor listening, Profile of a good listener, How to increase listening efficiency.

b. Effective Presentation: Meaning & Importance of presentation, Why presentation is a difficult job, steps towards mastering the art of Oral Presentation.

c. Non-Verbal Communication: Personal Appearance, Posture, Gestures, Facial Expression, Eye-Contact, Space Distancing etc.

3. BUSINESS CORRESPONDENCE:

a. Meaning & Need for Business Correspondence, Meaning of Business Letter-Purpose, Qualities, Structure, Layout and form. Types of Business Letter, Concept, Principles and Drafting.

b. Notice, Agenda & Minutes: Concept & Meaning, Rules, Principles, Drafting of different types of Notice, Agenda & Minutes.

c. Circulars: Meaning, Principles, difference between Notice and Circular, different purposes of writing Circulars, Drafting of different Circulars.

d. Report Writing: Definition, Principles, Objectives, Importance, Types, Drafting of Letter Reports.

e. Press Release: Meaning, Concept & Rules, Drafting Press Release.

4. GENERAL ENGLISH:

a. English Composition: Editorial Letters/ Paragraph/ Précis Writing.

b. English Comprehension: Answering short/ multiple type questions after perusal of a given passage.

c. General Grammar: Using of Articles, Prepositions, Verbs etc. (to fill in the blanks), Correction of faulty sentences, Selection of appropriate words or its form, selection of wrong Phrase etc.

SUGGESTED BOOKS:

1. Business Correspondence & Report Writing	Sharma & Mohan	TATA McGraw Hill
2. Developing Communication Skills	Krishna Mohan & Meera Banerjee	Mc Millan
3. Business Communication Today	Bovee & Hill	Pearson Education
4. Business Communication	C.S.G. Krishnamacharyulu & R. Lalitha	Himalaya Publications

1. Accounting: meaning, Scope, Merits & Limitations.
2. Accounting Concepts and conventions.
3. Journal, Ledger, Double Entry Principle.
4. Cash Book.
5. Preparation of Trial Balance.
6. Bank Reconciliation Statement.
7. Depreciation Accounting.
8. Preparation of Financial Statement/ Final Account.

SUGGESTED BOOKS:		
1. Financial Accounting	Md. Hanif & A Mukherjee	TATA McGraw Hill
2. Financial Accounting for Managers	Asish K. Bhattacharya	PHI
3. Financial Accounting for Managers	Ambrish Gupta	PHI
4. Financial Accounting	P.C. Tulsian	Pearson Higher Education

BBA (2nd Semester)

BMGT 201C

COST AND MANAGEMENT ACCOUNTING

1. Introduction to cost accounting and Management Accounting.
2. Cost concepts and classification.
3. Cost sheet
4. Marginal costing and CVP analysis.
5. Accounting for materials and labour cost.
6. Contract costing.

SUGGESTED BOOKS:

1. Cost and Management accounting	Jawharlal	Tata McGraw Hill
2. Cost Accounting	Asish K. Bhattacharya	PHI
3. Cost Accounting	Jain and Narang	Kalyani Publishers
4. Cost and Management Accounting	M.N. Arora	Himalaya Publishing House

1. STATISTICS : AN OVERVIEW

Reasons for Learning Statistics, Growth and development of statistics, statistics defined, Types of statistical methods, importance and scope of statistics, statistics in business management, limitations of statistics, need for data, sources of data.

2. DATA CLASSIFICATION, TABULATION AND PRESENTATION

Classification of data, organizing data using data array, Tabulation of data, graphical representation of data, Types of diagrams,

3. MEASURES OF CENTRAL TENDENCY

Objectives of averaging, Requisites of a measures of a central tendency, Measures of Central Tendency, Mathematical averages, Geometric mean, Harmonic mean, Relationship among AM,GM and HM, Average of position, Partition values-quartiles, deciles and percentiles, Mode, Relationship between mean median and mode, comparison between measures of central tendency

4. MEASURES OF DISPERSION

Significance of measuring dispersion, classification of measures of dispersion, distance measures, average deviation measures

5. SKEWNESS AND KURTOSIS

Measures of skewness, Kurtosis

6. PROBABILITY AND PROBABILITY DISTRIBUTION

Concepts of probability, definition of probability, combinations and permutations, rules of probability and algebra of events, Bayes' Theorem, Probability distribution, Expected value and variance of a random variable, discrete probability distribution, binomial probability distribution, Poisson probability distribution.

7. SAMPLING AND SAMPLING DISTRIBUTION

Reasons for sample survey, Population parameters and sampling statistics, Sampling methods, Sampling Distributions, Sampling distribution of sampling mean, Sampling distribution of sampling proportion

8. HYPOTHESIS TESTING

General Procedure of Hypothesis testing, Direction of Hypothesis Test, Errors in Hypothesis Testing, Hypothesis testing for single population mean, Hypothesis testing for difference between two population means, Hypothesis testing for difference between two population proportions, Hypothesis Testing for population mean with small samples, Hypothesis testing for single population mean, Hypothesis testing based on F-Distribution.

9. CORRELATION ANALYSIS

Significance of measuring Correlation, Correlation and Causation, Types of Correlations, Methods of Correlation analysis.

10. REGRESSION ANALYSIS

Advantages of Regression analysis, Parameters of simple linear regression model, Methods to determine regression coefficients.

SUGGESTED BOOKS:

1. Fundamentals of Business Statistics	J. K Sharma	1 st Edition, 2010, Pearson
2. Statistics for Management	Richard L Levin & David S. Rubin	PHI
3. Statistical Methods	N. G. Das	M. Das & Co.

1. BASIC CONCEPTS AND ISSUES IN ECONOMIC THEORY:

Central problems of an economy, elasticity of demand – price, income and cross elasticities.

2. THEORY OF PRODUCTION AND COSTS:

Production function, short-run and long-run production function, different types of cost and shapes of different cost curves.

3. MARKET STRUCTURE:

Perfect, monopoly, monopolistic and oligopoly-determination of price and output, impact of unit tax, lump-sum tax under perfect competition and monopoly, market failure.

4. ANALYSIS AND MEASUREMENTS OF AGGREGATE OUTPUT:

Circular flow of income-concept and measurement of national income-problems of measurement –GDP and welfare.

5. KEYNESIAN THEORY, BANKING STRUCTURE IN INDIA, INFLATION, TRADE CYCLE:

Classical and keynesian theory of output and employment determination and their related concepts, banking structure in India and its functions causes and policies to control inflation, nature and characteristics of trade cycles.

SUGGESTED BOOKS:

1.	Advanced Economic Theory	H.L.Ahuja	S.Chand
2.	Micro Economic Theory & Macro Economic Theory	JoydebSarkhel	Dey Book Concern

1. INDIAN BUSINESS ENVIRONMENT:

Concepts, Components, Significance of the study of Business Environment.

2. ECONOMIC ENVIRONMENT:

Meaning, Economic System.

3. TECHNOLOGICAL ENVIRONMENT:

Meaning, Technological factors influencing business, Technology policy of the government.

4. SOCIAL AND CULTURAL ENVIRONMENT:

Meaning, Impact of society and cultures on Business.

5. NATURAL ENVIRONMENT:

Meaning an Impact on Business.

6. ECONOMIC TRENDS:

Income, Savings and Investment, Industry, Money, Finance, Price (an overall idea)

7. PROBLEMS OF GROWTH:

Unemployment, Poverty Regional Imbalances, Social Inequality, Inflation, Industrial Sickness.

8. ROLE OF GOVERNMENT:

Monetary and Fiscal Policy, Industrial Policy, Industrial Licensing, Trade Policy Privatization Disinvestment.

9. CURRENT 5 YEAR PLAN:

Major policies, Resource allocation.

SUGGESTED BOOKS:

1. Essentials of Business Environment	K. Aswathappa	Himalaya Publishing House
2. Economic Environment of Business	M. Adhikary	Sultan Chand & Sons
3. Business Environment	Shaikh Saleem	Pearson
4. Business Ethics & Professional Values	A. B. Rao	Excel Books

BBA (3rd Semester)

BMGT 301C

ORGANIZATION BEHAVIOR

1. INTRODUCTION TO OB:

Definition, Elements, Nature, Scope, Contributing Disciplines to O.B., Challenges & Opportunities for O.B.

2. PERSONALITY WITH EMPHASIS ON EMOTION & MOODS:

- a. Concept of Personality, Determinants, Types, (Introvert, Extrovert, Type A, Type B), Theories, (Trait, Self, Psychoanalytical, Social theories, Job-Fit)
- b. Emotion & Moods – Definition, Functions, Sources, Emotional Intelligence, OB Applications of Emotion & Mood.

3. PERCEPTION & MOTIVATION:

- a. Concept, Influencing Factors, Process, The link between perception and Individual Decision Making in the organization.
- b. Motivation – Concept, Contemporary Theories (Vroom's Expectancy, Porter & Lawler theories), Application of Motivation (Employee Involvement).

4. ATTITUDES AND VALUES:

Definition, Importance, Attitude Formation, Major Job Attitudes – Job Satisfaction, Job Involvement, Organisational Commitment with emphasis on Job Satisfaction, Formation of Values; Types (Terminal versus Instrumental)

5. LEARNING:

Concept, Theories (Classical Conditioning, Operant Conditioning, Social Learning), Reinforcement Concept

6. STUDY OF GROUP BEHAVIOUR:

Definition of Group, Classification, Importance, Stages of Group Development, Group Properties, Group Decision Making.

7. COMMUNICATION & LEADERSHIP:

- a. Communication: Concept, Functions, Process, Direction of Communication, Interpersonal and Organisational Communication.
- b. Leadership: Concept, Styles, Theories (Trait and Behavioural Ohio State Studies, Michigan Studies), Concept of Managerial Grid.

8. STUDY OF ORGANIZATION:

Concept, Types, Importance, Organisational Designs (Simple, Bureaucracy and Matrix), New Designs (Team Structure, Virtual Organisation)

9. ORGANISATIONAL CHANGE AND DEVELOPMENT:

An Overview of Organizational Effectiveness, Change and Development, Approaches to Manage Organisational Change and Development (Lewin 3 Stage Model, Action Research, OD), Organisational Change and Development in Indian Scenario.

10. SOME WELL KNOWN STUDIES:

Hawthorn study, Lippit and White, Coch and French and practicing few case studies from Indian perspective.

SUGGESTED BOOKS:		
1. Organisational Behaviour	S. P. Robbins	Pearson Publication
2. Organisational Behaviour	Robbins, Judge, Sangchi	Pearson Publication
3. Organisational Behaviour-Text & Cases	Shekharan	Tata Mcgraw Hill
4. Organisational Behaviour	K.Aswathapa	Himalaya Publications
5. Understanding Organisational Behaviour	Udai Pareek	Oxford University Press

1. LAW:

Definitions, sources, scope, need, objectives.

2. INDIAN CONTRACT ACT, 1872:

Introduction, essentials of a valid contract, classification of contract according to their enforceability, Formation and Performance, offer and Acceptance, consideration, capacity to contract, Free consent - Coercion, Undue influence, void voidables unenforceable and illegal Agreements', discharge of contract termination of contract, Preach of contract - Remedies, Damages, Indemnity, guarantee.

3. SALE OF GOODS ACT, 1930:

Formation of contracts of sale, goods and their classification, price, conditions and warranties, transfer of property in goods, performance of the contract of sale, unpaid seller and his rights, sale by auction, hire purchase agreement, Sales & Agreement to Sale.

4. NEGOTIABLE INSTRUMENTS ACT, 1881:

Definitions and features of different types of negotiable instruments (promissory note, bill of exchange and cheque), parties to a negotiable instrument and their capacity, holder and holder in Due course, crossing of a cheque, types of crossing, Banker and Customer, negotiation, Dishonor and discharge of negotiable instrument.

5. COMPANIES ACT, 1956:

Nature and kind of companies, formation(iii) Memorandum and Articles of Association - contents, procedures for allegation, prospectus, capital shares, debentures, borrowing powers, minimum subscription, etc.

6. LAWS RELATING TO PATENTS, TRADEMARKS AND COPYRIGHTS:

A general idea

SUGGESTED BOOKS:

1. Commercial and Industrial Law	Dr. N. D. Kapoor	S. Chand and Sons
2. Company Law		Taxman
3. Business Law	P.S.H Pillai, Bagavathi	S.Chand and Co. Ltd
4. Business Law	Bulchandani	Himalaya Publishing House
5. Business Law	S.N.Maheshwari	Himalaya Publishing House

1. INTRODUCTION TO FINANCIAL MANAGEMENT:

Basic Concepts & Introduction to Financial Management, Goal of a Firm, Profit Maximisation versus Wealth Maximisation, Functions of Chief Financial Officer, Problems faced by Finance Manager under Indian Context.

2. TIME VALUE OF MONEY:

Concept & Simple Calculations under compounding & discounting concept.

3. CAPITAL STRUCTURE:

Meaning & Importance of Capital Structure, Factors determining Capital Structure, Capital Structure Theories- Simple mathematical problems under different theories.

4. COST OF CAPITAL:

Concept & Significance, Cost of various sources of Capital.

5. WORKING CAPITAL MANAGEMENT:

Meaning, Definition, Classification of Working Capital, Factors determining Working Capital requirement, Simple determination of Working Capital requirement, Basic concept of Receivables Management.

6. BASIC CONCEPTS OF CAPITAL BUDGETING:

Meaning, Importance, Basic calculations using different techniques.

7. DIVIDEND POLICIES:

Meaning & Concept, Determinants of Dividend Policy, Dividend policy models and simple calculations.

SUGGESTED BOOKS:

1. Financial Management	I.M.Pandey	Vikas Publications
2. Basic Financial Management	Khan & Jain	Tata McGraw Hill
3. Financial Management (Text & Cases)	Khan & Jain	Tata McGraw Hill

1. MARKETING

Meaning, Need and Importance,

2. MARKETING EVOLUTION AND FUTURE**3. MARKETING ENVIRONMENT****4. MARKETING RESEARCH****5. CONSUMER PSYCHOLOGY AND MARKETING****6. MARKETING STRATEGY, STP****7. UNDERSTANDING COMPETITION, MARKETING MIX, PRODUCT AND PRODUCT STRATEGY****8. PRICE AND PRICING STRATEGY****9. DEALING WITH DISTRIBUTION****10. MARKETING COMMUNICATION****SUGGESTED BOOKS:**

1. Marketing Management	Kotler, Keller, Koshi and Jha
2. Marketing	Paul Baines, Chris Fill, Kelly Page
3. Marketing Management	Ramaswamy, Namakumari
4. Marketing Management	Tapan K. Panda
5. Marketing 3.0	Kotler, Kartajaya, and Setiawan

BBA (4th Semester)

BMGT 401C

RESEARCH METHODOLOGY

1. INTRODUCTION TO RESEARCH METHODOLOGY:

Meaning, Objectives, Types of Research, Importance, Approaches, Research Process, criteria of a good Research.

2. RESEARCH DESIGN:

Meaning, Need, Features of a good Design, Different Research, Designs, Basic Principles of Experimental Designs.

3. SAMPLING DESIGN:

Census Vs Sample survey, Implications of Sample Design, steps in sampling Design, Criteria for selecting a sampling procedure, Types of Sample Design, Characteristics of good sample design, Simple Vs Complex Random sampling Designs & Techniques.

4. MEASUREMENT & SCALING TECHNIQUES:

Measurement in Research, Measurement Scales, Errors in Measurement, Tests of sound Measurement, Measurement Tools, Scaling, Meaning of Scaling, Scale classification Bases, Importance of Scaling Techniques, Scale Construction Techniques.

5. METHODS OF DATA COLLECTION:

Types of data, Collection of Primary Data, Difference between questionnaires & schedules, some other methods of data collection, Collection of Secondary data, Selecting Appropriate data collection method, Guideline for Constructing questionnaire/ Schedule, Guideline for successful interviewing, Difference between survey & Experiment.

6. PROCESSING & ANALYSIS OF DATA:

Processing operations, Problems in Processing, Types of Analysis, Statistics in Research.

7. TESTING OF HYPOTHESES (PARAMETRIC OF STANDARD TESTS):

Definition Hypotheses, Testing of Hypotheses, Procedure for hypotheses Testing, Measuring the Power of a Hypothesis Test, Important Parametric Test, Hypothesis testing of various properties limitations of the tests of hypotheses.

8. INTERPRETATION AND REPORT WRITING:

Meaning of Interpretation, Technique of interpretation, Precaution in Interpretation, Significance of Report writing, Different steps for Report writing, layout of the Research Report, Precautions for writing Research Report, Role of Computer in Research.

SUGGESTED BOOKS:

1. Research Methodology	C.R. Kothari	New Age
2. International Business Research Methods	Zikmund, Berry, Babin	South Western
3. Statistics for Management	Richard L Levin, David S Rubin	PHI

- 1. CONCEPT OF HUMAN RESOURCE MANAGEMENT:**
Meaning, Definition, Nature, Scope, Objectives, Importance, Functions, Qualities and Role of HR Manager, HRM- A Line or Staff Function, Difference between PM & HRM.
- 2. HUMAN RESOURCE PLANNING:**
Meaning, Definition, Objectives, Importance, Levels of HRP, Process, Barriers to HRP, Requisites for successful HRP.
- 3. JOB ANALYSIS AND DESIGN:**
Meaning, Uses, Process, Methods of Data collection, Concept of Job Design, Techniques.
- 4. RECRUITMENT:**
Definition, Factors affecting Recruitment, Sources, Process.
- 5. SELECTION:**
Meaning, Definition, Process.
- 6. TRAINING & DEVELOPMENT:**
Concept, Objectives, Benefits, Need, Steps, Methods.
- 7. PERFORMANCE AND POTENTIAL APPRAISAL:**
Meaning, Objectives, Process, Methods, Problems, Making Performance Appraisal Effective, Steps to Appraise Potential.
- 8. WORKERS PARTICIPATION IN MANAGEMENT:**
Definition, Meaning, Objectives, Levels, Forms, Why WPM fails? Making WPM Effective.

SUGGESTED BOOKS:

1.	Human Resource Management (Text & Cases)	K.Aswathappa	Tata Mcgraw Hill
2.	Human Resource Management	N.K.Singh	Excel Books
3.	Human Resource Management	P.Subba Rao	Himalaya Publications
4.	Human Resource Management	Saiyadain	Tata Mcgraw Hill

1. OPERATIONS MANAGEMENT: TRENDS AND ISSUES

Manufacturing trends in India, Services as part of Operations Management, Operations as a key functional area, Operations management: A system perspective, challenges in operations management

2. DESIGN OF MANUFACTURING PROCESSES

Determinants of Process Characteristics in Operations, Types of Processes and operations Systems, The Process-product matrix, Layout Planning, Implications of layout planning, Types of layouts, Design of Process Layout, Design of product layouts.

3. TOTAL QUALITY MANAGEMENT

The quality revolution, Quality Gurus, Definitions of quality, Total Quality Management, Quality management tools, Quality certifications and Awards, Design of quality assurance systems.

4. FACILITIES LOCATION

Globalization of operations, Factors Affecting Location Decisions, Location Planning Methods.

5. INVENTORY PLANNING AND CONTROL

Inventory Planning for independent Demand Items, Types of inventory, Inventory Costs, Inventory Control for Deterministic Demand Items, Handling uncertainty in Demand, Inventory control systems, Selective control inventory, Inventory Planning for Single-period Demand.

6. SCHEDULING OF OPERATIONS

The Need for Scheduling, Scheduling : Alternative Terms, The Loading of Machines, The Scheduling Context, Scheduling of Flow shops, Scheduling of Job shops, Input-Output Control.

7. SIX-SIGMA QUALITY CONTROL

The Six-Sigma approach to Quality Control Management, Defects Per million Opportunities (DPMO), Organizations for Six-Sigma Quality, Process Control Fundamentals, Setting up a process Control System, Process improvement in the Long run, Six sigma and the process capability.

SUGGESTED BOOKS:

1.	Operations Management: Theory & Practice	B. Mahadevan	Pearson Education
2.	Operations Management	Heizer	Dorling Kindersley
3.	Operations Management for Competitive Advantage	Chase-Jacobs-Aquilano	TMH

BMGT 404C ENTREPRENEURSHIP DEVELOPMENT AND SMALL BUSINESS FUNDAMENTALS

ENTREPRENEURSHIP DEVELOPMENT:**1. ENTREPRENEURSHIP:**

Concept, Entrepreneurial qualities and desirable characteristics of an effective Entrepreneur, Types of Entrepreneur, Significance of Entrepreneur in economic growth, Functions of an Entrepreneur, Scope and Importance of Entrepreneurship as career.

2. THEORIES OF ENTREPRENEURSHIP AND THEIR IMPORTANCE**3. ENTREPRENEURIAL SYSTEM:**

Search for business ideas, Idea processing. Role of Innovation in Entrepreneurship

4. ENTREPRENEURIAL BEHAVIOUR:

Entrepreneurial motivation, Different theories of motivation, factors determining entrepreneurial growth

SMALL BUSINESS FUNDAMENTALS:**1. SMALL BUSINESS:**

Introduction, Definition as per MSMED Act, 2006, Characteristics, Objectives, Significance, Problems and Present position.

2. LEGAL AND TAX CONSIDERATIONS:

Registration, Provisional Registrations, Permanent Registrations, Licensing. Tax Benefits under Different Act with Special reference to North East Industrial Investment Promotion Policy (NEIIPP), 2007

3. GOVERNMENT AND NON-GOVERNMENT ASSISTANCE AND POLICIES:

National Policies and Incentives including subsidies by Central and State Governments; Role of IDBI, IFCI, SFC, NABARD, KVIC, SIDBI, SIDO, NSIC, DIC, IIE.

4. PROBLEMS AND SICKNESS IN SMALL BUSINESS.**SUGGESTED BOOKS:**

1. Management and Entrepreneurship, 1/e	Kanishka Bedi	Oxford University Press
Competing through innovation: Essential	Bertrand	
2. Strategies for Small and Medium – sized firms.	Bellon, Graham Whittington	PHI
3. Exploring Entrepreneurship: Practices and Perspective, 1/e	Richard Blundel & Nigel Lockett	Oxford University Press
4. Small scale Industries and Entrepreneurship	Vasant Desai	Himalaya Publishing

BBA (5th Semester) MARKETING MANAGEMENT

BMGT 501C

CONSUMER BEHAVIOR

1. INTRODUCTION TO CONSUMER BEHAVIOUR:

Introduction, Evolution of Consumer Behaviour, Factors affecting Consumer Behaviour, Scope & Application, Models of Consumer Behaviour (Nicosia, Howard-Sheth Model), Communication & Consumer Behaviour.

2. THE INFLUENCING FACTORS ON CONSUMER:

- a. **Personality:** Nature, Theories (Freudian, Neo-Freudian, Trait), Brand Personality.
- b. **Motivation:** Introduction, Dynamics of Motivation, Hierarchy of Need Theory, Motivational Research.
- c. **Learning:** Elements, Theories (Classical Conditioning, Operant Conditioning, Observational Learning), Measurement of Consumer Learning.
- d. **Perception:** Elements, Dynamics, Product Positioning, Perceived Price - Quality Relationship, Perceived Risk.
- e. **Attitude:** Introduction, Models (Tricomponent, Attitude – Towards - The – Ad – Model), Attitude Formation.

3. CONSUMER IN THEIR SOCIAL & CULTURAL SETTING:

- a. **Culture:** Introduction, How Cultures are learned, Measurement of Culture.
- b. **Social:** Introduction, Different Social classes in India, Measurement of Culture.
- c. **Situational:** Introduction, Types of Situation (Purchase, Consumption, Communication), Situational influences on Consumer Behaviour.

4. CONSUMER DECISION MAKING PROCESS:

Introduction, Levels, Model of Consumer Decision Making, Gifting Behaviour, Post Purchase Behaviour.

5. CURRENT & RELATED ISSUES:

Organisational Buying Behaviour: Introduction, Organisational Buyer Characteristics, Process; Consumerism; e-Commerce & Consumer Behaviour.

SUGGESTED BOOKS:

1. Consumer Behaviour	Schiffman and Kanuk	PHI
2. Consumer Behaviour and Marketing Action	Henry Assael	Cengage Learning
3. Consumer Behaviour in Indian Context	P.C.Jain and Monika Bhatt	S.Chand
4. Consumer Behaviour-Text & Cases	Satish K. Batra & S. H. H. Kazmi	Excel Books

ADVERTISING

1. Introduction, Nature and Importance, Different Advertising Functions, Types of Advertising, Economic Aspects of Advertising, Legal and Ethical Aspects of Advertising, Criticism of Advertising, Setting Advertising Objectives and Budget.
2. Advertising and Communication (Communication Model – Basic and Advertising Communication Model), Role of Source, Encoding & Decoding of Messages, Media, Audience, Feedback, Noise.
3. Creative aspects of Advertising: Introduction, The Planning and Managing Creative Strategy, Copy (Concept, How to Write Copy for Print and Broadcast Media), Advertising Appeals, Layout Planning.
4. Advertising Media and Planning: Introduction, Different Types of Media, Media Planning and Scheduling, Advertising Campaign Planning.
5. Roles of Advertising Agency: Introduction, Types, Function, Layout, Advertising Agency and Client Relationship
6. Impact of Advertising: Consumer Behaviour and Advertisement: Introduction, Cultural, Social and Behavioural Influence on Consumer Decision

SALES PROMOTION

1. Introduction, Concept, Nature, Function, Limitations of Sales Promotion, Reasons for Rapid Growth, Types of Sales Promotion Schemes.
2. Sales Promotion Objectives, Pull and Push Strategies, Sales Promotion and Consumer Behaviour: Theories (Classical Conditioning, Instrumental Conditioning, Dissonance Theory), Consumer Decision Making Related to Sales Promotion
3. Sales Promotion Design: Promotion Choice, Approaches, Product Choice, Market Areas, Timing, Duration and Frequency;
4. Sales Promotion Budget: Concept, Various Techniques of Fund Allocation; Characteristics Successful Sales Promotion; Sales Promotion Effectiveness
5. Sales Promotion Schemes: Sample, Coupon, Price Off, Premium, Contests, POP, Trade Fairs and Exhibitions, Internet Promotion

SUGGESTED BOOKS:

1. Advertising Principles and Practice	Wells, Moriarty, Burnett	Pearson Publication
2. Advertising Management	Jethwaney and Jain	Oxford University Press
3. Advertising and Sales Promotion	Kazmi and Batra	Excel Books

BMGT 503C**RETAIL MANAGEMENT****1. INTRODUCTION TO RETAILING:**

Definition, An overview of Indian Retail Industry, Global Concept, Functions performed by the Retailers, Changing Retail Landscape, Growth of Retail in India, Opportunities & Challenges ahead.

2. RETAIL FORMAT & THEORIES:

Evolution of Retail Formats, Theories of Retail Development, Retail Lifecycle, Classification of Retail Stores, Franchising – A dynamic Retail opportunity

3. UNDERSTANDING THE RETAIL CONSUMER:

Factors influencing the Retail Shopper, Consumer Decision Making Process, Retail Market Research, The ever demanding Indian Consumer.

4. RETAIL STORE LOCATION:

Importance of Store Locations, Types of Locations, Steps in choosing a Retail Location, Legal considerations in Location Decisions, Trade Area Analysis.

5. RETAIL MERCHANDISING:

Definition, Evolution, Factors affecting Merchandising function, Functions of Merchandise Manager, Functions of a Buyer, Merchandise Planning.

6. MERCHANDISE BUYING:

Merchandise Buying process, Branding strategies, Category Management.

7. RETAIL PRICING & MERCHANDISE PERFORMANCE:

Considerations in setting Retail Price, Developing a Pricing Strategy, Price Adjustments, Pricing to increase sales, Analysing Merchandise Performance, Gross Margin Return on Investment (RMROI)

8. STORE LAYOUT, DESIGN AND VISUAL MERCHANDISING:

Importance of Store design, Objectives of Store design, Store Layouts, Space Management, Visual Merchandising, Atmospherics, Website Design Considerations.

SUGGESTED BOOKS:

1. Retailing Management

Michael Levy, Barton A
Weitz, Ajay Pandit

The McGraw Hill

2.	Retailing Management – Text & Cases	Swapna Pradhan	Tata McGraw Hill
3.	Retail Management – A Strategic Approach	Barry Berman, Joel R. Evans	Pearson Education

A. FORMAT OF PROJECT REPORT**With general guide lines on how to write a Project Report**

- Consult your Guide from time to time, as well as whenever necessary, carry out suggested changes by your guide and then proceed for next step.
- Do take signature of your project guide as required on your progress report sheet.
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Note: For any query contact your respective Project Guide / Class coordinator

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B. INSTRUCTIONS FOR TYPING/PRINTING

The project report should be strictly prepared according to the following guidelines.

- **Finalization of the Project Report**
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The size of the paper sheet: A4
Typing should be done on one side of the paper.
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Type: Times New Roman
Size:12
- **Line Spacing**
Body of the text:1.5 lines
List of tables/graphs/charts/bibliography: Single Line
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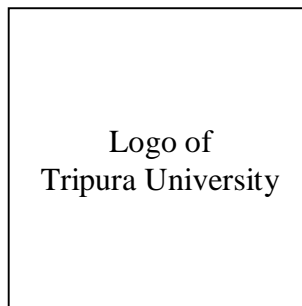
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Example:

Kothari, C.R. Research methodology, 3rd edition, 1997, Vikas Publishing House Pvt. Ltd, New Delhi.

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***Minimum (8 out of 10) 80% attendance compulsory.**

BBA (5th Semester) FINANCIAL MANAGEMENT

BMGT 505C FINANCIAL STATEMENT ANALYSIS

1. INTRODUCTION:

Nature and component of Financial Statement; Meaning and need for Financial Statement Analysis (FSA), Traditional and modern approaches to FSA, Parties interested in FSA, Limitations of Financial Statement

2. TECHNIQUES OF FINANCIAL STATEMENT ANALYSIS.

3. ACCOUNTING RATIOS FOR FSA – INTERPRETATION.

4. FUNDS FLOW ANALYSIS AND CASH FLOW ANALYSIS.

5. ECONOMIC VALUE ADDED REPORTING

6. ANNUAL REPORT PREPARATION AND PRESENTATION.

7. INTERIM REPORTING AND CONCERNED AS.

NOTE: The relevant Accounting Standards (AS) should be studied with the respective changes in to IFRS.

SUGGESTED BOOKS:

1. Financial Statement Analysis	Penmen	Tata Mcgraw Hill
2. Financial Statement Analysis	G. Foster	PHI
3. Financial Statement Analysis & Reporting	Shashi K. Gupta and R. K. Sharma	Kalyani Publishers
4. Student's Guide to Accounting Standards	R.S.Rawat	Taxmann

1. Financial System:

Meaning, Functions

2. INDIAN FINANCIAL SYSTEM AND ITS COMPONENTS.**3. BASICS OF MONEY MARKET :**

Features, Participants, Functions, Instruments

4. BASICS OF CAPITAL MARKET:

Features, Types, Instruments, Functions, Participants, issue procedure

5. REGULATORS OF FINANCIAL MARKETS.

SEBI and RBI.

6. BASICS OF MUTUAL FUNDS OPERATIONS (MF).**SUGGESTED BOOKS:**

1.	Indian Financial System	M. Y. Khan	Tata McGrawHill
2.	The Indian Financial System	Prativa V. Pathak	Pearson Education
3.	Financial Institutions and Markets,	Meir Kohn	Oxford University Press
4.	Chanakya Niti - A Perspective to Investing in Shares	B L Mittal Ravi Kant Sharma	Taxmann Publication.

1. TAX STRUCTURE IN INDIA:

Meaning and purpose of Income Tax, Nature of Income Tax.

2. BASIC CONCEPTS AND DEFINITIONS:

Assessee, Person, Assessment year, Previous year, Company, Income, Assessing Officer, Heads of Income, Distinction between Heads of Income and Sources of Income, Earned Income, Un-earned Income, Gross Total Income, Total Income, Rebate, Relief.

3. RESIDENTIAL STATUS AND TAX INCIDENCE.**4. INCOME EXEMPTED FROM TAX****5. INCOME UNDER THE HEAD SALARIES****6. PROFITS AND GAINS OF BUSINESS OR PROFESSION INCLUDING DEPRECIATION****7. CAPITAL GAINS****SUGGESTED BOOKS:**

1. Direct Tax & Law	V. K. Singhania & Monica Singhania	Taxmann
2. Direct Taxes	B. B. Lal & N. S. Vashist	PHI
3. Indirect Taxes	V. S. Datt	Taxmann

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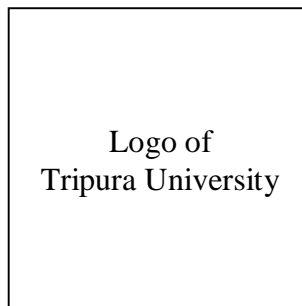
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BBA (5th Semester) Human Resource Management

BMGT 509C

HUMAN RESOURCE PLANNING

1. HUMAN RESOURCE PLANNING:

Introduction, Definition, Objectives, Need, Importance, Barriers, Suggestions.

2. STRATEGIC HUMAN RESOURCE PLANNING:

Concept, Characteristics, Levels, Process, Requirements, Benefits.

3. JOB ANALYSIS AND DESIGN:

Job Analysis – Meaning, Need, Process, Factors, Techniques of Data Collection, Uses & Limitations, Job Description & Job Specification, Job Design – Approaches, Process, Job Enrichment.

4. JOB EVALUATION:

Concept, Objectives, Procedure, Advantages, Drawback, Methods, Essentials of successful Job Evaluation Programme.

5. RECRUITMENT AND SELECTION:

Definition, Factors affecting Recruitment, Sources, Process. Selection- Meaning, Definition, Process.

6. PLACEMENT, INDUCTION, SOCIALISATION, DISLOCATION, RELOCATION:

Meaning, Definition, Different Phases, Causes, Problems, solutions in regard to dislocation and relocation.

7. INTERNAL MOBILITY AND SEPARATION:

Promotion, Transfer, Demotion, Separations.

8. EMPLOYEE MOTIVATION AS A PART OF RETENTION:

Concept, Definition, Objectives, Theories, Motivation and Morale.

SUGGESTED BOOKS:

1. Manpower Management	Dwivedi, R. S.	PHI
2. Human Resource Planning	D.K.Bhattacharya	Excel Books

1. HRD - AN INTRODUCTION:

Historical Development, Concept, Characteristics, Objectives, Need, Functions of HRD, HRD & Personnel Management.

2. PHILOSOPHY & STRATEGIES:

HRD Philosophy, Policies, Strategy, HRD Organisation, Barriers of HRD Programmes, Suggestions to make HRD Effective in Indian Organisations, Attributes of HRD Manager, HRD in Indian Industry.

3. HRD SYSTEM:

Process of Designing HRD System, Principles in Designing HRD Systems, Factors Affecting HRD System Designing.

4. HRD MECHANISM:

Prerequisite for HRD, Variable in HRD Mechanism, HRD Process, HRD Outcomes, Organisational Effectiveness.

5. TRAINING & EXECUTIVE DEVELOPMENT:

Concept, Meaning, Definition, Features, Principles, Need & Importance, Methods, Evolution, Steps to Training & Development, Drawbacks, Suggestive System.

6. CAREER PLANNING & DEVELOPMENT:

Concept, Objectives, Process, Advantages, Limitations, Suggestions, Succession Planning, Individual & Organisational Career Development Steps, Suggestions, HRD & Career Planning & Development.

7. PERFORMANCE & POTENTIAL APPRAISAL:

Concept, Purpose, Factors, Process, Methods, Limitations, Essentials of good Appraisal System, Assumptions of Performance Appraisal System, Main Components, Potential Appraisal; Steps to Develop Potential Appraisal.

8. PARTICIPATION & EMPOWERMENT:

Meaning, Forms, Objectives, Advantages, Evaluation, Effective WPM, Empowerment – Meaning, Process, Merits, Demerits, Requisites for the success of Empowerment.

SUGGESTED BOOKS:

1. Human Resource Development	D.K Bhattacharya	Himalaya Publishing House
2. Management of change through HRD	Maheshwari, B.L. & Sinha, Dharni P.	Tata Mcgraw Hill

1. WAGES CONCEPTS:

Definition, Piece Rates, Cash a Kind; Salary, Earning, Compensation, Fringe Benefits, Dearness Allowance, Real Wages, Basic Wages, Labour Cost.

2. WAGE ADMINISTRATION:

Composition of Wages, Minimum Wages, Wage Structure, Wage Differentials

3. NATIONAL INCOME:

National Wage Structure

4. LABOUR ECONOMICS:

Wage Theories, Supply, Demand and Wages; Labour Institutions and their effects on National Income

5. WAGE FIXATION:

Criteria of Wage Fixation, Committees on Wages (Minimum Wage, Fare Wages and Living Wages) – need based minimum Wage Formula. Productivity Cost of Living, Capacity to Pay, Wage Comparison.

6. WAGE MACHINERY:

Employee Role; Tribunal Wage Board, Collective Bargaining

SUGGESTED BOOKS:

1. Understanding Waging System	A. M. Sharma	Himalaya Publishing House
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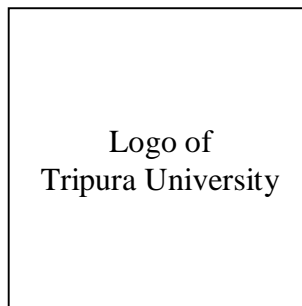
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Name of the Website, Date and time of referring the Website, Name of the Author, Title/Topic

H. ATTENDANCE SHEET

DEPARTMENT OF BUSINESS MANAGEMENT TRIPURA UNIVERSITY (A CENTRAL UNIVERSITY)

Attendance Sheet

Name of the Student : _____

University Enrollment No. : _____

Name of the Supervisor from the Industry : _____

S. No	Date	Time	Progress Report	Signature of the student	Signature of Supervisor (Institute)
1					
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***Minimum (8 out of 10) 80% attendance compulsory.**

BBA (6th Semester) Marketing Management

BMGT 601C Services Marketing

1. INTRODUCTION TO SERVICE INDUSTRY:

Concept, Nature, Types, Importance, Difference between Goods & Service, Factors responsible for growth of service sector, Service Marketing Triangle, Service Marketing Environment, Service Market Segmentation, Problem areas in Segmentation, Targeting & Positioning.

2. UNDERSTANDING SERVICE INDUSTRY:

Current Trends in Service Industry, Customer Relationship Marketing, Service Quality: Concept, Dimensions, GAP model of service quality delivery, Measurement of service quality, Total Quality Management & Quality Circle, Consumer Behaviour: concept, models of Consumer Behaviour in Service Industry (EKB & GAP model), Customer Expectation & Perception, Factors affecting customer expectation & perception.

3. SERVICES MARKETING MIX-I:

- a. The Service Product: Introduction, New Service Development, Service Life Cycle
- b. Pricing Strategies: Introduction, Pricing Objectives, Methods of Pricing Services
- c. Managing Distribution Channels: Introduction, Factors Affecting Choice of Distribution Channel, Managing Distribution Channels
- d. Promotional Strategies: Introduction, promotion Objectives, Promotion Planning & Strategy.

4. SERVICES MARKETING MIX -II:

- a. People: Introduction, Challenges of Managing People, Measuring Productivity of people in Service Organization
- b. Physical Evidence: Introduction, Servicescape, Managing Physical Evidence
- c. Process: Introduction, Service Blueprinting, Managing Demand & Supply.

5. APPLICATIONS OF SERVICE MARKETING:

Marketing of Financial, Hospitality, Medicare, Educational Sectors and Tourism

SUGGESTED BOOKS:

1. Service Marketing-Text and Cases	Rajendra Nargundkar	Tata Mcgraw Hill
2. Service Marketing	Govind Apte	Oxford University Press
3. Service Marketing-The Indian Perspective	Ravishankar	Excel Books
4. Service Marketing-Text and Cases	Verma	Pearson
5. Service Marketing	S.N.Jha	Himalaya Publishing

BMGT 602C**RURAL MARKETING****1. THE CALL OF RURAL INDIA**

Defining rural markets, rural myths, the rural marketing mix: challenges, the evolving rural consumer.

2. THE RURAL MARKETING ENVIRONMENT

The evolution of rural marketing, the rural environment, the rural economic environment, the rural infrastructure.

3. RURAL CONSUMER BEHAVIOR

The Consumer buying behaviour model, the buyer decision Process, The product adoption process.

4. SEGMENTING AND TARGETING RURAL MARKETS

Segmentation, Targeting, Positioning.

5. PRODUCT STRATEGY

The product concept and the classification of Rural Products, Product decision and strategies, Product branding in rural markets, Packaging for rural markets, Product warranty and after sales service, New product development in rural markets.

6. PRICING STRATEGIES

Pricing in Rural India, Setting the price for rural products and services, price setting strategies.

7. DISTRIBUTION IN RURAL MARKETS

Availability: The Challenge and the Dilemma, Distribution channels, the rural retail environment. Channel behaviour in rural areas.

8. COMMUNICATION STRATEGIES FOR RURAL MARKETS

Challenges in Rural Communication, The communication process: An overview, developing effective rural Communication.

9. RURAL SERVICES MARKETING

Telecommunication in Rural India, Information and Telecommunication technology (ICT) in rural areas, Financial Services in Rural India, Cloud Computing for Rural banking, Rural Healthcare services.

10. THE FUTURE OF RURAL MARKETING

The rural Boom, The way forward, Rural Dividend.

SUGGESTED BOOKS:

1. Rural Marketing	Pradeep Kashyap	PEARSON
2. Rural Marketing (Text and Cases)	C.S.J Krishnamacharyulu, lalitha Ramakrishnan	PEARSON
3. Introduction to Rural Marketing	R. Krishnamurthy	Himalaya Publishing House

1. DEVELOPMENT & ROLE OF SELLING IN MARKETING:

Nature & Role of Selling, Characteristics of Modern Selling, Success factor for Professional Sales People, Types of Selling, Nature & Role of Sales Management, Relationship between Sales & Marketing.

2. SALES SETTINGS:

Environmental & Managerial Force Imparting Sales, Sales Channel, Selling for Resale, Selling Services, Sales Promotion, Exhibitions, Public Relations

3. SALES RESPONSIBILITIES & PREPARATION:

Prospecting, Database & Knowledge Management, Self Management, Handling Complaints, Providing Service, Sales Preparation.

4. PERSONAL SELLING SKILLS:

The Opening, Needs & Problem Identification, Presentation & Demonstration, Dealing Objection, Negotiation, Closing Sales, Follow-up

5. RECRUITMENT & SELECTION:

Organisation for Recruitment & Selection, Sources of Sales Force Recruits, Pre Interview Screening, Formal Application Form, The Interview, Supplementary Selection Aids.

6. MOTIVATION, TRAINING & COMPENSATION:

Motivation, Leadership, Training, Conclusions, Designing Sales Compensation Plan, Types of Compensation Plans, Fringe Benefits.

7. SALES QUOTAS:

Objectives in using Quotas, Types of Sales Quota & Procedure for Quota Setting, Administering the Quota Systems.

8. SALES FORCE EVALUATION:

Sales Force Evaluation Process, Purpose of Evaluation, Setting Performance Standards, Gathering Information, Measures of Performance, Appraisal Interviewing.

SUGGESTED BOOKS:

1. Selling & Sales Management	David Jobber, Geoffrey Lancaster	Pearson Education
2. Sales & Distribution Management - An Indian Perspective	Pingali Venugopal	Response Sage Publications Ltd
3. Sales Management Decisions, Strategies & Cases	Richard R. Still, Adward W. Cundiff, Norman A. P.	Prentice Hall

BMGT 604C PROJECT REPORT - II (EXTERNAL)

A. FORMAT OF PROJECT REPORT
With general guide lines on how to write a Project Report

- Consult your Guide from time to time, as well as whenever necessary, carry out suggested changes by your guide and then proceed for next step.
- Do take signature of your project guide as required on your progress report sheet.
- Work regularly with commitment and ensure you are following Project Report Activity Completion Schedule and avoid last minute's hustle.

Note: For any query contact your respective Project Guide / Class coordinator

**Schedule for Project Completion
Department of Business Management
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S. No.	Activities to be Completed.	Signature with Date
1.	Initial discussions & finalization of title.	
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3.	Finalization of chapter 1 & 2	
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5.	Finalization of chapter 4 & 5	
6.	Final Draft	
7.	Approved draft shall go for binding	
8.	Final submission of report	

B. INSTRUCTIONS FOR TYPING/PRINTING

The project report should be strictly prepared according to the following guidelines.

- **Finalization of the Project Report**

Student should obtain clearance from their respective guide before final printing of the final project report.

- **Paper**

The size of the paper sheet: A4

Typing should be done on one side of the paper.

- **Font**

Type: Times New Roman

Size:12

- **Line Spacing**

Body of the text:1.5 lines

List of tables/graphs/charts/bibliography: Single Line

- **Alignment**

Title page: Centre

Chapter heading: Centre

Subheading: Left

Body of Text: Justify

- **Margins**

At the binding edge (Left): not less than 3 cm

Other margins (Right, Top, Bottom): not less than 2 cm.

- **Titles**

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Main page numbers should start from first page of Chapter 1 and will continue until last page of the report.

Page numbers are to be given at the centre of bottom of the page.

Pages separating Chapters should not be numbered but be counted.

- **Binding of the report**

The project should be hard bound with golden embossing as per the standard format

- **Number of copies to be prepared**

2 Hard copies and 1 soft copy (C.D.)

- **Before submission**

Students must sign Declaration and Acknowledgement before putting for the signature of the Guide.

C. TITLE OF THE PROJECT REPORT

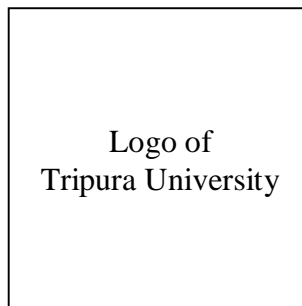
Title of the Project Report (14, Title Case, Bold)

Submitted in Partial Fulfilment for the Award of the

Degree of Bachelor in Business Administration YYYY-YYYY (14, Bold)

Under the Guidance of: (14, Bold)
Name of the Guide from Institute (14 size)
Designation (14 size)

Submitted By: (14, Bold)
Name of the Student (14 size)
University Enrolment No. (14 size)



Department of Business Management (14, Bold)
Tripura University (A Central University) (14 size)
Suryamaninagar, Agartala, Tripura (W), Pin-799022 (14 size)

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(Mandatory if the Project is External. Otherwise required only for the students who are doing their Internal Projects in any outside organisation/ Company)
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Chapter 5 Recommendations / Suggestions

Chapter 6 Limitations of the Study

- Bibliography
- Annexure
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- Schedule for Project completion.

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(On plain paper)

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Date:

Signature:

Place:

Name:

University Enrollment No.:

F. CERTIFICATE FROM THE INSTITUTE GUIDE

CERTIFICATE FROM THE INSTITUTE GUIDE

This is to certify that the summer project titled “_____” is an academic work done by “_____” submitted in the partial fulfilment of the requirement for the award of the degree of Bachelor of Business Administration at Department of Business Management, Tripura University (A Central University), Suryamaninagar, Agartala, Tripura (W), under my guidance & direction.

To the best of my knowledge and belief the data & information presented by him/ her in the project has not been submitted earlier.

Signature:

Name of the Faculty:

Designation:

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Word or list of the words referred in a text or consulted by you for writing report. It should be arranged in alphabetical order by name of the authors.

For books

Name of the author (last name first) Title of the book, Edition, year of publication, No of Vol. (if any) Name and place of publisher.

Example:

Kothari, C.R. Research methodology, 3rd edition, 1997, Vikas Publishing House Pvt. Ltd, New Delhi.

For Research Papers, Published articles, Magazines, Periodicals, Journals, Newspaper etc. Name of the author (last name first), Title of the article, (in quotation mark) Name of the Journals/Periodicals/ Magazines etc in italics, Volume number, year, Page numbers.

Example: Wortman,Maxs (Jr.) "Entrepreneurship : An Integrating Typology and Evaluation of the Empirical Research in the field", *Journal of Management*, Vol.13(2), 1967,pp 259-279.

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***Minimum (8 out of 10) 80% attendance compulsory.**

BBA (6th Semester) Financial Management

BMGT 605C

ADVANCED FINANCIAL MANAGEMENT

1. USE OF MARGINAL COSTING IN DECISION MAKING:

Decision Making Process in various situations (areas), viz. make or buy provisions, accept or reject business proposals (local market+ foreign markets), Export Order, Shut-Down or Continue, Stop or further Process, Selection of Optimum Product Mix, Key factors influencing decisions, Optimum level Production

2. STANDARD COSTING:

Standard Costs, Advantages and Disadvantages, Variance Analysis and Reporting.

3. BUDGETARY CONTROL SYSTEM:

Advantages and Disadvantages, the Concept of Budget factor (Key or limiting factor) and the Budget Period, Types of Budgets, functional (or operational) Budgets, Sales, Production, Purchase, Cash Budget, Flexible Budgets, Zero-Based Budgets, Performance Budgets, Master Budget.

4. ACCOUNTING FOR OVERHEADS

5. ACTIVITY-BASED COSTING(ABC)

6. RESPONSIBILITY ACCOUNTING AND TRANSFER PRICING

7. PRICING STRATEGIES.

SUGGESTED BOOKS:

1. Management Accounting	Paresh Shah	Oxford University Press
2. Advanced Cost Accounting	S.P.Jain, K.L.Narang, S.Aggarwal	Kalyani Publishers

1. BANKING:

Meaning and Definition, Features

2. RESERVE BANK OF INDIA:

Management and Administration, Functions, Credit Control and Methods of Credit Control

3. COMMERCIAL BANKING IN INDIA.**4. COOPERATIVE BANKING AND REGIONAL RURAL BANKS (RRBS).****5. NON-PERFORMING ASSETS (NPA).****6. INSURANCE:**

Meaning, Principles, Functions and Importance.

7. CLASSIFICATION OF INSURANCE:

Scope of Life, Fire, Marine, Motor and other Insurance.

8. INDIAN INSURANCE MARKET:

Organisation structure of LIC, GIC- role of insurance..

9. INSURANCE REGULATORY AND DEVELOPMENT AUTHORITY (IRDA).**SUGGESTED BOOKS:**

1. Bank Management	Vasant Desai	Himalaya Publishing
2. Practical Approach to Recovery Management in Banks/FIs & Securitisation Act(2 nd edition)	R.C. Kohli	Taxmann
3. Insurance : Theory and Practice	Pal Prabir, Tripathy, Nalini Prava	PHI
4. Fundamentals of Insurance	P.K Gupta	Himalaya Publishing House

1. INTERNATIONAL FINANCIAL ENVIRONMENT:

Evolution of the International Financial System, The Gold Standard, The Bretton Wood System and the IMF, The World Bank, WTO, Euro Bonds, Recent Pattern of International Banking Activities, Balance of Payment

2. FOREIGN EXCHANGE RISK MANAGEMENT:

Exchange Rate, Interest Rate, Inflation Rate and Exposure, Nature & Exposure of Risk, Exchange Rate and Interest Rate Volatility,

3. THEORIES ON EXCHANGE RATE MOVEMENTS**4. GLOBAL FINANCIAL MARKETS AND INTEREST RATES:**

The Global Financial Markets, Domestic & Offshore Markets, Euro Markets, Interest Rate in the Global Money Markets and an Overview of Money Market Instrument

5. FOREIGN EXCHANGE MARKET:

Structure, Types of Transaction and Settlements Rates, Exchange Rate Quotation, Forward Quotation, Exchange Rate Regimes and Foreign Exchange Market in India

SUGGESTED BOOKS:

1. International Financial Management	Madhu Viz	Excel Books
2. International Financial Management	V.K.Bhalla	Anmol Publications
3. International Financial Management	H.R.Machiraju	Himalaya Publications
4. International Financial Management	V.A. Avdhani	Himalaya Publications
5. International Financial Management	Shashi K. Gupta &PraneetRangi	Kalyani Publishers

I. FORMAT OF PROJECT REPORT**With general guide lines on how to write a Project Report**

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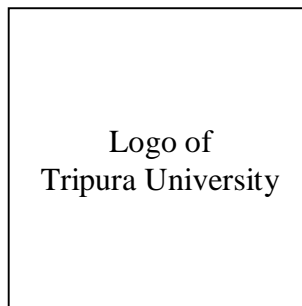
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Date:

Signature:

Place:

Name:

University Enrollment No.:

N. CERTIFICATE FROM THE INSTITUTE GUIDE

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Name of the Faculty:

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Name of the author (last name first) Title of the book, Edition, year of publication, No of Vol. (if any) Name and place of publisher.

Example:

Kothari, C.R. Research methodology, 3rd edition, 1997, Vikas Publishing House Pvt. Ltd, New Delhi.

For Research Papers, Published articles, Magazines, Periodicals, Journals, Newspaper etc. Name of the author (last name first), Title of the article, (in quotation mark) Name of the Journals/Periodicals/ Magazines etc in italics, Volume number, year, Page numbers.

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***Minimum (8 out of 10) 80% attendance compulsory.**

BBA (6th Semester) Human Resource Management

BMGT 609C

INDUSTRIAL RELATIONS

1. GROWTH OF INDUSTRIAL RELATIONS IN INDIA:

Meaning, Nature, Significance, Cause and effect for poor Industrial Relations in India, Suggestions to improve I.R.

2. INDUSTRIAL DISPUTES IN INDIA:

Meaning, forms of disputes, History of Labour disputes in India, Causes of Disputes, Results of Disputes.

3. NATIONAL COMMISSION ON LABOUR AND I.R.:

Collective Bargaining, Discipline and Disciplinary Procedure.

4. METHODS FOR PREVENTION AND SETTLEMENT OF I.D.:

Voluntary Level, Statutory Level, Authorities for the Settlement of I.D. Voluntary Level, Statutory Level, Authorities for the Settlement of I.D. Users Committees, Conciliation Officer, Board of Conciliation, Court of Equity, Labour Court, Industrial Tribunal and National Tribunal. Central Industrial Relations Machinery in India, Central Implementation and Evaluation Machinery, Industrial Disputes (Amendment) Bill Ramaswamy Committee on I.R.

5. TRADE UNION-RECOGNITION.

6. ACTS:

Trade Union Act 1926. Standing Order Act 1946, I. Disputes Act, 1947. Dynamics of I.R. C. B. Memoria, Himalayan Publication.

SUGGESTED BOOKS:		
1. Industrial Relations	A.M. Sharma	Himalaya Publishing House
2. Dynamics of Industrial Relations	C.B.Mamoria	Himalaya Publishing House
3. Personnel Management & Industrial Relations	R.S.Davar	Vikas Publishing House

BMGT 610C ORGANISATIONAL DEVELOPMENT

1. INTRODUCTION TO ORGANIZATION DEVELOPMENT:

Concept, nature & scope of organizational development, history of organizational development underlying assumptions & values.

2. THEORY & PRACTICE OF ORGANIZATIONAL DEVELOPMENT:

Operational components diagnostic, action & process- maintenance component.

3. ACTION RESEARCH AS A PROCESS:

An approach- history. Use & varieties of action research- when & how to use action research in organizational development.

4. ORGANIZATION DEVELOPMENT INTERVENTIONS:

Team interventions- inter- group interventions- personal, interpersonal & group process interventions- comprehensive interventions- structural interventions.

5. IMPLEMENTATION & ASSESSMENT OF ORGANISATIONAL DEVELOPMENT:

Conditions for success & failure- ethical standards in organizational development- organizational development & organizational performance- its implications.

6. KEY CONSIDERATIONS & ISSUES IN ORGANIZATIONAL DEVELOPMENT:

The future of organizational development – Indian experiences in organizational development.

SUGGESTED BOOKS:	
1. Organizational Development	French & Bell
2. Organizational Development: Theory Practice & Research	French Bell &Zawach
3. Organizational Development: Strategies & models	Richard Beckhard

4.	Organizational Development for Excellence	Kesho Prasad
5.	Organizational Development	J. Jayasankar

BMGT 611C LABOUR LAWS

1. INTRODUCTION TO LABOUR LEGISLATION:

- a. Philosophy of labour laws.
- b. Labour laws- concept, origin, objectives.
- c. International labour organisation.
- d. Indian constitution & labour legislation.

2. THE FACTORIES ACT 1948.

3. INDUSTRIAL DISPUTE ACT 1947.

4. SHOPS & ESTABLISHMENT ACT.

5. THE EMPLOYEE'S STATE INSURANCE ACT 1948.

6. PAYMENT OF BONUS ACT, 1965.

7. PAYMENT OF GRATUITY ACT, 1972.

8. PAYMENT OF WAGES ACT, 1936.

9. TRADE UNION ACT, 1921.

SUGGESTED BOOKS:

1.	Industrial & Labour Laws	S.N.Mishra
2.	Handbook of Industrial Law	N.D. Kapoor
3.	Case Laws on Industrial Relations	L.Mishra
4.	Industrial Laws (Bare Acts)	

I. FORMAT OF PROJECT REPORT**With general guide lines on how to write a Project Report**

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Student should obtain clearance from their respective guide before final printing of the final project report.

- **Paper**

The size of the paper sheet: A4

Typing should be done on one side of the paper.

- **Font**

Type: Times New Roman

Size:12

- **Line Spacing**

Body of the text:1.5 lines

List of tables/graphs/charts/bibliography: Single Line

- **Alignment**

Title page: Centre

Chapter heading: Centre

Subheading: Left

Body of Text: Justify

- **Margins**

At the binding edge (Left): not less than 3 cm

Other margins (Right, Top, Bottom): not less than 2 cm.

- **Titles**

All titles and subtitles should be printed in BOLD.

All the Tables/Graphs/Charts/ should have appropriate titles.

- **Numbering of the Tables/Graphs/Charts**

Tables/ Graphs/ Charts should be numbered in the following fashion. Second table/ Graph/ Chart in Second Chapter should be numbered as Table/ Graph/ Chart No 2.02 where first digit stands for Chapter No. and digits after (.) period stand for serial number of Table/ Graph/ Chart in that chapter. Same numbering system should be followed for other chapters. Tables/ Graphs/ Charts must be followed by proper explanation and analysis.

- **Pagination**

The title page should not carry any page number.

For initial pages (i.e. from students declaration to Executive Summary) numbers should be given in small Roman Numbers. (Like i, ii,iii,iv etc.)

Report should contain main page numbers (i.e. 1, 2.....) after Executive Summary.

Main page numbers should start from first page of Chapter 1 and will continue until last page of the report.

Page numbers are to be given at the centre of bottom of the page.

Pages separating Chapters should not be numbered but be counted.

- **Binding of the report**

The project should be hard bound with golden embossing as per the standard format

- **Number of copies to be prepared**

2 Hard copies and 1 soft copy (C.D.)

- **Before submission**

Students must sign Declaration and Acknowledgement before putting for the signature of the Guide.

K. TITLE OF THE PROJECT REPORT

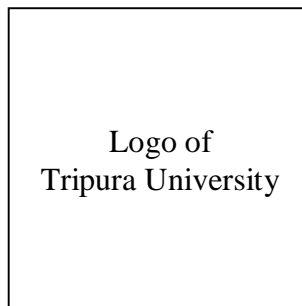
Title of the Project Report (14, Title Case, Bold)

Submitted in Partial Fulfilment for the Award of the

Degree of Bachelor in Business Administration YYYY-YYYY (14, Bold)

Under the Guidance of: (14, Bold)
Name of the Guide from Institute (14 size)
Designation (14 size)

Submitted By: (14, Bold)
Name of the Student (14 size)
University Enrolment No. (14 size)



Department of Business Management (14, Bold)
Tripura University (A Central University) (14 size)
Suryamaninagar, Agartala, Tripura (W), Pin-799022 (14 size)

L. WRITING THE SUMMER PROJECT REPORT

- Student's Declaration
- Certificate from the Company
(Mandatory if the Project is External. Otherwise required only for the students who are doing their Internal Projects in any outside organisation/ Company)
- Certificate from the Guide
- Acknowledgements
- Executive Summary
- List of Tables
- List of Charts
- List of Graphs

Table of Contents

Chapter 1 - Introduction to the topic

About the company/ topic (include details like product mix, marketing mix, HR policies, etc) according to the need of the project

Chapter 2 - Methodology

Research Design (Exploratory, Analytical etc.)

Data Collection

Primary and Secondary data

Instruments for Data Collection (Questionnaire, Inventories, Interview etc.)

Method for Data Collection (Shopping Mall Intercept, Telephone, E-mail etc.)

Chapter 3 Findings & Analysis

Chapter 4 Conclusions

Chapter 5 Recommendations / Suggestions

Chapter 6 Limitations of the Study

- Bibliography
- Annexure
 - 1. Questionnaire (If Applicable)
 - 2. Miscellaneous :
- Schedule for Project completion.

M. STUDENT DECLARATION

STUDENT DECLARATION

(On plain paper)

This is to certify that I have completed the Summer Project titled “(title of the project)” under the guidance of “(name of the guide)” in partial fulfilment of the requirement for the award of Degree of Bachelor of Business Administration at Department of Business Management, Tripura University (A Central University), Suryamaninagar, Agartala, Tripura (W). This is an original piece of work & I have not submitted it earlier elsewhere.

Date:

Signature:

Place:

Name:

University Enrollment No.:

N. CERTIFICATE FROM THE INSTITUTE GUIDE

CERTIFICATE FROM THE INSTITUTE GUIDE

This is to certify that the summer project titled “_____” is an academic work done by “_____” submitted in the partial fulfilment of the requirement for the award of the degree of Bachelor of Business Administration at Department of Business Management, Tripura University (A Central University), Suryamaninagar, Agartala, Tripura (W), under my guidance & direction.

To the best of my knowledge and belief the data & information presented by him/ her in the project has not been submitted earlier.

Signature:

Name of the Faculty:

Designation:

O. BIBLIOGRAPHY

Word or list of the words referred in a text or consulted by you for writing report. It should be arranged in alphabetical order by name of the authors.

For books

Name of the author (last name first) Title of the book, Edition, year of publication, No of Vol. (if any) Name and place of publisher.

Example:

Kothari, C.R. Research methodology, 3rd edition, 1997, Vikas Publishing House Pvt. Ltd, New Delhi.

For Research Papers, Published articles, Magazines, Periodicals, Journals, Newspaper etc. Name of the author (last name first), Title of the article, (in quotation mark) Name of the Journals/Periodicals/ Magazines etc in italics, Volume number, year, Page numbers.

Example: Wortman,Maxs (Jr.) "Entrepreneurship : An Integrating Typology and Evaluation of the Empirical Research in the field", *Journal of Management*, Vol.13(2), 1967,pp 259-279.

Online published material on World Wide Web (Alphabetically arranged Webliography)

Name of the Website, Date and time of referring the Website, Name of the Author, Title/Topic

P. ATTENDANCE SHEET

**DEPARTMENT OF BUSINESS MANAGEMENT
TRIPURA UNIVERSITY (A CENTRAL UNIVERSITY)**

Attendance Sheet

Name of the Student : _____

University Enrollment No. : _____

Name of the Supervisor from the Industry : _____

S. No	Date	Time	Progress Report	Signature of the student	Signature of Supervisor (Institute)
1					
2					
3					
4					
5					
6					
7					
8					
9					
10					

***Minimum (8 out of 10) 80% attendance compulsory.**

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xcvbnmqwertyuiopasdfghjklzxcvbnm
qwertyuiopasdfghjklzxcvbnmqwerty
uiopasdfghjklzxcvbnmqwertyuiopasd
fghjklzxcvb

TRIPURA UNIVERSITY

Department of Business Management

BBA CBCS Syllabus

Session 2019-20

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iopasdfghjklzxcvbnmqwertyuiopasdf
ghjklzxcvbnmqwertyuiopasdfghjklzx
cvbnmqwertyuiopasdfghjklzxcvbnmq
wertyuiopasdfghjklzxcvbnmqwertyui
opasdfghjklzxcvbnmqwertyuiopasdfg
hiklzxcvbnmqwertyuiopasdfahiklzxc

Table of Contents

BBA (1st Semester)	i
BMGT 101C PRINCIPLES AND PRACTICE OF MANAGEMENT	i
BMGT 102C BUSINESS COMMUNICATION	iv
BMGT 103C FINANCIAL ACCOUNTING	vi
BMGT 104C MANAGERIAL ECONOMICS	vi
BBA (2nd Semester)	viii
BMGT 201C COST AND MANAGEMENT ACCOUNTING	viii
BMGT 202C QUANTITATIVE TECHNIQUES FOR MANAGEMENT	ix
BMGT 203C BUSINESS ENVIRONMENT	vii
BMGT 204C COMPUTER SKILL 1	x
BBA (3rd Semester)	xii
BMGT 301C ORGANIZATION BEHAVIOR	xii
BMGT 302C BUSINESS LAW	xiii
BMGT 303C FINANCIAL MANAGEMENT	Error! Bookmark not defined.
BMGT 304C MARKETING MANAGEMENT	xix
BBA (4th Semester)	Error! Bookmark not defined.
BMGT 401C RESEARCH METHODOLOGY	Error! Bookmark not defined.
BMGT 402C HUMAN RESOURCE MANAGEMENT	Error! Bookmark not defined.
BMGT 403C OPERATIONS MANAGEMENT	Error! Bookmark not defined.
BMGT 404C ENTREPRENEURSHIP DEVELOPMENT AND SMALL BUSINESS FUNDAMENTALS	xix
BBA (5th Semester) MARKETING MANAGEMENT	xxi
BMGT 501C CONSUMER BEHAVIOR	xxi
BMGT 502C ADVERTISING AND SALES PROMOTION	xxiii
BMGT 503C RETAIL MANAGEMENT	xxiv
BMGT 504C PROJECT REPORT - I (INTERNAL)	xxv
A. FORMAT OF PROJECT REPORT	xxv
B. INSTRUCTIONS FOR TYPING/ PRINTING	xxvi
C. TITLE OF THE PROJECT REPORT	xxviii
D. WRITING THE SUMMER PROJECT REPORT	xxix
E. STUDENT DECLARATION	xxxi
F. CERTIFICATE FROM THE INSTITUTE GUIDE	xxxii
G. BIBLIOGRAPHY	xxxiii

H. ATTENDANCE SHEET xxxiv

BBA (5th Semester) FINANCIAL MANAGEMENT xxxv

BMGT 505C FINANCIAL STATEMENT ANALYSIS	xxxv
BMGT 506C INDIAN FINANCIAL SYSTEM	xxxvi
BMGT 507C BUSINESS TAXATION	xxxvii
BMGT 508C PROJECT REPORT - I (INTERNAL)	xxxviii
A. FORMAT OF PROJECT REPORT	xxxviii
B. INSTRUCTIONS FOR TYPING/ PRINTING	xxxix
C. TITLE OF THE PROJECT REPORT	xli
D. WRITING THE SUMMER PROJECT REPORT	xlii
E. STUDENT DECLARATION	xliv
F. CERTIFICATE FROM THE INSTITUTE GUIDE	xlv
G. BIBLIOGRAPHY	xlvi
H. ATTENDANCE SHEET	xlvii

BBA (5th Semester) Human Resource Management xlviii

BMGT 509C HUMAN RESOURCE PLANNING	xlviii
BMGT 510C HUMAN RESOURCE DEVELOPMENT	xliv
BMGT 511C WAGE AND SALARY ADMINISTRATION	I
BMGT 512C PROJECT REPORT - I (INTERNAL)	li
A. FORMAT OF PROJECT REPORT	li
B. INSTRUCTIONS FOR TYPING/ PRINTING	lii
C. TITLE OF THE PROJECT REPORT	liv
D. WRITING THE SUMMER PROJECT REPORT	lv
E. STUDENT DECLARATION	lvii
F. CERTIFICATE FROM THE INSTITUTE GUIDE	lviii
G. BIBLIOGRAPHY	lix
H. ATTENDANCE SHEET	lx

BBA (6th Semester) Marketing Management lxi

BMGT 601C SERVICES MARKETING	lxi
BMGT 602C RURAL MARKETING	lxii
BMGT 603C SALES MANAGEMENT AND PERSONAL SELLING	lxiv
BMGT 604C PROJECT REPORT - II (EXTERNAL)	lxv
A. FORMAT OF PROJECT REPORT	lxv
B. INSTRUCTIONS FOR TYPING/ PRINTING	lxvi

- C. TITLE OF THE PROJECT REPORT lxxviii
- D. WRITING THE SUMMER PROJECT REPORT lxix
- E. STUDENT DECLARATION lxxi
- F. CERTIFICATE FROM THE INSTITUTE GUIDE lxxii
- G. BIBLIOGRAPHY lxxiii
- H. ATTENDANCE SHEET lxxiv

BBA (6th Semester) Financial Management lxxv

- BMGT 605C ADVANCED FINANCIAL MANAGEMENT lxxv
- BMGT 606C BANKING AND INSURANCE MANAGEMENT lxxvi
- BMGT 607C INTERNATIONAL BUSINESS FINANCE lxxvii
- BMGT 608C PROJECT REPORT - II (EXTERNAL) lxxix
- A. FORMAT OF PROJECT REPORT lxxix
- B. INSTRUCTIONS FOR TYPING/ PRINTING lxxx
- C. TITLE OF THE PROJECT REPORT lxxxii
- D. WRITING THE SUMMER PROJECT REPORT lxxxiii
- E. STUDENT DECLARATION lxxxv
- F. CERTIFICATE FROM THE INSTITUTE GUIDE lxxxvi
- G. BIBLIOGRAPHY lxxxvii
- H. ATTENDANCE SHEET lxxxviii

BBA (6th Semester) Human Resource Management lxxxix

- BMGT 609C INDUSTRIAL RELATIONS lxxxix
- BMGT 610C ORGANISATIONAL DEVELOPMENT xc
- BMGT 611C LABOUR LAWS xc
- BMGT 612C PROJECT REPORT - II (EXTERNAL) xciii
- A. FORMAT OF PROJECT REPORT xciii
- B. INSTRUCTIONS FOR TYPING/ PRINTING xciv
- C. TITLE OF THE PROJECT REPORT xcvi
- D. WRITING THE SUMMER PROJECT REPORT xcvii
- E. STUDENT DECLARATION xcix
- F. CERTIFICATE FROM THE INSTITUTE GUIDE c
- G. BIBLIOGRAPHY ci
- H. ATTENDANCE SHEET cii

BBA (1st Semester)

BMGT 101C

PRINCIPLES AND PRACTICE OF MANAGEMENT

7. FRAME WORK OF MANAGEMENT:

- F. Nature of management: management & administration, management science or art, management as a profession, applying management theories in practice, effective management and different managerial effectiveness approaches.
- G. Development of management thoughts: early thinking about management, importance to study management theories, evolution of management theory, scientific management school (Frederick W. Tylor, Henry) classical organisation theory school, the behavioural school, relation theories, management science school, the system approach.
- H. Management process & skills: management functions, management roles, levels of management, management skills, and functional areas of management.
- I. Managers & environment: concept of environmental, changing Indian business environment, challenges before Indian managers.
- J. Social & ethical issues in management: social responsibility of managers, social responsibility & business, social responsibility in India, ethical issues in management, values, value system of Indian managers.

8. PLANNING:

- A. Fundamentals of planning: concept, nature, importance, steps, types of planning, barriers in effective planning, planning in Indian organisations.
- B. planning premises & forecasting: concept of planning premises, forecasting, sales & demand forecasting.
- C. Strategic & operational plans: formulation of strategy, strategy implementation, policy procedures, methods, rules, project, budget.
- D. Missions & objectives: formulation of mission statement, hierarchy of objectives, role of objectives, management by objectives, MBO in Indian organizations.
- E. Decision making: types of decisions, decisions making process, individual VS group decision, problem solving, problem solving approaches.

9. ORGANISING:

A. Fundamentals of organising: various organisation theories, steps in organising, factors affecting organisation structures.

B. Design of organisation structure: formal organisation informal relationship in formal organisation structure, departmentation, span of management & chain of command & decentralisation.

C. Forms of organisation structure: line organisation structure, line & staff organisation, matrix organisation structure, team based organisation structure (committee organisation).

D. Delegation of authority: concept of authority, sources of authority, limits of authority, authority & responsibility, delegation of authority.

10. STAFFING:

A. Fundamentals of staffing: traditional view of staffing, staffing concepts, manpower planning, job analysis, changing human resources management scenario.

B. Recruitment & selection: job & position descriptions, sources of recruitment, legal considerations in selection process, selection tests, interview.

C. Training & development: concept of training & development, training programs, management development programmes.

D. Performance appraisal & compensation: informal appraisals, formal systematic appraisals & promotion.

11. DIRECTING AND CONTROLLING:

A. Fundamentals of directing: concept of direction, direction & supervision, directing & human factor.

B. Motivation: concept, theories of motivation, generation gaps & motivational aspects, motivation & small business, motivational applications.

C. Leadership: defining leadership, traits, behavioural & contingency approach to leadership, leadership styles, situational leaderships, leadership development.

D. Fundamentals of controlling: concept, steps & types of controlling, design of effective control system, controlling & management by exception.

E. Operations control techniques: financial control (budgetary control, control through costing, break-even analysis), quality control, inventory control (economic order quantity, selective inventory control techniques).

F. Overall control techniques: management information systems, management audit, management control system an introduction.

SUGGESTED BOOKS:		
1. Management- tasks, responsibilities, practices	by C.B.Gupta	TATA McGraw Hill
2. Management- text & cases	by L.M. Prasad	Sultan Chand Publishers
3. Management- text & cases	by V.S.P. Rao	Himalaya Publication
4. Management Tasks, Responsibilities & Practises	by Peter F. Drucker	Allied Publishers
5. Essentials of Management- An Internationals Perspective	by Harold Koont, Hein Wehrich	TATA McGraw Hill

1. NATURE & PROCESS OF COMMUNICATION:

Defining communication and its nature, Role or purpose of communication, Classification of communication, Process of communication, General problems in communication, Barriers to communication, Conditions for effective communication, Characteristics of successful communication.

2. FUNCTIONAL COMMUNICATION:

a. Effective listening: Meaning & Concept of listening, Contributors to poor listening, Profile of a good listener, How to increase listening efficiency.

b. Effective Presentation: Meaning & Importance of presentation, Why presentation is a difficult job, steps towards mastering the art of Oral Presentation.

c. Non-Verbal Communication: Personal Appearance, Posture, Gestures, Facial Expression, Eye-Contact, Space Distancing etc.

3. BUSINESS CORRESPONDENCE I:

a. Meaning & Need for Business Correspondence, Meaning of Business Letter-Purpose, Qualities, Structure, Layout and form. Types of Business Letter, Concept, Principles and Drafting.

b. Notice, Agenda & Minutes: Concept & Meaning, Rules, Principles, Drafting of different types of Notice, Agenda & Minutes.

4. BUSINESS CORRESPONDENCE II:

c. Circulars: Meaning, Principles, difference between Notice and Circular, different purposes of writing Circulars, Drafting of different Circulars.

d. Report Writing: Definition, Principles, Objectives, Importance, Types, Drafting of Letter Reports.

e. Press Release: Meaning, Concept & Rules, Drafting Press Release.

5. ENGLISH PROFICIENCY:

a. English Composition: Editorial Letters/ Paragraph/ Précis Writing.

b. English Comprehension: Answering short/ multiple type questions after perusal of a given passage.

c. General Grammar: Using of Articles, Prepositions, Verbs etc. (to fill in the blanks), Correction of faulty sentences, Selection of appropriate words or its form, selection of wrong Phrase etc.

SUGGESTED BOOKS:

1. Business Correspondence & Report Writing	Sharma & Mohan	TATA McGraw Hill
2. Developing Communication Skills	Krishna Mohan & Meera Banerjee	Mc Millan
3. Business Communication Today	Bovee & Hill	Pearson Education
4. Business Communication	C.S.G. Krishnamacharyulu & R. Lalitha	Himalaya Publications

UNIT 1: Introduction- Meaning, scope, Merits and limitations of accounting; accounting cycle; double entry book keeping –meaning, merits and demerits, journal, ledger; Distinction between books of original entry and ledger; concept of accounting terminologies Viz. Assets, liabilities, transactions, entity, debtor, and creditor.

UNIT 2: Cash book- Meaning; Problems on Petty cash book; problems on triple column cash book; concept of trade discount and cash discount and their difference.

Unit 3: Preparation of Trial Balance- Concepts, merits and demerits of Trial Balance; errors- disclosed and not-disclosed by trial balance; problems on trial balance.

Unit 4: Bank Reconciliation Statement- Concept; objective and problems on bank reconciliation statement.

UNIT 5: Preparation of Final Accounts-Concept of Final account; preparation of Trading account (concept, objectives and problems), Profit and loss account (concept, objectives and problems), Balance Sheet(concept, objectives and problems); Differentiation between trading and Profit & Loss a/c.

Suggested Books:

1. Financial Accounting by Hanif & Mukherjee, Tata McGraw Hill.
2. Financial Accounting for Manager by A.K. Bhattacharya, PHI.
3. Financial Accounting for Manager by A. Gupta, PHI.
4. Financial Accounting by P.C. Tulsian, Pearson Higher Education.

6. BASIC CONCEPTS AND ISSUES IN ECONOMIC THEORY:

Central problems of an economy, elasticity of demand – price, income and cross elasticities, Concept of supply equilibrium.

7. THEORY OF PRODUCTION AND COSTS:

Production function, short-run and long-run production function, different types of cost and shapes of different cost curves.

8. MARKET STRUCTURE:

Perfect, monopoly, monopolistic and oligopoly-determination of price and output, Concept of tax, market failure, New Markets: Scope and Challenges.

9. ANALYSIS AND MEASUREMENTS OF AGGREGATE OUTPUT:

Circular flow of income-concept and measurement of national income-problems of measurement –GDP and welfare (including problems).

10. KEYNESIAN THEORY, BANKING STRUCTURE IN INDIA, INFLATION, TRADE CYCLE:

Classical and Keynesian theory of output and employment determination and their related concepts, banking structure in India and its functions causes and policies to control inflation, nature and characteristics of trade cycles.

SUGGESTED BOOKS:

1.	Advanced Economic Theory	H.L.Ahuja	S.Chand
2.	Micro Economic Theory & Macro Economic Theory	JoydebSarkhel	Dey Book Concern

BBA (2nd Semester)

BMGT 201C

COST AND MANAGEMENT ACCOUNTING

1. INTRODUCTION TO COST ACCOUNTING AND MANAGEMENT ACCOUNTING.

Meaning and nature of Cost Accounting and Management Accounting. Advantages and disadvantages of Cost Accounting and Management Accounting. Difference between Cost Accounting, Management Accounting and Financial Accounting.

2. COST CONCEPTS, CLASSIFICATION and COST SHEET.

Meaning of cost. Nature of cost. Importance of classification of cost. Various types of costs, Meaning, Importance of cost sheet, Items of cost sheet, Method of cost sheet,

3. MARGINAL COSTING AND CVP ANALYSIS.

Marginal costing and CVP analysis, Meaning, nature, advantages and disadvantages of Marginal costing, difference between marginal costing and absorption costing. Marginal cost statements, Relation between cost volume and profit, importance of CVP and BEP analysis, Determination of Contribution, profit volume ratio, margin of safety, angle of incidence.

4. ACCOUNTING FOR MATERIALS AND LABOUR COST.

Meaning of materials cost, Importance of inventory control, ABC analysis, determination of various Stock levels and EOQ, Methods of pricing the issue of materials, Bincards and Double bin system, Meaning of labour cost and structure of wages, Computation of wage with bonus, Labour turn over, causes of Labour turn over, Costing of Labour turn over.

5. CONTRACT COSTING.

Meaning and various terms used in contract costing, Accounting for contract profit or loss of complete and incomplete contracts.

SUGGESTED BOOKS:

1. Cost and Management accounting	Jawharlal	Tata McGraw Hill
2. Cost Accounting	Asish K. Bhattacharya	PHI
3. Cost Accounting	Jain and Narang	Kalyani Publishers
4. Cost and Management Accounting	M.N. Arora	Himalaya Publishing House

11. STATISTICS : AN OVERVIEW

Reasons for Learning Statistics, Growth and development of statistics, statistics defined, Types of statistical methods, importance and scope of statistics, statistics in business management, limitations of statistics, need for data and sources of data, Classification of data, organizing data using data array, Tabulation of data, graphical representation of data, Types of diagrams,

12. MEASURES OF CENTRAL TENDENCY

Objectives of averaging, Requisites of a measures of a central tendency, Measures of Central Tendency, Mathematical averages, Geometric mean, Harmonic mean, Relationship among AM,GM and HM, Average of position, Partition values-quartiles, deciles and percentiles, Mode, Relationship between mean median and mode, comparison between measures of central tendency

Significance of measuring dispersion, classification of measures of dispersion, distance measures, average deviation measures, Measures of skewness, Kurtosis.

13. PROBABILITY AND PROBABILITY DISTRIBUTION

Concepts of probability, definition of probability, combinations and permutations, rules of probability and algebra of events, Bayes' Theorem, Probability distribution, Expected value and variance of a random variable, discrete probability distribution, binomial probability distribution, Poisson probability distribution.

14. CORRELATION ANALYSIS

Significance of measuring Correlation, Correlation and Causation, Types of Correlations, Methods of Correlation analysis.

15. REGRESSION ANALYSIS

Advantages of Regression analysis, Parameters of simple linear regression model, Methods to determine regression coefficients.

SUGGESTED BOOKS:

1. Fundamentals of Business Statistics	J. K Sharma	1 st Edition, 2010, Pearson
2. Statistics for Management	Richard L Levin & David S. Rubin	PHI
3. Statistical Methods	N. G. Das	M. Das & Co.

10. INDIAN BUSINESS ENVIRONMENT:

Concepts, Components, Significance of the study of Business Environment, Economic Environment and Economic System.

11. TECHNOLOGICAL, SOCIAL AND NATURAL ENVIRONMENT:

Meaning, Technological factors influencing business, Technology policy of the government, Meaning and Impact of society and culture on Business, Meaning an Impact of natural environment on Business.

12. ECONOMIC TRENDS:

Income, Savings and Investment, Industry, Money, Finance, Price (an overall idea)

13. PROBLEMS OF GROWTH:

Unemployment, Poverty Regional Imbalances, Social Inequality, Inflation, Industrial Sickness.

14. ROLE OF GOVERNMENT:

Monetary and Fiscal Policy, Industrial Policy, Industrial Licensing, Trade Policy Privatization Disinvestment, NITI Aayog.

SUGGESTED BOOKS:

1. Essentials of Business Environment	K. Aswathappa	Himalaya Publishing House
2. Economic Environment of Business	M. Adhikary	Sultan Chand & Sons
3. Business Environment	Shaikh Saleem	Pearson
4. Business Ethics & Professional Values	A. B. Rao	Excel Books

BBA (3rd Semester)

BMGT 301C

ORGANIZATION BEHAVIOR

1. INTRODUCTION TO OB:

Definition, Elements, Nature, Scope, Contributing Disciplines to O.B., Challenges & Opportunities for O.B.,
Concept, Types, Importance of organisation, Organisational Designs (Simple, Bureaucracy and Matrix), New Designs (Team Structure, Virtual Organisation).
Hawthorn study, Lippit and White, Coch and French and practicing few case studies from Indian perspective.

2. PERSONALITY WITH EMPHASIS ON EMOTION & MOODS:

- a. Concept of Personality, Determinants, Types, (Introvert, Extrovert, Type A, Type B), Theories, (Trait, Self, Psychoanalytical, Social theories, Job-Fit)
- b. Emotion & Moods – Definition, Functions, Sources, Emotional Intelligence, OB Applications of Emotion & Mood.

3. PERCEPTION & MOTIVATION:

- a. Concept, Influencing Factors, Process, The link between perception and Individual Decision Making in the organization.
- b. Motivation, Theories: Vroom's Expectancy, Porter & Lawler theories, Application of Motivation.

4. ATTITUDES AND LEARNING:

Definition, Importance, Attitude Formation, Attitude Change, Concept and Theories of Learning: Classical Conditioning, Operant Conditioning, Social Learning.

5. STUDY OF GROUP BEHAVIOUR:

Definition of Group, Classification, Importance, Stages of Group Development, Group Properties, Group Decision Making.
An Overview of Organizational Effectiveness, Change and Development, Approaches to Manage Organisational Change and Development (Lewin 3 Stage Model, Action Research, OD), Organisational Change and Development in Indian Scenario.

SUGGESTED BOOKS:

1. Organisational Behaviour	S. P. Robbins	Pearson Publication
2. Organisational Behaviour	Robbins, Judge, Sangchi	Pearson Publication
3. Organisational Behaviour-Text & Cases	Shekharan	Tata Mcgraww Hill
4. Organisational Behaviour	K. Aswathapa	Himalaya Publications
5. Understanding Organisational Behaviour	Udai Pareek	Oxford University Press

7. INDIAN CONTRACT ACT, 1872:

Introduction, essentials of a valid contract, classification of contract according to their enforceability, Formation and Performance, offer and Acceptance, consideration, capacity to contract, Free consent - Coercion, Undue influence, void voidable unenforceable and illegal Agreements', discharge of contract termination of contract, Preach of contract - Remedies, Damages, Indemnity, guarantee.

8. SALE OF GOODS ACT, 1930:

Formation of contracts of sale, goods and their classification, price, conditions and warranties, transfer of property in goods, performance of the contract of sale, unpaid seller and his rights, sale by auction, hire purchase agreement, Sales & Agreement to Sale.

9. NEGOTIABLE INSTRUMENTS ACT, 1881:

Definitions and features of different types of negotiable instruments (promissory note, bill of exchange and cheque), parties to a negotiable instrument and their capacity, holder and holder in Due course, crossing of a cheque, types of crossing, Banker and Customer, negotiation, Dishonour and discharge of negotiable instrument.

10. COMPANIES ACT, 2013:

Nature and kind of companies, formation, Memorandum and Articles of Association - contents, procedures for allegation, prospectus, capital shares, debentures, borrowing powers, minimum subscription, etc.

11. LAWS RELATING TO PATENTS, TRADEMARKS AND COPYRIGHTS:

A general idea

SUGGESTED BOOKS:

1. Commercial and Industrial Law	Dr. N. D. Kapoor	S. Chand and Sons
2. Company Law		Taxman
3. Business Law	P.S.H Pillai, Bagavathi	S.Chand and Co. Ltd
4. Business Law	Bulchandani	Himalaya Publishing House
5. Business Law	S.N.Maheshwari	Himalaya Publishing House

UNIT 1: Introduction to Financial Management- Meaning, Need and ;objectives of Financial Management;Goal of a Firm; Profit Maximization V/s Wealth Maximization; Concept of Valuation; Valuation of Equity Share; Valuation of Preference; Valuation of Debenture.**Time Value of Money-** Basic concept viz. compounding, discounting; Present Value of a Single Amount; present Value of an annuity; Future value of a Single Amount; Future value of an annuity.

UNIT 2: Capital Structure- Meaning and Importance of Capital Structure; Factors determining capital structure; Theories of Capital Structure viz. Net Income Approach, Net Operating Income Approach, Traditional Approach, Modigliani and Miller Approach; Factors influencing capital structure; EBIT& EPS analysis; Leverages (Operating Leverage, Financial Leverage, Combined Leverage).

UNIT 3: Cost of Capital and Capital Budgeting-Meaning and significance of cost of capital; Calculating cost of debt, Preference shares, equity capital, and retained earnings; Combined (weighted) cost of capital; Capital expenditure decisions; Pay-back period; return on investment; discounted cash flow.

UNIT 4: Working Capital Management- Nature, Significance and classification of Working Capital; operating cycle and factors determining of working capital requirements (including problems); Management of working capital – cash, receivables, and inventories (Problems).

UNIT 5: Dividend Policies- Meaning and concept, Determination of dividend policy, Dividend Policy Models viz. Walter's model, M.M. Hypothesis, Gordon's Model (Problems).

Suggested Books:

- i. Financial Management: I.M.Pandey, Vikas Publications.
- ii. Basic Financial Management: Khan & Jain, Tata McGraw Hill.
- iii. Financial Management (Text and cases): Khan & Jain, Tata McGraw Hill.

8. OPERATIONS MANAGEMENT: TRENDS AND ISSUES

Manufacturing trends in India, Services as part of Operations Management, Operations management: A system perspective, challenges in operations management
Determinants of Process Characteristics in Operations, Types of Processes and operations Systems, Layout Planning, Implications of layout planning, Types of layouts, Design of Process Layout, Design of product layouts.

9. TOTAL QUALITY MANAGEMENT

The quality revolution, Quality Gurus, Definitions of quality, Total Quality Management, Quality management tools, Quality certifications and Awards, Design of quality assurance systems.

10. FACILITIES LOCATION

Globalization of operations, Factors Affecting Location Decisions, Location Planning Methods.

11. INVENTORY PLANNING AND SIX-SIGMA

Inventory Planning for independent Demand Items, Types of inventory, Inventory Costs, Inventory Control for Deterministic Demand Items, Handling uncertainty in Demand, Inventory control systems, Selective control inventory, Inventory Planning for Single-period Demand.

The Six-Sigma approach to Quality Control Management, Defects Per million Opportunities (DPMO), Organizations for Six-Sigma Quality, Process Control Fundamentals, Setting up a process Control System, Process improvement in the Long run, Six sigma and the process capability.

12. SCHEDULING OF OPERATIONS

The Need for Scheduling, Scheduling : Alternative Terms, The Loading of Machines, The Scheduling Context, Scheduling of Flow shops, Scheduling of Job shops, Input-Output Control.

SUGGESTED BOOKS:

1.	Operations Management: Theory & Practice	B. Mahadevan	Pearson Education
2.	Operations Management	Heizer	Dorling Kindersley
3.	Operations Management for Competitive Advantage	Chase-Jacobs-Aquilano	TMH

BBA (4th Semester)

BMGT 401C

RESEARCH METHODOLOGY

9. INTRODUCTION TO RESEARCH METHODOLOGY:

Meaning, Objectives, Types of Research, Importance, Approaches, Research Process, criteria of a good Research.

Features of a good Design, Different Research, Designs, and Basic Principles of Experimental Designs.

10. SAMPLING DESIGN:

Census Vs Sample survey, steps in sampling Design, Criteria for selecting a sampling procedure, Types of Sample Design, Simple Vs Complex Random sampling Designs & Techniques.

11. MEASUREMENT & SCALING TECHNIQUES:

Measurement in Research, Measurement Scales, Errors in Measurement, Measurement Tools, Meaning of Scaling, Scale classification Bases, Scale Construction Techniques.

12. METHODS OF DATA COLLECTION:

Types of data, Collection of Primary Data, Difference between questionnaires & schedules, some other methods of data collection, Collection of Secondary data, Selecting Appropriate data collection method, Guideline for Constructing questionnaire/ Schedule, Guideline for successful interviewing, Difference between survey & Experiment.

13. TESTING OF HYPOTHESES AND REPPORT WRITING:

Definition Hypotheses, Testing of Hypotheses, Procedure for hypotheses Testing, Measuring the Power of a Hypothesis Test, Important Parametric Test: Student's T test, ANOVA, Chi-Square test.

Meaning of Interpretation, Technique of interpretation, Precaution in Interpretation, Significance of Report writing, Different steps for Report writing, layout of the Research Report, Precautions for writing Research Report, Role of Computer in Research.

SUGGESTED BOOKS:

1. Research Methodology	C.R. Kothari	New Age
2. International Business Research Methods	Zikmund, Berry, Babin	South Western
3. Statistics for Management	Richard L Levin, David S Rubin	PHI

9. CONCEPT OF HUMAN RESOURCE MANAGEMENT:

Meaning, Definition, Nature, Scope, Objectives, Importance, Functions, Qualities and Role of HR Manager, HRM- A Line or Staff Function, Difference between PM & HRM.

10. HUMAN RESOURCE PLANNING:

Meaning, Definition, Objectives, Importance, Levels of HRP, Process, Barriers to HRP, Requisites for successful HRP.

11. JOB ANALYSIS AND DESIGN:

Meaning, Uses, Process, Methods of Data collection, Concept of Job Design, Techniques.

12. RECRUITMENT AND SELECTION:

Definition, Factors affecting Recruitment, Sources, Process, Meaning, Definition, Process.

13. TRAINING , DEVELOPMENT AND PERFORMANCE APPRAISAL:

Concept, Objectives, Benefits, Need, Steps, Methods.

Meaning, Objectives, Process, Methods, Problems of Performance Appraisal, Making Performance Appraisal Effective, Steps to Appraise Potential.

SUGGESTED BOOKS:

1.	Human Resource Management (Text & Cases)	K.Aswathappa	Tata Mcgraw Hill
2.	Human Resource Management	N.K.Singh	Excel Books
3.	Human Resource Management	P.Subba Rao	Himalaya Publications
4.	Human Resource Management	Saiyadain	Tata Mcgraw Hill

11. INTRODUCTION TO MARKETING

Meaning, Need and Importance, Qualities required for a Marketing Manager, Marketing past & present, Concepts of Marketing, Future direction of Marketing.

12. MARKETING ENVIRONMENT AND RESEARCH

Meaning & Importance, Macro & Micro Environmental factors, Meaning, Need & Importance of Marketing Research, Research Methodology, Marketing research areas and issues

13. MARKET TARGETING AND CONSUMER PSYCHOLOGY :

Marketing Strategy, Marketing Planning, Segmentation, Targeting & Positioning.

Meaning of Consumer Behaviour, Consumer Decision making process, Buying Roles & habits, Psychological, Cultural, Social & personal factors affecting Consumer Behaviour, Diffusion of Innovation

14. UNDERSTANDING COMPETITION, PRODUCT AND PRICING STRATEGY

Competition Strategy (Market leader, Challenger, Follower & Niche Markets), Marketing Mix Strategy, Understanding Product, New Product Development, Product Life Cycle (PLC) & Strategy, Product Mix, Branding.

Meaning, Need & Importance of pricing, Various Pricing methods, Factors affecting Pricing.

15. DEALING WITH DISTRIBUTION AND COMMUNICATION

Meaning of Physical Distribution, Need & Importance of Distribution, Distribution Channel Design, Issue & Challenges, Intermediaries in Distribution.

Understanding marketing communication, Various Communication tools, Integrating communication tools.

SUGGESTED BOOKS:

1. Marketing Management	Kotler, Keller, Koshi and Jha
2. Marketing	Paul Baines, Chris Fill, Kelly Page
3. Marketing Management	Ramaswamy, Namakumari
4. Marketing Management	Tapan K. Panda
5. Marketing 3.0	Kotler, Kartajaya, and Setiawan

BMGT 404C ENTREPRENEURSHIP DEVELOPMENT AND SMALL BUSINESS FUNDAMENTALS

ENTREPRENEURSHIP DEVELOPMENT:

5. ENTREPRENEURSHIP:

Concept, Entrepreneurial qualities and desirable characteristics of an effective Entrepreneur, Types of Entrepreneur, Significance of Entrepreneur in economic growth, Functions of an Entrepreneur, Scope and Importance of Entrepreneurship as career, Theories of Entrepreneurship,

2. ENTREPRENEURIAL SYSTEM:

Search for business ideas, Idea processing, Role of Innovation in Entrepreneurship, Entrepreneurial motivation, factors determining entrepreneurial growth

SMALL BUSINESS FUNDAMENTALS:

3. SMALL BUSINESS:

Introduction, Definition as per MSMED Act, 2006, Characteristics, Objectives, Significance, Problems and Present position, Sickness in Small Business.

4. LEGAL AND TAX CONSIDERATIONS:

Registration, Provisional Registrations, Permanent Registrations, Licensing. Tax Benefits under Different Act with Special reference to North East Industrial Investment Promotion Policy (NEIIPP), 2007

5. GOVERNMENT AND NON-GOVERNMENT ASSISTANCE AND POLICIES:

National Policies and Incentives including subsidies by Central and State Governments; Role of IDBI, IFCI, SFC, NABARD, KVIC, SIDBI, SIDO, NSIC, DIC, IIE.

SUGGESTED BOOKS:

1.	Management and Entrepreneurship, 1/e	Kanishka Bedi	Oxford University Press
2.	Competing through innovation: Essential Strategies for Small and Medium – sized firms.	Bertrand Bellon, Graham Whittington	PHI
3.	Exploring Entrepreneurship: Practices and Perspective, 1/e	Richard Blundel & Nigel Lockett	Oxford University Press
4.	Small scale Industries and Entrepreneurship	Vasant Desai	Himalaya Publishing

BBA (5th Semester) MARKETING MANAGEMENT

BMGT 501C

CONSUMER BEHAVIOR

6. INTRODUCTION TO CONSUMER BEHAVIOUR:

Introduction, Evolution of Consumer Behaviour, Factors affecting Consumer Behaviour, Scope & Application, Models of Consumer Behaviour (Nicosia, Howard-Sheth Model), Communication & Consumer Behaviour.

7. THE INFLUENCING FACTORS ON CONSUMER:

Personality: Nature, Theories (Freudian, Neo-Freudian, Trait), Brand Personality.

Motivation: Introduction, Dynamics of Motivation, Hierarchy of Need Theory, Motivational Research.

Learning: Elements, Theories (Classical Conditioning, Operant Conditioning, Observational Learning), Measurement of Consumer Learning.

Perception: Elements, Dynamics, Product Positioning, Perceived Price - Quality Relationship, Perceived Risk.

Attitude: Introduction, Models (Tri-component Attitude Model, Attitude – Towards - The – Ad – Model), Attitude Formation.

8. CONSUMER IN THEIR SOCIAL & CULTURAL SETTING:

Culture: Introduction, How Cultures are learned, Measurement of Culture.

Social: Introduction, Different Social classes in India, Measurement of Culture.

Situational: Introduction, Types of Situation (Purchase, Consumption, Communication), Situational influences on Consumer Behaviour.

9. CONSUMER DECISION MAKING PROCESS:

Introduction, Levels, Model of Consumer Decision Making, Gifting Behaviour, Post Purchase Behaviour.

10. CURRENT & RELATED ISSUES:

Organisational Buying Behaviour: Introduction, Organisational Buyer Characteristics, Process; Consumerism; e-Commerce & Consumer Behaviour.

SUGGESTED BOOKS:

1. Consumer Behaviour	Schiffman and Kanuk	PHI
2. Consumer Behaviour and Marketing Action	Henry Assael	Cengage Learning
3. Consumer Behaviour in Indian Context	P.C.Jain and Monika Bhatt	S.Chand
4. Consumer Behaviour-Text & Cases	Satish K. Batra & S. H. H. Kazmi	Excel Books

ADVERTISING

1. Introduction, Nature and Importance, Different Advertising Functions, Types of Advertising, Economic Aspects of Advertising, Legal and Ethical Aspects of Advertising, Criticism of Advertising, Setting Advertising Objectives and Budget.
Advertising and Communication (Communication Model – Basic and Advertising Communication Model), Role of Source, Encoding & Decoding of Messages, Media, Audience, Feedback, Noise.
2. Creative aspects of Advertising: Introduction, The Planning and Managing Creative Strategy, Copy (Concept, How to Write Copy for Print and Broadcast Media), Advertising Appeals, Layout Planning.
3. Advertising Media and Planning: Introduction, Different Types of Media, Media Planning and Scheduling, Advertising Campaign Planning.
Roles of Advertising Agency: Introduction, Types, Function, Layout, Advertising Agency and Client Relationship
Impact of Advertising: Consumer Behaviour and Advertisement: Introduction, Cultural, Social and Behavioural Influence on Consumer Decision

SALES PROMOTION

6. Introduction, Concept, Nature, Function, Limitations of Sales Promotion, Reasons for Rapid Growth, Types of Sales Promotion Schemes.
Sales Promotion Objectives, Pull and Push Strategies, Sales Promotion and Consumer Behaviour: Theories (Classical Conditioning, Instrumental Conditioning, Dissonance Theory), Consumer Decision Making Related to Sales Promotion
7. Sales Promotion Design: Promotion Choice, Approaches, Product Choice, Market Areas, Timing, Duration and Frequency;
Sales Promotion Budget: Concept, Various Techniques of Fund Allocation; Characteristics Successful Sales Promotion; Sales Promotion Effectiveness
Sales Promotion Schemes: Sample, Coupon, Price Off, Premium, Contests, POP, Trade Fairs and Exhibitions, Internet Promotion

SUGGESTED BOOKS:		
1. Advertising Principles and Practice	Wells, Moriarty, Burnett	Pearson Publication
2. Advertising Management	Jethwaney and Jain	Oxford University Press
3. Advertising and Sales Promotion	Kazmi and Batra	Excel Books
4. Advertising and Promotion	Belch and Belch	Tata McGraw Hill

9. INTRODUCTION TO RETAILING:

Definition, An overview of Indian Retail Industry, Global Concept, Functions performed by the Retailers, Changing Retail Land space, Growth of Retail in India, Opportunities & Challenges ahead.

Evolution of Retail Formats, Theories of Retail Development, Retail Lifecycle, Classification of Retail Stores, Franchising – A dynamic Retail opportunity

10. RETAIL STORE LOCATION:

Importance of Store Locations, Types of Locations, Steps in choosing a Retail Location, Legal considerations in Location Decisions, Trade Area Analysis.

11. RETAIL MERCHANDISING AND MERCHANDISE BUYING:

Definition, Evolution, Factors affecting Merchandising function, Functions of Merchandise Manager, Functions of a Buyer, Merchandise Planning.

Merchandise Buying process, Branding strategies, Category Management.

12. RETAIL PRICING & MERCHANDISE PERFORMANCE:

Considerations in setting Retail Price, Developing a Pricing Strategy, Price Adjustments, Pricing to increase sales, Analysing Merchandise Performance, Gross Margin Return on Investment (RMROI)

13. STORE LAYOUT, DESIGN AND VISUAL MERCHANDISING:

Importance of Store design, Objectives of Store design, Store Layouts, Space Management, Visual Merchandising, Atmospherics, and Website Design Considerations.

SUGGESTED BOOKS:

1. Retailing Management	Michael Levy, Barton A Weitz, Ajay Pandit	The McGraw Hill
2. Retailing Management – Text & Cases	Swapna Pradhan	Tata McGraw Hill
3. Retail Management – A Strategic Approach	Barry Berman, Joel R. Evans	Pearson Education

I. FORMAT OF PROJECT REPORT**With general guide lines on how to write a Project Report**

- Consult your Guide from time to time, as well as whenever necessary, carry out suggested changes by your guide and then proceed for next step.
- Do take signature of your project guide as required on your progress report sheet.
- Work regularly with commitment and ensure you are following Project Report Activity Completion Schedule and avoid last minute's hustle.

Note: For any query contact your respective Project Guide / Class coordinator

**Schedule for Project Completion
Department of Business Management
Summer Training Project Report**

S. No.	Activities to be Completed.	Signature with Date
1.	Initial discussions & finalization of title.	
2.	Finalization of chapter scheme.	
3.	Finalization of chapter 1& 2	
4.	Finalization of chapter 3	
5.	Finalization of chapter 4 & 5	
6.	Final Draft	
7.	Approved draft shall go for binding	
8.	Final submission of report	

J. INSTRUCTIONS FOR TYPING/PRINTING

The project report should be strictly prepared according to the following guidelines.

- **Finalization of the Project Report**

Student should obtain clearance from their respective guide before final printing of the final project report.

- **Paper**

The size of the paper sheet: A4

Typing should be done on one side of the paper.

- **Font**

Type: Times New Roman

Size:12

- **Line Spacing**

Body of the text:1.5 lines

List of tables/graphs/charts/bibliography: Single Line

- **Alignment**

Title page: Centre

Chapter heading: Centre

Subheading: Left

Body of Text: Justify

- **Margins**

At the binding edge (Left): not less than 3 cm

Other margins (Right, Top, Bottom): not less than 2 cm.

- **Titles**

All titles and subtitles should be printed in BOLD.

All the Tables/Graphs/Charts/ should have appropriate titles.

- **Numbering of the Tables/Graphs/Charts**

Tables/ Graphs/ Charts should be numbered in the following fashion. Second table/ Graph/ Chart in Second Chapter should be numbered as Table/ Graph/ Chart No 2.02 where first digit stands for Chapter No. and digits after (.) period stand for serial number of Table/ Graph/ Chart in that chapter. Same numbering system should be followed for other chapters. Tables/ Graphs/ Charts must be followed by proper explanation and analysis.

- **Pagination**

The title page should not carry any page number.

For initial pages (i.e. from student's declaration to Executive Summary) numbers should be given in small Roman Numbers. (Like i, ii,iii,iv etc.)

Report should contain main page numbers (i.e. 1, 2.....) after Executive Summary.

Main page numbers should start from first page of Chapter 1 and will continue until last page of the report.

Page numbers are to be given at the centre of bottom of the page.

Pages separating Chapters should not be numbered but be counted.

- **Binding of the report**

The project should be hard bound with golden embossing as per the standard format

- **Number of copies to be prepared**

2 Hard copies and 1 soft copy (C.D.)

- **Before submission**

Students must sign Declaration and Acknowledgement before putting for the signature of the Guide.

K. TITLE OF THE PROJECT REPORT

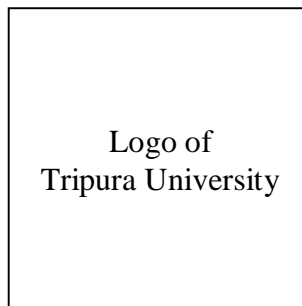
Title of the Project Report (14, Title Case, Bold)

Submitted in Partial Fulfilment for the Award of the

Degree of Bachelor in Business Administration YYYY-YYYY (14, Bold)

Under the Guidance of: (14, Bold)
Name of the Guide from Institute (14 size)
Designation (14 size)

Submitted By: (14, Bold)
Name of the Student (14 size)
University Enrolment No. (14 size)



Department of Business Management (14, Bold)
Tripura University (A Central University) (14 size)
Suryamaninagar, Agartala, Tripura (W), Pin-799022 (14 size)

L. WRITING THE SUMMER PROJECT REPORT

- Student's Declaration
- Certificate from the Company
(Mandatory if the Project is External. Otherwise required only for the students who are doing their Internal Projects in any outside organisation/ Company)
- Certificate from the Guide
- Acknowledgements
- Executive Summary
- List of Tables
- List of Charts
- List of Graphs

Table of Contents

Chapter 1 - Introduction to the topic

About the company/ topic (include details like product mix, marketing mix, HR policies, etc) according to the need of the project

Chapter 2 - Methodology

Research Design (Exploratory, Analytical etc.)

Data Collection

Primary and Secondary data

Instruments for Data Collection (Questionnaire, Inventories, Interview etc.)

Method for Data Collection (Shopping Mall Intercept, Telephone, E-mail etc.)

Chapter 3 Findings & Analysis

Chapter 4 Conclusions

Chapter 5 Recommendations / Suggestions

Chapter 6 Limitations of the Study

- Bibliography
- Annexure
 - 1. Questionnaire (If Applicable)
 - 2. Miscellaneous :
- Schedule for Project completion.

M. STUDENT DECLARATION

STUDENT DECLARATION

(On plain paper)

This is to certify that I have completed the Summer Project titled “(title of the project)” under the guidance of “(name of the guide)” in partial fulfilment of the requirement for the award of Degree of Bachelor of Business Administration at Department of Business Management, Tripura University (A Central University), Suryamaninagar, Agartala, Tripura (W). This is an original piece of work & I have not submitted it earlier elsewhere.

Date:

Signature:

Place:

Name:

University Enrollment No.:

N. CERTIFICATE FROM THE INSTITUTE GUIDE

CERTIFICATE FROM THE INSTITUTE GUIDE

This is to certify that the summer project titled “_____” is an academic work done by “_____” submitted in the partial fulfilment of the requirement for the award of the degree of Bachelor of Business Administration at Department of Business Management, Tripura University (A Central University), Suryamaninagar, Agartala, Tripura (W), under my guidance & direction.

To the best of my knowledge and belief the data & information presented by him/ her in the project has not been submitted earlier.

Signature:

Name of the Faculty:

Designation:

O. BIBLIOGRAPHY

Word or list of the words referred in a text or consulted by you for writing report. It should be arranged in alphabetical order by name of the authors.

For books

Name of the author (last name first) Title of the book, Edition, year of publication, No of Vol. (if any) Name and place of publisher.

Example:

Kothari, C.R. Research methodology, 3rd edition, 1997, Vikas Publishing House Pvt. Ltd, New Delhi.

For Research Papers, Published articles, Magazines, Periodicals, Journals, Newspaper etc. Name of the author (last name first), Title of the article, (in quotation mark) Name of the Journals/Periodicals/ Magazines etc in italics, Volume number, year, Page numbers.

Example: Wortman,Maxs (Jr.) "Entrepreneurship: An Integrating Typology and Evaluation of the Empirical Research in the field", *Journal of Management*, Vol.13 (2), 1967, pp 259-279.

Online published material on World Wide Web (Alphabetically arranged Webliography)

Name of the Website, Date and time of referring the Website, Name of the Author, Title/Topic

P. ATTENDANCE SHEET

**DEPARTMENT OF BUSINESS MANAGEMENT
TRIPURA UNIVERSITY (A CENTRAL UNIVERSITY)**

Attendance Sheet

Name of the Student : _____

University Enrolment No. : _____

Name of the Supervisor from the Industry : _____

S. No	Date	Time	Progress Report	Signature of the student	Signature of Supervisor (Institute)
1					
2					
3					
4					
5					
6					
7					
8					
9					

10					
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***Minimum (8 out of 10) 80% attendance compulsory.**

BBA (5th Semester) FINANCIAL MANAGEMENT

BMGT 505C

FINANCIAL STATEMENT ANALYSIS

UNIT 1: Introduction: Nature, components and limitations of Financial Statement; Meaning and Need of Financial Statement Analysis; Meaning and Preparation of Profit/Loss account and Balance Sheet; Common Size statements – Meaning; Trend Analysis-Meaning; Parties interested to FSA.

UNIT 2: Techniques of Financial Statement Analysis: Comparative Financial Statement Viz. Comparative income statement, comparative expenses statement, comparative balance sheet; common-size income statement, common-size balance sheet; Trend percentage- objective, advantage and disadvantage.

UNIT 3: Financial Statements: Meaning and types of financial statements; Limitations of financial statements; Objectives and methods of financial statements analysis; Ratio analysis; Classification of ratios –Profitability ratios, turnover ratios, liquidity ratios; Advantages of ratio analysis; Limitations of accounting ratios; Preparation and use of Funds Flow Statement as per Indian Accounting Standard, Preparation, use and limitation of cash flow statement.

UNIT 4: Annual report Preparation and Presentation: Framework for preparation and presentation of financial statements in accordance with **Indian accounting standards (Ind-AS)**; Application of Ind. AS with reference to general purpose financial statement; basic idea of corporate restructuring (including demerger).

UNIT 5: Reporting and concerned Ind-AS: Reporting of financial instruments (as per Ind. AS); Analysis of financial statements (common defects in financial statements of corporate entities); concept of carbon credits, corporate social responsibility reporting, human resource reporting; Distress Analysis-concepts, factors and distress prediction using Univariate and Multivariate model.

Suggested Books:

1. Financial Statement Analysis, S.K.Paul, New Central Book Agency.
2. Financial Statement Analysis, G. Foster, PHI.
3. Financial Statement Analysis and reporting, S.K.Gupta and R.K.Sharma, Kalyani Publishers.
4. Students guide to Accounting Standards, R.S.Rawat, Taxman.

7. INDIAN FINANCIAL SYSTEM:

Meaning, nature and functions of financial system, Structure of Indian financial system, Components of Indian financial system

8. BASICS OF MONEY MARKET :

Meaning and Feature of money market, Participants in money market operations, Function of money market, Money market instruments: C-Paper, T-Bill, C-Deposits.

9. BASICS OF CAPITAL MARKET:

Meaning and feature and function of capital market, Instruments of capital market, Types of capital market and issue procedure, Stock exchange operations in India, Currents issues.

10. REGULATORS OF FINANCIAL MARKETS.

Role of RBI in promoting money market, Current scenario and issues.

Role of SEBI in promoting capital market and protecting the interests of investors, Current issues.

11. BASICS OF MUTUAL FUNDS OPERATIONS (MF).

Meaning, feature and importance of mutual funds, Organisation structure of mutual fund, Classification of mutual funds, Mutual fund operations in India, Current issues.

SUGGESTED BOOKS:

1.	Indian Financial System	M. Y. Khan	Tata McGrawHill
2.	The Indian Financial System	Bharti V. Pathak	Pearson Education
3.	Financial Institutions and Markets,	Meir Kohn	Oxford University Press
4.	Chanakya Niti - A Perspective to Investing in Shares	B L Mittal Ravi Kant Sharma	Taxmann Publication.

UNIT 1: Basic Concept and Definitions: Meaning and purpose of Income Tax; Nature of Income Tax; Assessee; Person; Assessment Year; Previous Year; Sources of Income; Heads of Income; Earned Income; Unearned Income; Gross Total Income; Total Income; Tax Evasion; Tax Avoidance; Rebate Relief.

UNIT 2: Residential Status, Tax incidence and Exempted Income: Residential status of all persons except company; Incidence of Tax; Exempted Income [U/S 10(11), 10(12), 10(11A), 10(12A), 10(13A), 10(23B), 10(23AAB), 10(23D), 10(25)].

UNIT 3: Profits and Gains of Business or Profession including Depreciation: Meaning of Business and Profession; Depreciation of Block of Assets as per IT rules; Computation of Business Income; Computation of Professional Income; Valuation of stock.

UNIT 4: Capital Gains: Meaning; Capital Assets; Types of Capital Assets; Period of holding of capital assets; Transfer not regarded as transfer; Computation of short term capital Gain and computation of long term capital gain (including exemption us 54).

UNIT 5: Introduction to Goods and Service Tax: Meaning of GST; Advantages and limitation of VAT-GST as preferred tax structure; salient features of GST model; Major advantages of IGST Model; Interstate Goods and Service Tax with illustration.

Note: The assessment year immediately prior to the current assessment year will be considered (e.g. if the examination is held on 2019-20, the assessment year to be considered for the purpose is 2018-19).

Suggested Readings:

1. Direct Tax & Law, Singhanian and Singhanian, Taxman.
2. Direct and Indirect Taxes, S.K.Roy, ABS publishing House.
3. GST Ready Reckoner, V.S. Datey, Taxman's.

I. FORMAT OF PROJECT REPORT**With general guide lines on how to write a Project Report**

- Consult your Guide from time to time, as well as whenever necessary, carry out suggested changes by your guide and then proceed for next step.
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**Schedule for Project Completion
Department of Business Management
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- **Number of copies to be prepared**

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- **Before submission**

Students must sign Declaration and Acknowledgement before putting for the signature of the Guide.

K. TITLE OF THE PROJECT REPORT

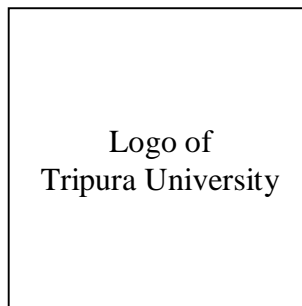
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Department of Business Management (14, Bold)
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Kothari, C.R. Research methodology, 3rd edition, 1997, Vikas Publishing House Pvt. Ltd, New Delhi.

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***Minimum (8 out of 10) 80% attendance compulsory.**

BBA (5th Semester) Human Resource Management

BMGT 509C

HUMAN RESOURCE PLANNING

9. HUMAN RESOURCE PLANNING:

Introduction, Definition, Objectives, Need, Importance, Barriers, Suggestions.

Strategic Human Resource Planning: Concept, Characteristics, Levels, Process, Requirements, and Benefits.

10. JOB ANALYSIS AND DESIGN:

Job Analysis – Meaning, Need, Process, Factors, Techniques of Data Collection, Uses & Limitations, Job Description & Job Specification, Job Design – Approaches, Process, Job Enrichment.

Job Evolution: Concept, Objectives, Procedure, Advantages, Drawback, Methods, Essentials of successful Job Evaluation Programme.

11. RECRUITMENT AND SELECTION:

Definition, Factors affecting Recruitment, Sources, Process. Selection- Meaning, Definition, Process, Methods of Recruitment and Selection.

12. PLACEMENT, INDUCTION, SOCIALISATION, DISLOCATION, RELOCATION:

Meaning, Definition, Different Phases, Causes, Problems, solutions in regard to dislocation and relocation.

13. INTERNAL MOBILITY AND SEPARATION:

Promotion, Transfer, Demotion, Separations.

SUGGESTED BOOKS:

1.	Manpower Management	Dwivedi, R. S.	PHI
2.	Human Resource Planning	D.K.Bhattacharya	Excel Books

9. HRD - AN INTRODUCTION:

Historical Development, Concept, Characteristics, Objectives, Need, Functions of HRD, HRD & Personnel Management.

HRD Philosophy, Policies, Strategy, HRD Organisation, Barriers of HRD Programmes, Suggestions to make HRD Effective in Indian Organisations, Attributes of HRD Manager, HRD in Indian Industry.

10. HRD SYSTEM:

Process of Designing HRD System, Principles in Designing HRD Systems, Factors Affecting HRD System Designing, Prerequisite for HRD, Variable in HRD Mechanism, HRD Process, HRD Outcomes, Organisational Effectiveness.

Meaning, Evaluation, Forms, Objectives, and Advantages of Effective WPM, Empowerment – Meaning, Process, Merits, Demerits, Requisites for the success of Empowerment.

11. TRAINING & EXECUTIVE DEVELOPMENT:

Concept, Meaning, Definition, Features, Principles, Need & Importance, Methods, Evolution, Steps to Training & Development, Drawbacks, Suggestive System.

12. CAREER PLANNING & DEVELOPMENT:

Concept, Objectives, Process, Advantages, Limitations, Suggestions, Succession Planning, Individual & Organisational Career Development Steps, Suggestions, HRD & Career Planning & Development.

13. PERFORMANCE & POTENTIAL APPRAISAL:

Concept, Purpose, Factors, Process, Methods, Limitations, Essentials of good Appraisal System, Assumptions of Performance Appraisal System, Main Components, Potential Appraisal; Steps to Develop Potential Appraisal.

SUGGESTED BOOKS:

1. Human Resource Development	D.K Bhattacharya	Himalaya Publishing House
2. Management of change through HRD	Maheshwari, B.L. & Sinha, Dharni P.	Tata Mcgraw Hill

7. WAGES CONCEPTS:

Definition, Piece Rates, Cash a Kind; Salary, Earning, Compensation, Fringe Benefits, Dearness Allowance, Real Wages, Basic Wages, Labour Cost.

8. WAGE ADMINISTRATION:

Composition of Wages, Minimum Wages, Wage Structure, Wage Differentials

9. LABOUR ECONOMICS:

Wage Theories, Supply, Demand and Wages; Labour Institutions and their effects on National Income

10. WAGE FIXATION:

Criteria of Wage Fixation, Committees on Wages (Minimum Wage, Fare Wages and Living Wages) – need based minimum Wage Formula. Productivity Cost of Living, Capacity to Pay, Wage Comparison.

11. WAGE MACHINERY:

Employee Role; Tribunal Wage Board, Collective Bargaining

SUGGESTED BOOKS:		
1. Understanding Waging System	A. M. Sharma	Himalaya Publishing House

I. FORMAT OF PROJECT REPORT**With general guide lines on how to write a Project Report**

- Consult your Guide from time to time, as well as whenever necessary, carry out suggested changes by your guide and then proceed for next step.
- Do take signature of your project guide as required on your progress report sheet.
- Work regularly with commitment and ensure you are following Project Report Activity Completion Schedule and avoid last minute's hustle.

Note: For any query contact your respective Project Guide / Class coordinator

**Schedule for Project Completion
Department of Business Management
Summer Training Project Report**

S. No.	Activities to be Completed.	Signature with Date
1.	Initial discussions & finalization of title.	
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J. INSTRUCTIONS FOR TYPING/PRINTING

The project report should be strictly prepared according to the following guidelines.

- **Finalization of the Project Report**

Student should obtain clearance from their respective guide before final printing of the final project report.

- **Paper**

The size of the paper sheet: A4

Typing should be done on one side of the paper.

- **Font**

Type: Times New Roman

Size:12

- **Line Spacing**

Body of the text:1.5 lines

List of tables/graphs/charts/bibliography: Single Line

- **Alignment**

Title page: Centre

Chapter heading: Centre

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Pages separating Chapters should not be numbered but be counted.

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The project should be hard bound with golden embossing as per the standard format

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2 Hard copies and 1 soft copy (C.D.)

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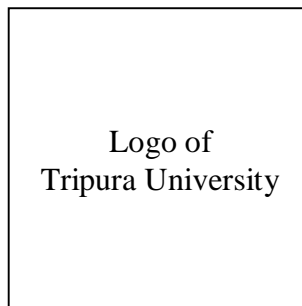
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Example:

Kothari, C.R. Research methodology, 3rd edition, 1997, Vikas Publishing House Pvt. Ltd, New Delhi.

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BBA (6th Semester) Marketing Management

BMGT 601C SERVICES MARKETING

6. INTRODUCTION TO SERVICE INDUSTRY:

Concept, Nature, Types, Importance, Difference between Goods & Service, Factors responsible for growth of service sector, Service Marketing Triangle, Service Marketing Environment, Service Market Segmentation, Problem areas in Segmentation, Targeting & Positioning.

7. UNDERSTANDING SERVICE INDUSTRY:

Current Trends in Service Industry, Customer Relationship Marketing, Service Quality: Concept, Dimensions, GAP model of service quality delivery, Measurement of service quality, Total Quality Management & Quality Circle, Consumer Behaviour: concept, models of Consumer Behaviour in Service Industry (EKB & GAP model), Customer Expectation & Perception, Factors affecting customer expectation & perception.

8. SERVICES MARKETING MIX-I:

- a. The Service Product: Introduction, New Service Development, Service Life Cycle
- b. Pricing Strategies: Introduction, Pricing Objectives, Methods of Pricing Services
- c. Managing Distribution Channels: Introduction, Factors Affecting Choice of Distribution Channel, Managing Distribution Channels
- d. Promotional Strategies: Introduction, promotion Objectives, Promotion Planning & Strategy.

9. SERVICES MARKETING MIX -II:

- a. People: Introduction, Challenges of Managing People, Measuring Productivity of people in Service Organization
- b. Physical Evidence: Introduction, Servicescape, Managing Physical Evidence
- c. Process: Introduction, Service Blueprinting, Managing Demand & Supply.

10. APPLICATIONS OF SERVICE MARKETING:

Marketing of Financial, Hospitality, Medicare, Educational Sectors and Tourism

SUGGESTED BOOKS:

1. Service Marketing-Text and Cases	Rajendra Nargundkar	Tata Mcgraw Hill
2. Service Marketing	Govind Apte	Oxford University Press
3. Service Marketing-The Indian Perspective	Ravishankar	Excel Books
4. Service Marketing-Text and Cases	Verma	Pearson
5. Service Marketing	S.N.Jha	Himalaya Publishing

BMGT 602C RURAL MARKETING

11. RURAL MARKETING: INTRODUCTION

Defining rural markets, rural myths, The rural marketing mix: challenges, the evolving rural consumer, The evolution of rural marketing, the rural environment, the rural economic environment, the rural infrastructure, The rural Boom, The way forward, Rural Dividend

Telecommunication in Rural India, Information and Telecommunication technology (ICT) in rural areas, Financial Services in Rural India, Cloud Computing for Rural banking, Rural Healthcare services.

12. RURAL CONSUMER BEHAVIOR

The Consumer buying behaviour model, the buyer decision Process, The product adoption process.

13. SEGMENTING AND TARGETING RURAL MARKETS

Segmentation, Targeting, Positioning.

14. PRODUCT AND PRICING STRATEGIES FOR RURAL MARKET

The product concept and the classification of Rural Products, Product decision and strategies, Product branding in rural markets, Packaging for rural markets, Product warranty and after sales service, New product development in rural markets.

Pricing for Rural India, Setting the price for rural products and services, price setting strategies.

15. DISTRIBUTION AND COMMUNICATION STRATEGIES FOR RURAL MARKETS

Availability: The Challenge and the Dilemma, Distribution channels, the rural retail environment. Channel behaviour in rural areas.

Challenges for Rural Communication, The communication process: An overview, developing effective rural Communication

SUGGESTED BOOKS:

1. Rural Marketing	Pradeep Kashyap	PEARSON
2. Rural Marketing (Text and Cases)	C.S.J Krishnamacharyulu, lalitha Ramakrishnan	PEARSON

9. DEVELOPMENT & ROLE OF SELLING IN MARKETING:

Nature & Role of Selling, Characteristics of Modern Selling, Success factor for Professional Sales People, Types of Selling, Nature & Role of Sales Management, Relationship between Sales & Marketing.

Environmental & Managerial Force Imparting Sales, Sales Channel, Selling for Resale, Selling Services, Sales Promotion, Exhibitions, Public Relations

10. SALES RESPONSIBILITIES & PERSONAL SELLING SKILLS:

Prospecting, Database & Knowledge Management, Self Management, Handling Complaints, Providing Service, Sales Preparation.

The Opening, Needs & Problem Identification, Presentation & Demonstration, Dealing Objection, Negotiation, Closing Sales, Follow-up

11. SALES FORCE MANAGEMENT:

Organisation for Recruitment & Selection, Sources of Sales Force Recruits, Pre Interview Screening, Formal Application Form, The Interview, Supplementary Selection Aids.

Motivation, Leadership, Training, Conclusions, Designing Sales Compensation Plan, Types of Compensation Plans, Fringe Benefits.

12. SALES QUOTAS:

Objectives in using Quotas, Types of Sales Quota & Procedure for Quota Setting, Administering the Quota Systems.

13. SALES FORCE EVALUATION:

Sales Force Evaluation Process, Purpose of Evaluation, Setting Performance Standards, Gathering Information, Measures of Performance, Appraisal Interviewing.

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1.	Selling & Sales Management	David Jobber, Geoffrey Lancaster	Pearson Education
2.	Sales & Distribution Management - An Indian Perspective	Pingali Venugopal	Response Sage Publications Ltd
3.	Sales Management Decisions, Strategies & Cases	Richard R. Still, Adward W. Cundiff, Norman A. P. Govoni	Prentice Hall

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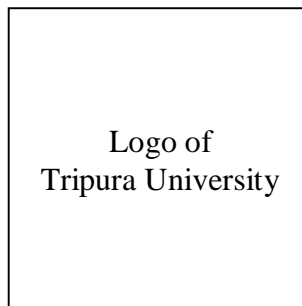
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Signature:

Name of the Faculty:

Designation:

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Example:

Kothari, C.R. Research methodology, 3rd edition, 1997, Vikas Publishing House Pvt. Ltd, New Delhi.

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BBA (6th Semester) Financial Management

BMGT 605C MANAGEMENT ACCOUNTING

8. USE OF MARGINAL COSTING IN DECISION MAKING:

Decision Making Process in various situations (areas), viz. make or buy provisions, accept or reject business proposals (local market+ foreign markets), Export Order, Shut-Down or Continue, Stop or further Process, Selection of Optimum Product Mix, Key factors influencing decisions, Optimum level Production

9. STANDARD COSTING:

Meaning advantages and disadvantages of standard costing, Techniques of standard costing, Variance analysis and reporting.

10. BUDGETARY CONTROL SYSTEM:

Meaning advantages and disadvantages of Budgetary control system, the Concept of Budget factor (Key or limiting factor) and the Budget Period, Types of Budgets, functional (or operational) Budgets, Sales, Production, Purchase, Cash Budget, Flexible Budgets, Zero-Based Budgets, Performance Budgets, Master Budget.

11. ACCOUNTING FOR OVERHEADS

Meaning of overhead costs, importance of overhead costing.

Methods of overhead costing – primary distribution and secondary distribution, Problems.

12. ACTIVITY-BASED COSTING(ABC)

Meaning, feature and importance of ABC, Various term used in ABC system, Advantages and disadvantages of ABC. Difference with traditional costing system, Technique of ABC, Problems on Absorption Costing and Variable Costing.

SUGGESTED BOOKS:

1. Management Accounting	Paresh Shah	Oxford University Press
2. Advanced Cost Accounting	S.P.Jain, K.L.Narang, S.Agarwal	Kalyani Publishers

10. BANKING:

Meaning, definition and features of banking, Evolution of banking in India

11. RESERVE BANK OF INDIA:

Functions of RBI, Management and administration of RBI, Credit control techniques by RBI.

12. COMMERCIAL BANKING IN INDIA.

Meaning and functions of commercial banks, Types of commercial banks, Current scenario and issues, cooperative banks, Regional Rural Banks (rrbs), Payments Banks, Non-Performing Assets (NPA): Meaning, Identification, Reasons and Current issues.

13. INSURANCE:

Meaning, Principles, Functions of Insurance, Various types of insurance and their importance, Procedure and settlement.

14. INDIAN INSURANCE MARKET:

Organisation of LIC, GIC, Other insurance companies in India, Current scenario and issues, Insurance Regulatory and Development Authority (IRDA).

SUGGESTED BOOKS:

1. Bank Management	Vasant Desai	Himalaya Publishing
2. Practical Approach to Recovery Management in Banks/FIs & Securitisation Act(2 nd edition)	R.C. Kohli	Taxmann
3. Insurance : Theory and Practice	Pal Prabir, Tripathy, Nalini Prava	PHI
4. Fundamentals of Insurance	P.K Gupta	Himalaya Publishing House

6. INTERNATIONAL FINANCIAL ENVIRONMENT:

Evolution of the International Financial System, The Gold Standard, The Bretton Wood System and the IMF, The World Bank, WTO, Euro Bonds, Recent Pattern of International Banking Activities, Balance of Payment

7. FOREIGN EXCHANGE RISK MANAGEMENT:

Exchange Rate, Interest Rate, Inflation Rate and Exposure, Nature & Exposure of Risk, Exchange Rate and Interest Rate Volatility, Problems.

8. THEORIES ON EXCHANGE RATE MOVEMENTS:

Purchasing Power Parity, Fischer effect, International Fischer Effect.

9. GLOBAL FINANCIAL MARKETS AND INTEREST RATES:

The Global Financial Markets, Domestic & Offshore Markets, Euro Markets, Interest Rate in the Global Money Markets and an Overview of Money Market Instrument

10. FOREIGN EXCHANGE MARKET:

Structure, Types of Transaction and Settlements Rates, Exchange Rate Quotation, Forward Quotation, Exchange Rate Regimes and Foreign Exchange Market in India

SUGGESTED BOOKS:

1. International Financial Management	Madhu Viz	Excel Books
2. International Financial Management	V.K.Bhalla	Anmol Publications
3. International Financial Management	H.R.Machiraju	Himalaya Publications
4. International Financial Management	V.A. Avdhani	Himalaya Publications
5. International Financial Management	Shashi K. Gupta &PraneetRangi	Kalyani Publishers

Q. FORMAT OF PROJECT REPORT**With general guide lines on how to write a Project Report**

- Consult your Guide from time to time, as well as whenever necessary, carry out suggested changes by your guide and then proceed for next step.
- Do take signature of your project guide as required on your progress report sheet.
- Work regularly with commitment and ensure you are following Project Report Activity Completion Schedule and avoid last minute's hustle.

Note: For any query contact your respective Project Guide / Class coordinator

**Schedule for Project Completion
Department of Business Management
Summer Training Project Report**

S. No.	Activities to be Completed.	Signature with Date
1.	Initial discussions & finalization of title.	
2.	Finalization of chapter scheme.	
3.	Finalization of chapter 1 & 2	
4.	Finalization of chapter 3	
5.	Finalization of chapter 4 & 5	
6.	Final Draft	
7.	Approved draft shall go for binding	
8.	Final submission of report	

R. INSTRUCTIONS FOR TYPING/PRINTING

The project report should be strictly prepared according to the following guidelines.

- **Finalization of the Project Report**
Student should obtain clearance from their respective guide before final printing of the final project report.
- **Paper**
The size of the paper sheet: A4
Typing should be done on one side of the paper.
- **Font**
Type: Times New Roman
Size:12
- **Line Spacing**
Body of the text:1.5 lines
List of tables/graphs/charts/bibliography: Single Line
- **Alignment**
Title page: Centre
Chapter heading: Centre
Subheading: Left
Body of Text: Justify
- **Margins**
At the binding edge (Left): not less than 3 cm
Other margins (Right, Top, Bottom): not less than 2 cm.
- **Titles**
All titles and subtitles should be printed in BOLD.
All the Tables/Graphs/Charts/ should have appropriate titles.
- **Numbering of the Tables/Graphs/Charts**
Tables/ Graphs/ Charts should be numbered in the following fashion. Second table/ Graph/ Chart in Second Chapter should be numbered as Table/ Graph/ Chart No 2.02 where first digit stands for Chapter No. and digits after (.) period stand for serial number of Table/ Graph/ Chart in that chapter. Same numbering system should be followed for other chapters. Tables/ Graphs/ Charts must be followed by proper explanation and analysis.
- **Pagination**
The title page should not carry any page number.
For initial pages (i.e. from students declaration to Executive Summary) numbers should be given in small Roman Numbers. (Like i, ii,iii,iv etc.)

Report should contain main page numbers (i.e. 1, 2.....) after Executive Summary.

Main page numbers should start from first page of Chapter 1 and will continue until last page of the report.

Page numbers are to be given at the centre of bottom of the page.

Pages separating Chapters should not be numbered but be counted.

- **Binding of the report**

The project should be hard bound with golden embossing as per the standard format

- **Number of copies to be prepared**

2 Hard copies and 1 soft copy (C.D.)

- **Before submission**

Students must sign Declaration and Acknowledgement before putting for the signature of the Guide.

S. TITLE OF THE PROJECT REPORT

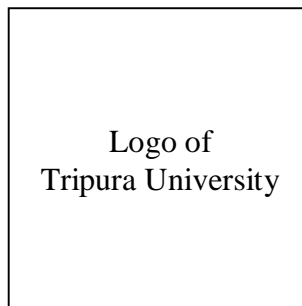
Title of the Project Report (14, Title Case, Bold)

Submitted in Partial Fulfilment for the Award of the

Degree of Bachelor in Business Administration YYYY-YYYY (14, Bold)

Under the Guidance of: (14, Bold)
Name of the Guide from Institute (14 size)
Designation (14 size)

Submitted By: (14, Bold)
Name of the Student (14 size)
University Enrolment No. (14 size)



Department of Business Management (14, Bold)
Tripura University (A Central University) (14 size)
Suryamaninagar, Agartala, Tripura (W), Pin-799022 (14 size)

T. WRITING THE SUMMER PROJECT REPORT

- Student's Declaration
- Certificate from the Company
(Mandatory if the Project is External. Otherwise required only for the students who are doing their Internal Projects in any outside organisation/ Company)
- Certificate from the Guide
- Acknowledgements
- Executive Summary
- List of Tables
- List of Charts
- List of Graphs

Table of Contents

Chapter 1 - Introduction to the topic

About the company/ topic (include details like product mix, marketing mix, HR policies, etc) according to the need of the project

Chapter 2 - Methodology

Research Design (Exploratory, Analytical etc.)

Data Collection

Primary and Secondary data

Instruments for Data Collection (Questionnaire, Inventories, Interview etc.)

Method for Data Collection (Shopping Mall Intercept, Telephone, E-mail etc.)

Chapter 3 Findings & Analysis

Chapter 4 Conclusions

Chapter 5 Recommendations / Suggestions

Chapter 6 Limitations of the Study

- Bibliography
- Annexure
 - 1. Questionnaire (If Applicable)
 - 2. Miscellaneous :
- Schedule for Project completion.

U. STUDENT DECLARATION

STUDENT DECLARATION

(On plain paper)

This is to certify that I have completed the Summer Project titled “(title of the project)” under the guidance of “(name of the guide)” in partial fulfilment of the requirement for the award of Degree of Bachelor of Business Administration at Department of Business Management, Tripura University (A Central University), Suryamaninagar, Agartala, Tripura (W). This is an original piece of work & I have not submitted it earlier elsewhere.

Date:

Signature:

Place:

Name:

University Enrolment No.:

V. CERTIFICATE FROM THE INSTITUTE GUIDE

CERTIFICATE FROM THE INSTITUTE GUIDE

This is to certify that the summer project titled “_____” is an academic work done by “_____” submitted in the partial fulfilment of the requirement for the award of the degree of Bachelor of Business Administration at Department of Business Management, Tripura University (A Central University), Suryamaninagar, Agartala, Tripura (W), under my guidance & direction.

To the best of my knowledge and belief the data & information presented by him/ her in the project has not been submitted earlier.

Signature:

Name of the Faculty:

Designation:

W. BIBLIOGRAPHY

Word or list of the words referred in a text or consulted by you for writing report. It should be arranged in alphabetical order by name of the authors.

For books

Name of the author (last name first) Title of the book, Edition, year of publication, No of Vol. (if any) Name and place of publisher.

Example:

Kothari, C.R. Research methodology, 3rd edition, 1997, Vikas Publishing House Pvt. Ltd, New Delhi.

For Research Papers, Published articles, Magazines, Periodicals, Journals, Newspaper etc. Name of the author (last name first), Title of the article, (in quotation mark) Name of the Journals/Periodicals/ Magazines etc in italics, Volume number, year, Page numbers.

Example: Wortman,Maxs (Jr.) "Entrepreneurship: An Integrating Typology and Evaluation of the Empirical Research in the field", *Journal of Management*, Vol.13(2), 1967,pp 259-279.

Online published material on World Wide Web (Alphabetically arranged Webliography)

Name of the Website, Date and time of referring the Website, Name of the Author, Title/Topic

X. ATTENDANCE SHEET

DEPARTMENT OF BUSINESS MANAGEMENT TRIPURA UNIVERSITY (A CENTRAL UNIVERSITY)

Attendance Sheet

Name of the Student : _____

University Enrolment No. : _____

Name of the Supervisor from the Industry : _____

S. No	Date	Time	Progress Report	Signature of the student	Signature of Supervisor (Institute)
1					
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3					
4					
5					
6					
7					
8					
9					
10					

***Minimum (8 out of 10) 80% attendance compulsory.**

BBA (6th Semester) Human Resource Management

BMGT 609C

INDUSTRIAL RELATIONS

7. GROWTH OF INDUSTRIAL RELATIONS IN INDIA:

Meaning, Nature, Significance, Cause and effect for poor Industrial Relations in India, Suggestions to improve I.R.

8. INDUSTRIAL DISPUTES IN INDIA:

Meaning, forms of disputes, History of Labour disputes in India, Causes of Disputes, Results of Disputes.

9. NATIONAL COMMISSION ON LABOUR AND I.R.:

Collective Bargaining, Discipline and Disciplinary Procedure.

10. METHODS FOR PREVENTION AND SETTLEMENT OF I.D.:

Voluntary Level, Statutory Level, Authorities for the Settlement of I.D. Voluntary Level, Statutory Level, Authorities for the Settlement of I.D. Users Committees, Conciliation Officer, Board of Conciliation, Court of Equity, Labour Court, Industrial Tribunal and National Tribunal. Central Industrial Relations Machinery in India, Central Implementation and Evaluation Machinery, Industrial Disputes (Amendment) Bill Ramauryam Committee on I.R.

11. TRADE UNIONS:

Introduction, Recognition, Trade Union Act 1926. Standing Order Act 1946, I. Disputes Act, 1947. Dynamics of I.R. C. B. Memoria, Himalayan Publication.

SUGGESTED BOOKS:

1. Industrial Relations	A.M. Sharma	Himalaya Publishing House
2. Dynamics of Industrial Relations	C.B. Mamoria	Himalaya Publishing House
3. Personnel Management & Industrial Relations	R.S. Davar	Vikas Publishing House

7. INTRODUCTION TO ORGANIZATION DEVELOPMENT:

Concept, nature & scope of organizational development, history of organizational development underlying assumptions & values, Operational components diagnostic, action & process- maintenance component.

8. ACTION RESEARCH AS A PROCESS:

An approach- history. Use & varieties of action research- when & how to use action research in organizational development.

9. ORGANIZATION DEVELOPMENT INTERVENTIONS:

Team interventions- inter- group interventions- personal, interpersonal & group process interventions- comprehensive interventions- structural interventions.

10. IMPLEMENTATION & ASSESSMENT OF ORGANISATIONAL DEVELOPMENT:

Conditions for success & failure- ethical standards in organizational development- organizational development & organizational performance- its implications.

11. KEY CONSIDERATIONS & ISSUES IN ORGANIZATIONAL DEVELOPMENT:

The future of organizational development – Indian experiences in organizational development.

SUGGESTED BOOKS:

1.	Organizational Development	French & Bell
2.	Organizational Development: Theory Practice & Research	French Bell &Zawach
3.	Organizational Development: Strategies & models	Richard Beckhard
4.	Organizational Development for Excellence	Kesho Prasad
5.	Organizational Development	J. Jayasankar

10. INTRODUCTION TO LABOUR LEGISLATION:

- a. Philosophy of labour laws.

- b. Labour laws- concept, origin, objectives.
- c. International labour organisation.
- d. Indian constitution & labour legislation.

11. THE FACTORIES ACT 1948 AND INDUSTRIAL DISPUTE ACT 1947.

Object, Definitions under the Factories Act, (Factory, Manufacturing Process, Worker, Power, Prime mover, Transmission machinery, Machinery, Adult, Adolescent, Child, Young person, Calendar year, Pay, Week, Shift and Relay, Occupier), Approval, Licensing and Registration, Power of Inspectors, certifying surgeons, Provision regarding Health of workers, Provision regarding the safety of workers, Provision regarding the welfare of workers. The working Hours of Adults, Restrictions on the Employment of women, CASE STUDY RELATED WITH FACTORIES ACT, 1948.

Industrial Disputes, Collective Disputes, Workman, Employer, Workman, Wages, Payment of full wages, Bonus, Gratuity, Appropriate Government, Works Committee, Conciliation Officers, Board of Conciliation, Court of Enquiring, Labour Courts, Industrial Tribunals, National Tribunal, Grievance settlement Authorities, Lockout, Strike, Prohibition of Strikes and Lock Outs, Penalties under the Industrial Dispute Act. Lay off, Retrenchment and Close. CASE STUDY RELATED WITH INDUSTRIAL DISPUTE ACT, 1947.

12. SHOPS & ESTABLISHMENT ACT AND THE EMPLOYEE'S STATE INSURANCE ACT 1948.

Employer, Employee, Commercial Establishment, weekly holiday, Working hours and Overtime work, Annual Leave, Provision for annual leave with wages, Provision of Maternity Leave and maternity benefit, Provision of right of Absence during the Pregnancy period of women workers.

Social Insurance, Reasons, Object Application of the Act, Definition: (factory, seasonal factory, Apprentices, Family, Insurable Employment, Insured Person, Managing Agent, Wages, Principal Employer, Immediate Employer, ESI Administration, Medical Benefit Council Rules regarding membership, Rules regarding contribution, Sickness benefit, Maternity benefit and it's rules, Employee's Insurance court and its function, CASE STUDY RELATED WITH ESI ACT, 1948.

13. PAYMENT OF BONUS ACT, 1965 AND PAYMENT OF GRATUITY ACT, 1972.

Definition: (Accounting Year, Allocable surplus, Available surplus, award, Employee, Employer), Scope and the applicability of payment of Bonus, Provision relating to payment of minimum and maximum bonus, Deduction from Gross Profit(Bonus), Appointment of Inspector, Payment of Bonus linked with Productivity, Provisions with reference in Agreement for bonus under a different formula, CASE STUDY RELATED WITH PAYMENT OF BONUS ACT, 1965:

Methods of determining Gratuity, Continues Service under the payment of Gratuity, Provisions for settlement of dispute as to gratuity, Penalties under the payment of Gratuity

Act, Provision regarding nomination under the payment Gratuity Act, Scope and coverage of Payment of Gratuity.

14. PAYMENT OF WAGES ACT, 1936 AND TRADE UNION ACT, 1921.

Wages of Industrial Establishment Under the payment of wages Act, Responsibility of payment of wages. Rules regarding the time of Deductions which may be made from the wages of an Employed person under the payment of wages Act. Restrictions with respect to Deduction from wages for Absence from duty. Procedure for bearing claims arising out of wrongful deduction from wages, penalty for various offences under the payment of wages Act, 1936.

Trade Union Registration, Cancellation of Registration of Trade Union, Rights and Privileges of a Registered Trade Union Provisions relating to change of Name of a Registered Trade Union, Amalgamation of Trade Union, Dissolution of Trade Union, Provision relating to Returns of a Trade Union, The Penalties Under the Trade Union Act, CASE STUDY RELATED WITH TRADE UNION ACT, 1921.

SUGGESTED BOOKS:	
1. Industrial & Labour Laws	S.N.Mishra
2. Handbook of Industrial Law	N.D. Kapoor
3. Case Laws on Industrial Relations	L.Mishra
4. Labour Law	Reshma Arora
5. Industrial Laws (Bare Acts) Current Publication	

Q. FORMAT OF PROJECT REPORT**With general guide lines on how to write a Project Report**

- Consult your Guide from time to time, as well as whenever necessary, carry out suggested changes by your guide and then proceed for next step.
- Do take signature of your project guide as required on your progress report sheet.
- Work regularly with commitment and ensure you are following Project Report Activity Completion Schedule and avoid last minute's hustle.

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Department of Business Management
Summer Training Project Report**

S. No.	Activities to be Completed.	Signature with Date
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R. INSTRUCTIONS FOR TYPING/PRINTING

The project report should be strictly prepared according to the following guidelines.

- **Finalization of the Project Report**

Student should obtain clearance from their respective guide before final printing of the final project report.

- **Paper**

The size of the paper sheet: A4

Typing should be done on one side of the paper.

- **Font**

Type: Times New Roman

Size:12

- **Line Spacing**

Body of the text:1.5 lines

List of tables/graphs/charts/bibliography: Single Line

- **Alignment**

Title page: Centre

Chapter heading: Centre

Subheading: Left

Body of Text: Justify

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At the binding edge (Left): not less than 3 cm

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All titles and subtitles should be printed in BOLD.

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Report should contain main page numbers (i.e. 1, 2.....) after Executive Summary.

Main page numbers should start from first page of Chapter 1 and will continue until last page of the report.

Page numbers are to be given at the centre of bottom of the page.

Pages separating Chapters should not be numbered but be counted.

- **Binding of the report**

The project should be hard bound with golden embossing as per the standard format

- **Number of copies to be prepared**

2 Hard copies and 1 soft copy (C.D.)

- **Before submission**

Students must sign Declaration and Acknowledgement before putting for the signature of the Guide.

S. TITLE OF THE PROJECT REPORT

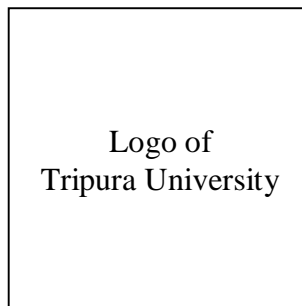
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Designation (14 size)

Submitted By: (14, Bold)
Name of the Student (14 size)
University Enrolment No. (14 size)



Department of Business Management (14, Bold)
Tripura University (A Central University) (14 size)
Suryamaninagar, Agartala, Tripura (W), Pin-799022 (14 size)

T. WRITING THE SUMMER PROJECT REPORT

- Student's Declaration
- Certificate from the Company
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Chapter 4 Conclusions

Chapter 5 Recommendations / Suggestions

Chapter 6 Limitations of the Study

- Bibliography
- Annexure
 - 1. Questionnaire (If Applicable)
 - 2. Miscellaneous :
- Schedule for Project completion.

U. STUDENT DECLARATION

STUDENT DECLARATION

(On plain paper)

This is to certify that I have completed the Summer Project titled “(title of the project)” under the guidance of “(name of the guide)” in partial fulfilment of the requirement for the award of Degree of Bachelor of Business Administration at Department of Business Management, Tripura University (A Central University), Suryamaninagar, Agartala, Tripura (W). This is an original piece of work & I have not submitted it earlier elsewhere.

Date:

Signature:

Place:

Name:

University Enrolment No.:

V. CERTIFICATE FROM THE INSTITUTE GUIDE

CERTIFICATE FROM THE INSTITUTE GUIDE

This is to certify that the summer project titled “_____” is an academic work done by “_____” submitted in the partial fulfilment of the requirement for the award of the degree of Bachelor of Business Administration at Department of Business Management, Tripura University (A Central University), Suryamaninagar, Agartala, Tripura (W), under my guidance & direction.

To the best of my knowledge and belief the data & information presented by him/ her in the project has not been submitted earlier.

Signature:

Name of the Faculty:

Designation:

W. BIBLIOGRAPHY

Word or list of the words referred in a text or consulted by you for writing report. It should be arranged in alphabetical order by name of the authors.

For books

Name of the author (last name first) Title of the book, Edition, year of publication, No of Vol. (if any) Name and place of publisher.

Example:

Kothari, C.R. Research methodology, 3rd edition, 1997, Vikas Publishing House Pvt. Ltd, New Delhi.

For Research Papers, Published articles, Magazines, Periodicals, Journals, Newspaper etc. Name of the author (last name first), Title of the article, (in quotation mark) Name of the Journals/Periodicals/ Magazines etc in italics, Volume number, year, Page numbers.

Example: Wortman,Maxs (Jr.) "Entrepreneurship: An Integrating Typology and Evaluation of the Empirical Research in the field", *Journal of Management*, Vol.13(2), 1967,pp 259-279.

Online published material on World Wide Web (Alphabetically arranged Webliography)

Name of the Website, Date and time of referring the Website, Name of the Author, Title/Topic

X. ATTENDANCE SHEET

DEPARTMENT OF BUSINESS MANAGEMENT TRIPURA UNIVERSITY (A CENTRAL UNIVERSITY)

Attendance Sheet

Name of the Student : _____

University Enrolment No. : _____

Name of the Supervisor from the Industry : _____

S. No	Date	Time	Progress Report	Signature of the student	Signature of Supervisor (Institute)
1					
2					
3					
4					
5					
6					
7					
8					
9					

10					
----	--	--	--	--	--

***Minimum (8 out of 10) 80% attendance compulsory.**

TRIPURA UNIVERSITY

Department of Business Management

BBA CBCS Syllabus

Session 2020-21

Table of Contents

BBA (1st Semester)

BMGT 101C PRINCIPLES AND PRACTICES OF MANAGEMENT I	
BMGT 102C BUSINESS COMMUNICATION	iv
BMGT 103C BUSINESS STATISTICS	vi
BMGT 104C FINANCIAL ACCOUNTING	7
BMBT 105C MANAGERIALECONOMICS.....	8

BBA (2nd Semester)

BMGT 201C COST ACCOUNTING	9
BMGT 202C QUANTITATIVE TECHNIQUES FOR MANAGEMENT	10
BMGT 203C ORGANISATIONAL BEHAVIOR 1	11
BMGT 204C BUSINESS ENVIRONMENT	12
COMPUTER SKILL 1 (OUTSIDE DEPARTMENT)	

BBA (3rd Semester)

BMGT 301C ORGANIZATION BEHAVIOR 2	14
BMGT 302C BUSINESS LAW	15
BMGT 303C FINANCIAL MANAGEMENT	16
BMGT 304C MARKETING MANAGEMENT I	17
BMGT 305C HUMAN RESOURCE MANAGEMENT I.....	18

BBA (4th Semester)

BMGT 401C RESEARCH METHODOLOGY	19
BMGT 402C MARKETING MANAGEMENT II	20
BMGT 403C HUMAN RESOUNCE MANAGEMENT 2	21
BMGT 404C OPERATIONS MANAGEMENT	22
BMGT 405C ENTREPRENEURSHIP DEVELOPMENT AND SMALL BUSINESSFUNDAMENTALS.....	23

BBA (5th Semester) MARKETING MANAGEMENT

BMGT 501C CONSUMER BEHAVIOR	24
BMGT 502C ADVERTISING AND SALES PROMOTION	26
BMGT 503C RETAIL MANAGEMENT	27
BMGT 504C MARKETING RESEARCH	28
BMGT 505C PROJECT REPORT - I (INTERNAL)	29

A. FORMAT OF PROJECT REPORT

- B. INSTRUCTIONS FOR TYPING/ PRINTING
- C. TITLE OF THE PROJECT REPORT
- D. WRITING THE SUMMER PROJECT REPORT
- E. STUDENT DECLARATION
- F. CERTIFICATE FROM THE INSTITUTE GUIDE
- G. BIBLIOGRAPHY
- H. ATTENDANCE SHEET

BBA (5th Semester) FINANCIAL MANAGEMENT

BMGT 506C FINANCIAL STATEMENT ANALYSIS 1	38
BMGT 507C INDIAN FINANCIAL SYSTEM	39
BMGT 508C BUSINESS TAXATION	40
BMGT 509C BANKING MANAGEMENT	41
BMGT 510C PROJECT REPORT - I (INTERNAL)	42
A. FORMAT OF PROJECT REPORT	
B. INSTRUCTIONS FOR TYPING/ PRINTING	
C. TITLE OF THE PROJECT REPORT	
D. WRITING THE SUMMER PROJECT REPORT	
E. STUDENT DECLARATION	
F. CERTIFICATE FROM THE INSTITUTE GUIDE	
G. BIBLIOGRAPHY	
H. ATTENDANCE SHEET	

BBA (5th Semester) Human Resource Management

BMGT 511C HUMAN RESOURCE PLANNING	51
BMGT 512C HUMAN RESOURCE DEVELOPMENT 1	52
BMGT 513C WAGE AND SALARY ADMINISTRATION	53
BMGT 513C LABOUR LAWS 1	54
BMGT 514C PROJECT REPORT - I (INTERNAL).....	55
A. FORMAT OF PROJECT REPORT	
B. INSTRUCTIONS FOR TYPING/ PRINTING	
C. TITLE OF THE PROJECT REPORT	
D. WRITING THE SUMMER PROJECT REPORT	
E. STUDENT DECLARATION	
F. CERTIFICATE FROM THE INSTITUTE GUIDE	

- G. BIBLIOGRAPHY
- H. ATTENDANCE SHEET

BBA (6th Semester) Marketing Management

BMGT 601C SERVICES MARKETING	64
BMGT 602C RURAL MARKETING	65
BMGT 603C SALES MANAGEMENT AND PERSONAL SELLING	66
BMGT 604C INTERNATIONAL MARKETING.....	67
BMGT 605C PROJECT REPORT - II (EXTERNAL)	68
A. FORMAT OF PROJECT REPORT	
B. INSTRUCTIONS FOR TYPING/ PRINTING	
C. TITLE OF THE PROJECT REPORT	
D. WRITING THE SUMMER PROJECT REPORT	
E. STUDENT DECLARATION	
F. CERTIFICATE FROM THE INSTITUTE GUIDE	
G. BIBLIOGRAPHY	
H. ATTENDANCE SHEET	

BBA (6th Semester) Financial Management

BMGT 606C MANAGEMENT ACCOUNTING	77
BMGT 607C INSURANCE MANAGEMENT	78
BMGT 608C INTERNATIONAL BUSINESS FINANCE	79
BMGT 609C FINANCIAL STATEMENT ANALYSIS II.....	80
BMGT 610C PROJECT REPORT - II (EXTERNAL)	81
A. FORMAT OF PROJECT REPORT	
B. INSTRUCTIONS FOR TYPING/ PRINTING	
C. TITLE OF THE PROJECT REPORT	
D. WRITING THE SUMMER PROJECT REPORT	
E. STUDENT DECLARATION	
F. CERTIFICATE FROM THE INSTITUTE GUIDE	
G. BIBLIOGRAPHY	
H. ATTENDANCE SHEET	

BBA (6th Semester) Human Resource Management

BMGT 611C INDUSTRIAL RELATIONS	90
BMGT 612C ORGANISATIONAL DEVELOPMENT	91

BMGT 613C LABOUR LAWS II	92
BMGT 614C HUMAN RESOURCE DEVELOPMENT II.....	93
BMGT 614C PROJECT REPORT - II (EXTERNAL)	94
A. FORMAT OF PROJECT REPORT	
B. INSTRUCTIONS FOR TYPING/ PRINTING	
C. TITLE OF THE PROJECT REPORT	
D. WRITING THE SUMMER PROJECT REPORT	
E. STUDENT DECLARATION	
F. CERTIFICATE FROM THE INSTITUTE GUIDE	
G. BIBLIOGRAPHY	
H. ATTENDANCE SHEET	

BBA (1st Semester)

BMGT 101C

PRINCIPLES AND PRACTICES OF MANAGEMENT

12. FRAME WORK OF MANAGEMENT:

- K. Nature of management: management & administration, management science or art, management as a profession, applying management theories in practice, effective management and different managerial effectiveness approaches.
- L. Development of management thoughts: early thinking about management, importance to study management theories, evolution of management theory, scientific management school (Frederick W. Tylor, Henry) classical organisation theory school, the behavioural school, relation theories, management science school, the system approach.
- M. Management process & skills: management functions, management roles, levels of management, management skills, and functional areas of management.
- N. Managers & environment: concept of environmental, changing Indian business environment, challenges before Indian managers.
- O. Social & ethical issues in management: social responsibility of managers, social responsibility & business, social responsibility in India, ethical issues in management, values, value system of Indian managers.

13. PLANNING:

- A. Fundamentals of planning: concept, nature, importance, steps, types of planning, barriers in effective planning, planning in Indian organisations.
- B. planning premises & forecasting: concept of planning premises, forecasting, sales & demand forecasting.
- C. Strategic & operational plans: formulation of strategy, strategy implementation, policy procedures, methods, rules, project, budget.
- D. Missions & objectives: formulation of mission statement, hierarchy of objectives, role of objectives, management by objectives, MBO in Indian organizations.
- E. Decision making: types of decisions, decisions making process, individual VS group decision, problem solving, problem solving approaches.

14. ORGANISING:

A. Fundamentals of organising: various organisation theories, steps in organising, factors affecting organisation structures.

B. Design of organisation structure: formal organisation informal relationship in formal organisation structure, departmentation, span of management & chain of command & decentralisation.

C. Forms of organisation structure: line organisation structure, line & staff organisation, matrix organisation structure, team based organisation structure (committee organisation).

D. Delegation of authority: concept of authority, sources of authority, limits of authority, authority & responsibility, delegation of authority.

15. STAFFING:

A. Fundamentals of staffing: traditional view of staffing, staffing concepts, manpower planning, job analysis, changing human resources management scenario.

B. Recruitment & selection: job & position descriptions, sources of recruitment, legal considerations in selection process, selection tests, interview.

C. Training & development: concept of training & development, training programs, management development programmes.

D. Performance appraisal & compensation: informal appraisals, formal systematic appraisals & promotion.

16. DIRECTING AND CONTROLLING:

A. Fundamentals of directing: concept of direction, direction & supervision, directing & human factor.

B. Motivation: concept, theories of motivation, generation gaps & motivational aspects, motivation & small business, motivational applications.

C. Leadership: defining leadership, traits, behavioural & contingency approach to leadership, leadership styles, situational leaderships, leadership development.

D. Fundamentals of controlling: concept, steps & types of controlling, design of effective control system, controlling & management by exception.

E. Operations control techniques: financial control (budgetary control, control through costing, break-even analysis), quality control, inventory control (economic order quantity, selective inventory control techniques).

F. Overall control techniques: management information systems, management audit, management control system an introduction.

SUGGESTED BOOKS:		
1. Management- tasks, responsibilities, practices	by C.B.Gupta	TATA McGraw Hill
2. Management- text & cases	by L.M. Prasad	Sultan Chand Publishers
3. Management- text & cases	by V.S.P. Rao	Himalaya Publication
4. Management Tasks, Responsibilities & Practises	by Peter F. Drucker	Allied Publishers
5. Essentials of Management- An Internationals Perspective	by Harold Koont, Hein Wehrich	TATA McGraw Hill

1. NATURE & PROCESS OF COMMUNICATION:

Defining communication and its nature, Role or purpose of communication, Classification of communication, Process of communication, General problems in communication, Barriers to communication, Conditions for effective communication, Characteristics of successful communication.

2. FUNCTIONAL COMMUNICATION:

a. Effective listening: Meaning & Concept of listening, Contributors to poor listening, Profile of a good listener, how to increase listening efficiency.

b. Effective Presentation: Meaning & Importance of presentation, why presentation is a difficult job, steps towards mastering the art of Oral Presentation.

c. Non-Verbal Communication: Personal Appearance, Posture, Gestures, Facial Expression, Eye-Contact, Space Distancing etc.

3. BUSINESS CORRESPONDENCE I:

a. Meaning & Need for Business Correspondence, Meaning of Business Letter-Purpose, Qualities, Structure, Layout and form. Types of Business Letter, Concept, Principles and Drafting.

b. Notice, Agenda & Minutes: Concept & Meaning, Rules, Principles, Drafting of different types of Notice, Agenda & Minutes.

4. BUSINESS CORRESPONDENCE II:

c. Circulars: Meaning, Principles, difference between Notice and Circular, different purposes of writing Circulars, Drafting of different Circulars.

d. Report Writing: Definition, Principles, Objectives, Importance, Types, Drafting of Letter Reports.

e. Press Release: Meaning, Concept & Rules, Drafting Press Release.

5. ENGLISH PROFICIENCY:

a. English Composition: Editorial Letters/ Paragraph/ Précis Writing.

b. English Comprehension: Answering short/ multiple type questions after perusal of a given passage.

c. General Grammar: Using of Articles, Prepositions, Verbs etc. (to fill in the blanks), Correction of faulty sentences, Selection of appropriate words or its form, selection of wrong Phrase etc.

SUGGESTED BOOKS:

1. Business Correspondence & Report Writing	Sharma & Mohan	TATA McGraw Hill
2. Developing Communication Skills	Krishna Mohan & Meera Banerjee	Mc Millan
3. Business Communication Today	Bovee & Hill	Pearson Education
4. Business Communication	C.S.G. Krishnamacharyulu & R. Lalitha	Himalaya Publications

16. STATISTICS: AN OVERVIEW

Reasons for Learning Statistics, Growth and development of statistics, statistics defined, Types of statistical methods, importance and scope of statistics, statistics in business management, limitations of statistics, need for data and sources of data, Classification of data, organizing data using data array, Tabulation of data, graphical representation of data, Types of diagrams,

17. MEASURES OF CENTRAL TENDENCY

Objectives of averaging, Requisites of a measures of a central tendency, Measures of Central Tendency, Mathematical averages, Geometric mean, Harmonic mean, Relationship among AM,GM and HM, Average of position, Partition values-quartiles, deciles and percentiles, Mode, Relationship between mean median and mode, comparison between measures of central tendency

Significance of measuring dispersion, classification of measures of dispersion, distance measures, average deviation measures, Measures of skewness, Kurtosis.

18. FUNDAMENTALS OF PROBABILITY:

Concepts of probability, combinations and permutations, Types of probability, Probability rules, probability under statistical independence, probability under statistical dependence, Point estimates of Probabilities, Bayes' Theorem,

SUGGESTED BOOKS:

1. Fundamentals of Business Statistics	J. K Sharma	1 st Edition, 2010, Pearson
2. Statistics for Management	Richard L Levin & David S. Rubin	PHI
3. Statistical Methods	N. G. Das	M. Das & Co.

UNIT 1: Introduction- Meaning, scope, Merits and limitations of accounting; accounting cycle; double entry book keeping –meaning, merits and demerits, journal, ledger; Distinction between books of original entry and ledger; concept of accounting terminologies Viz. Assets, liabilities, transactions, entity, debtor, and creditor.

UNIT 2: Cash book- Meaning; Problems on Petty cash book; problems on triple column cash book; concept of trade discount and cash discount and their difference.

Unit 3: Preparation of Trial Balance- Concepts, merits and demerits of Trial Balance; errors- disclosed and not-disclosed by trial balance; problems on trial balance.

Unit 4: Bank Reconciliation Statement- Concept; objective and problems on bank reconciliation statement.

UNIT 5: Preparation of Final Accounts-Concept of Final account; preparation of Trading account (concept, objectives and problems), Profit and loss account (concept, objectives and problems), Balance Sheet(concept, objectives and problems); Differentiation between trading and Profit & Loss a/c.

Suggested Books:

5. Financial Accounting by Hanif & Mukherjee, Tata McGraw Hill.
6. Financial Accounting for Manager by A.K. Bhattacharya, PHI.
7. Financial Accounting for Manager by A. Gupta, PHI.
8. Financial Accounting by P.C. Tulsian, Pearson Higher Education.

11. BASIC CONCEPTS AND ISSUES IN ECONOMIC THEORY:

Central problems of an economy, elasticity of demand – price, income and cross elasticities, Concept of supply equilibrium.

12. THEORY OF PRODUCTION AND COSTS:

Production function, short-run and long-run production function, different types of cost and shapes of different cost curves.

13. MARKET STRUCTURE:

Perfect, monopoly, monopolistic and oligopoly-determination of price and output, Concept of tax, market failure, New Markets: Scope and Challenges.

14. ANALYSIS AND MEASUREMENTS OF AGGREGATE OUTPUT:

Circular flow of income-concept and measurement of national income-problems of measurement –GDP and welfare (including problems).

15. KEYNESIAN THEORY, BANKING STRUCTURE IN INDIA, INFLATION, TRADE CYCLE:

Classical and Keynesian theory of output and employment determination and their related concepts, banking structure in India and its functions causes and policies to control inflation, nature and characteristics of trade cycles.

SUGGESTED BOOKS:

1.	Advanced Economic Theory	H.L.Ahuja	S.Chand
2.	Micro Economic Theory & Macro Economic Theory	JoydebSarkhel	Dey Book Concern

BBA (2nd Semester)

BMGT 201C

COST ACCOUNTING

1. INTRODUCTION TO COST ACCOUNTING

Meaning, nature and scope of Cost Accounting, Advantages and disadvantages of Cost Accounting, Difference between Cost Accounting and Financial Accounting.

2. COST CONCEPTS, CLASSIFICATION and COST SHEET

Meaning of cost, Nature of cost. Importance of classification of cost. Various types of costs, Meaning, Importance of cost sheet, Items of cost sheet, Method of cost sheet,

3. MARGINAL COSTING AND CVP ANALYSIS.

Marginal costing and CVP analysis, Meaning, nature, advantages and disadvantages of Marginal costing, difference between marginal costing and absorption costing. Marginal cost statements, Relation between cost volume and profit, importance of CVP and BEP analysis, Determination of Contribution, profit volume ratio, margin of safety, angle of incidence.

4. ACCOUNTING FOR MATERIALS AND LABOUR COST.

Meaning of materials cost, Importance of inventory control, ABC analysis, determination of various Stock levels and EOQ, Methods of pricing the issue of materials, Bincards and Double bin system, meaning of labour cost and structure of wages, Computation of wage with bonus, Labour turn over, causes of Labour turn over, Costing of Labour turn over.

5. CONTRACT COSTING.

Meaning and various terms used in contract costing, Accounting for contract profit or loss of complete and incomplete contracts.

SUGGESTED BOOKS:

1. Cost and Management accounting	Jawharlal	Tata McGraw Hill
2. Cost Accounting	Asish K. Bhattacharya	PHI
3. Cost Accounting	Jain and Narang	Kalyani Publishers
4. Cost and Management Accounting	M.N. Arora	Himalaya Publishing House

1. PROBABILITY DISTRIBUTION

Probability distribution, Binomial distribution, Poisson distribution, Normal distribution, choosing correct probability distribution.

2. CORRELATION ANALYSIS

Significance of measuring Correlation, Correlation and Causation, Types of Correlations, Methods of Correlation analysis.

3. REGRESSION ANALYSIS

Advantages of Regression analysis, Parameters of simple linear regression model, Methods to determine regression coefficients.

4. TIME SERIES AND FORECASTING

Meaning, Trend analysis, Variation in time series (Cyclical, seasonal, irregular), Forecasting and types.

SUGGESTED BOOKS:

1. Fundamentals of Business Statistics	J. K Sharma	1 st Edition, 2010, Pearson
2. Statistics for Management	Richard L Levin & David S. Rubin	PHI
3. Statistical Methods	N. G. Das	M. Das & Co.

1. INTRODUCTION TO O.B.:

Definition, Elements, Nature, Scope, Contributing Disciplines to O.B., Challenges & Opportunities for O.B.

2. PERSONALITY WITH EMPHASIS ON EMOTION & MOODS:

a. Concept of Personality, Determinants, Types, (Introvert, Extrovert, Type A, Type B), Theories, (Trait, Self, Psychoanalytical, Social theories, Job-Fit), b. Emotion & Moods – Definition, Functions, Sources, Emotional Intelligence, OB Applications of Emotion & Mood.

3. PERCEPTION & MOTIVATION:

a. Concept, Influencing Factors, Process, The link between perception and Individual Decision Making in the organization. b. Motivation – Concept, Contemporary Theories (Vroom's Expectancy, Porter & Lawler theories), Application of Motivation (Employee Involvement).

4. ATTITUDES AND VALUES:

Definition, Importance, Attitude Formation, Major Job Attitudes – Job Satisfaction, Job Involvement, Organisational Commitment with emphasis on Job Satisfaction, Formation of Values; Types (Terminal versus Instrumental)

5. LEARNING:

Concept, Theories (Classical Conditioning, Operant Conditioning, Social Learning), Reinforcement Concept

SUGGESTED BOOKS:

1. Organisational Behaviour	S. P. Robbins	Pearson Publication
2. Organisational Behaviour-Text & Cases	Shekharan	Tata Mcgraw Hill
3. Organisational Behaviour	K.Aswathapa	Himalaya Publications

15. INDIAN BUSINESS ENVIRONMENT:

Concepts, Components, Significance of the study of Business Environment, Economic Environment and Economic System.

16. TECHNOLOGICAL, SOCIAL AND NATURAL ENVIRONMENT:

Meaning, Technological factors influencing business, Technology policy of the government, Meaning and Impact of society and culture on Business, Meaning an Impact of natural environment on Business.

17. ECONOMIC TRENDS:

Income, Savings and Investment, Industry, Money, Finance, Price (an overall idea)

18. PROBLEMS OF GROWTH:

Unemployment, Poverty Regional Imbalances, Social Inequality, Inflation, Industrial Sickness.

19. ROLE OF GOVERNMENT:

Monetary and Fiscal Policy, Industrial Policy, Industrial Licensing, Trade Policy Privatization Disinvestment, NITI Aayog.

SUGGESTED BOOKS:

1. Essentials of Business Environment	K. Aswathappa	Himalaya Publishing House
2. Economic Environment of Business	M. Adhikary	Sultan Chand & Sons
3. Business Environment	Shaikh Saleem	Pearson
4. Business Ethics & Professional Values	A. B. Rao	Excel Books

COMPUTER SKILL 1

Offered by outside department

BBA (3rd Semester)

BMGT 301C

ORGANIZATIONAL BEHAVIOR 2

1. STUDY OF GROUP BEHAVIOUR:

Definition of Group, Classification, Importance, Stages of Group Development, Group Properties, Group Decision Making.

2. COMMUNICATION & LEADERSHIP:

a. Communication: Concept, Functions, Process, Direction of Communication, Interpersonal and Organisational Communication. b. Leadership: Concept, Styles, Theories (Trait and Behavioral Ohio State Studies, Michigan Studies), Concept of Managerial Grid.

3. STUDY OF ORGANIZATION:

Concept, Types, Importance, Organisational Designs (Simple, Bureaucracy and Matrix), New Designs (Team Structure, Virtual Organisation)

4. ORGANISATIONAL CHANGE AND DEVELOPMENT:

An Overview of Organizational Effectiveness, Change and Development, Approaches to Manage Organisational Change and Development (Lewin 3 Stage Model, Action Research, OD), Organisational Change and Development in Indian Scenario.

5. SOME WELL KNOWN STUDIES:

Hawthorn study, Lippit and White, Coch and French and practicing few case studies from Indian perspective.

SUGGESTED BOOKS:

1. Organisational Behaviour	S. P. Robbins	Pearson Publication
2. Organisational Behaviour	Robbins, Judge, Sangchi	Pearson Publication
3. Organisational Behaviour-Text & Cases	Shekharan	Tata Mcgraww Hill
4. Organisational Behaviour	K.Aswathapa	Himalaya Publications
5. Understanding Organisational Behaviour	Udai Pareek	Oxford University Press

12. INDIAN CONTRACT ACT, 1872:

Introduction, essentials of a valid contract, classification of contract according to their enforceability, Formation and Performance, offer and Acceptance, consideration, capacity to contract, Free consent - Coercion, Undue influence, void voidable unenforceable and illegal Agreements', discharge of contract termination of contract, Preach of contract - Remedies, Damages, Indemnity, guarantee.

13. SALE OF GOODS ACT, 1930:

Formation of contracts of sale, goods and their classification, price, conditions and warranties, transfer of property in goods, performance of the contract of sale, unpaid seller and his rights, sale by auction, hire purchase agreement, Sales & Agreement to Sale.

14. NEGOTIABLE INSTRUMENTS ACT, 1881:

Definitions and features of different types of negotiable instruments (promissory note, bill of exchange and cheque), parties to a negotiable instrument and their capacity, holder and holder in Due course, crossing of a cheque, types of crossing, Banker and Customer, negotiation, Dishonour and discharge of negotiable instrument.

15. COMPANIES ACT, 2013:

Nature and kind of companies, formation, Memorandum and Articles of Association - contents, procedures for allegation, prospectus, capital shares, debentures, borrowing powers, minimum subscription, etc.

16. LAWS RELATING TO PATENTS, TRADEMARKS AND COPYRIGHTS:

A general idea

SUGGESTED BOOKS:		
1. Commercial and Industrial Law	Dr. N. D. Kapoor	S. Chand and Sons
2. Company Law		Taxman
3. Business Law	P.S.H Pillai, Bagavathi	S.Chand and Co. Ltd
4. Business Law	Bulchandani	Himalaya Publishing House
5. Business Law	S.N.Maheshwari	Himalaya Publishing House

UNIT 1: Introduction to Financial Management- Meaning, Need and ;objectives of Financial Management;Goal of a Firm; Profit Maximization V/s Wealth Maximization; Concept of Valuation; Valuation of Equity Share; Valuation of Preference; Valuation of Debenture.**Time Value of Money-** Basic concept viz. compounding, discounting; Present Value of a Single Amount; present Value of an annuity; Future value of a Single Amount; Future value of an annuity.

UNIT 2: Capital Structure- Meaning and Importance of Capital Structure; Factors determining capital structure; Theories of Capital Structure viz. Net Income Approach, Net Operating Income Approach, Traditional Approach, Modigliani and Miller Approach; Factors influencing capital structure; EBIT& EPS analysis; Leverages (Operating Leverage, Financial Leverage, Combined Leverage).

UNIT 3: Cost of Capital and Capital Budgeting-Meaning and significance of cost of capital; Calculating cost of debt, Preference shares, equity capital, and retained earnings; Combined (weighted) cost of capital; Capital expenditure decisions; Pay-back period; return on investment; discounted cash flow.

UNIT 4: Working Capital Management- Nature, Significance and classification of Working Capital; operating cycle and factors determining of working capital requirements (including problems); Management of working capital – cash, receivables, and inventories (Problems).

UNIT 5: Dividend Policies- Meaning and concept, Determination of dividend policy, Dividend Policy Models viz. Walter's model, M.M. Hypothesis, Gordon's Model (Problems).

Suggested Books:

- iv. Financial Management: I.M.Pandey, Vikas Publications.
- v. Basic Financial Management: Khan & Jain, Tata McGraw Hill.
- vi. Financial Management (Text and cases): Khan & Jain, Tata McGraw Hill.

1. MARKETING PRINCIPLES AND SOCIETY:

Definition of Marketing, Importance, Scope, Core Marketing Concepts – Needs, Wants and Demands, Various concepts of Marketing, Integrated Marketing, Analyzing Macro Marketing Environment, Environmental Scanning.

2. MARKETING RESEARCH AND MARKETING INFORMATION SYSTEMS:

Meaning of Marketing Research, Process, Barrier in Marketing Research, Marketing Information System.

3. MARKETING PSYCHOLOGY & CONSUMER BUYING BEHAVIOUR:

Creating customer value, Satisfaction & Loyalty, Model of Consumer Behavior, Consumers use or Disposal of Products, Business Buying Process.

4. IDENTIFYING MARKET SEGMENTS AND TARGETS:

Segment Marketing, Niche Marketing, Local Marketing, Individual Marketing, Consumer Market Segmentation Bases, Business Market Segmentation Bases, Market Targeting, Market Fragmentation and Consolidation.

5. DEALING WITH COMPETITION:

Identifying Competitors, Analyzing Competitors, Competitive Strategies for Market Leaders, Other Competitive Strategies.

SUGGESTED BOOKS:	
1. Marketing Management	Kotler, Keller, Koshi and Jha
2. Marketing	Paul Baines, Chris Fill, Kelly Page
3. Marketing Management	Ramaswamy, Namakumari
4. Marketing Management	Tapan K. Panda
5. Marketing 3.0	Kotler, Kartajaya, and Setiawan

1. CONCEPT OF HUMAN RESOURCE MANAGEMENT:

Meaning, Definition, Nature, Scope, Objectives, Importance, Functions, Qualities and Role of HR Manager, HRM- A Line or Staff Function, Difference between Personnel Management & Human Resource Management.

2. HUMAN RESOURCE PLANNING:

Meaning, Definition, Objectives, Importance, Levels of HRP, Process, Barriers to HRP, Requisites for successful HRP.

3. JOB ANALYSIS AND DESIGN:

Meaning, Uses, Process, Methods of Data collection, Concept of Job Design, Techniques.

4. RECRUITMENT AND SELECTION:

Recruitment: Definition, Factors affecting Recruitment, Sources, Process; Selection: Meaning, Definition, Process.

5. TRAINING & DEVELOPMENT:

Placement, Induction, Socialization, Training and Development: Concept, Objectives, Benefits, Need, Steps, Methods.

SUGGESTED BOOKS:

1.	Human Resource Management (Text & Cases)	K.Aswathappa	Tata Mcgraw Hill
2.	Human Resource Management	N.K.Singh	Excel Books
3.	Human Resource Management	P.Subba Rao	Himalaya Publications
4.	Human Resource Management	Saiyadain	Tata Mcgraw Hill

BBA (4th Semester)

BMGT 401C

RESEARCH METHODOLOGY

14. INTRODUCTION TO RESEARCH METHODOLOGY:

Meaning, Objectives, Types of Research, Importance, Approaches, Research Process, criteria of a good Research.

Features of a good Design, Different Research, Designs, and Basic Principles of Experimental Designs.

15. SAMPLING DESIGN:

Census Vs Sample survey, steps in sampling Design, Criteria for selecting a sampling procedure, Types of Sample Design, Simple Vs Complex Random sampling Designs & Techniques.

16. MEASUREMENT & SCALING TECHNIQUES:

Measurement in Research, Measurement Scales, Errors in Measurement, Measurement Tools, Meaning of Scaling, Scale classification Bases, Scale Construction Techniques.

17. METHODS OF DATA COLLECTION:

Types of data, Collection of Primary Data, Difference between questionnaires & schedules, some other methods of data collection, Collection of Secondary data, Selecting Appropriate data collection method, Guideline for Constructing questionnaire/ Schedule, Guideline for successful interviewing, Difference between survey & Experiment.

18. TESTING OF HYPOTHESES AND REPPORT WRITING:

Definition Hypotheses, Testing of Hypotheses, Procedure for hypotheses Testing, Measuring the Power of a Hypothesis Test, Important Parametric Test: Student's T test, ANOVA, Chi-Square test.

Meaning of Interpretation, Technique of interpretation, Precaution in Interpretation, Significance of Report writing, Different steps for Report writing, layout of the Research Report, Precautions for writing Research Report, Role of Computer in Research.

SUGGESTED BOOKS:

1. Research Methodology	C.R. Kothari	New Age
2. InternationalBusiness Research Methods	Zikmund, Berry, Babin	South Western
3. Statistics for Management	Richard L Levin, David S Rubin	PHI

1. PRODUCTS, SERVICES AND BRANDING DECISIONS:

Product Levels, Classifications of Product, Product Life-Cycles and Marketing Strategies, New Product Development Process, New Product Adoption Process, Product Mix and Product Mix Decisions Branding: Definition of Brand, Types of Brands, Branding Strategies, Brand Equity, Brand Equity Models, Building Brand Equity, Managing Brand Equity, Packaging, Labelling, Brand Positioning.

2. DEVELOPING PRICING STRATEGIES AND PROGRAMS:

Pricing and Product Costs, Relationship between them. Setting Price, Adopting the Price, Responding to Price Changes.

3. DESIGNING AND MANAGING INTEGRATED MARKETING CHANNELS:

Definition of Marketing Channel, Importance, Hybrid Marketing Channel, Channel Functions and Flows, Channel Levels, Channel Design Decisions, Channel Management, Channel Integration, Retailing, Wholesaling, Market Logistics.

4. DESIGNING AND MANAGING INTEGRATED MARKETING COMMUNICATIONS:

IMC to Build Brand Equity, Communication Process Models, Developing Effective Communication, Marketing Communications Mix and Implementation of IMC Tools.

5. MARKETING ETHICS:

Ethics and Marketing, Ethical Decision Making Process, Distribution Management and Ethics, Promotion and Ethics, Products and Ethics, Pricing and Ethics.

SUGGESTED BOOKS:

1. Marketing Management	Kotler, Keller, Koshi and Jha
2. Marketing	Paul Baines, Chris Fill, Kelly Page
3. Marketing Management	Ramaswamy, Namakumari
4. Marketing Management	Tapan K. Panda
5. Marketing 3.0	Kotler, Kartajaya, and Setiawan

1. PERFORMANCE AND POTENTIAL APPRAISAL:

Meaning, Objectives, Process, Methods, Problems, Making Performance Appraisal Effective, Steps to Appraise Potential.

2. WORKERS PARTICIPATION IN MANAGEMENT (WPM):

Definition, Meaning, Objectives, Levels, Forms, Why WPM fails? Making WPM Effective.

3. EMPLOYEE GRIEVANCES MANAGEMENT:

Employee Discipline: Concept, Features, Objectives, Types, Causes of Indiscipline, Approaches, Disciplinary Actions, Code of Discipline. Employee Grievances: Concept, Form, Causes, Effects, Model Grievance Procedure, Guideline for handling Grievances, Absenteeism; Causes and Control.

4. INDUSTRIAL DISPUTES MANAGEMENT:

Industrial Relations: Concept, Scope, Objectives, Importance, Causes for Poor Industrial Relations, Developing Sound Industrial Relations; Industrial Disputes: Concept, Forms, Causes, Prevention, Settlement.

5. JOB STRESS, COUNSELLING MENTORING:

Meaning, Nature, Symptoms, Causes & Management of Stress, Introduction, Objectives, Benefits of Counselling, Mentoring.

SUGGESTED BOOKS:

1.	Human Resource Management (Text & Cases)	K.Aswathappa	Tata Mcgraw Hill
2.	Human Resource Management	N.K.Singh	Excel Books
3.	Human Resource Management	P.Subba Rao	Himalaya Publications
4.	Human Resource Management	Saiyadain	Tata Mcgraw Hill

13. OPERATIONS MANAGEMENT: TRENDS AND ISSUES

Manufacturing trends in India, Services as part of Operations Management, Operations management: A system perspective, challenges in operations management
Determinants of Process Characteristics in Operations, Types of Processes and operations Systems, Layout Planning, Implications of layout planning, Types of layouts, Design of Process Layout, Design of product layouts.

14. TOTAL QUALITY MANAGEMENT

The quality revolution, Quality Gurus, Definitions of quality, Total Quality Management, Quality management tools, Quality certifications and Awards, Design of quality assurance systems.

15. FACILITIES LOCATION

Globalization of operations, Factors Affecting Location Decisions, Location Planning Methods.

16. INVENTORY PLANNING AND SIX-SIGMA

Inventory Planning for independent Demand Items, Types of inventory, Inventory Costs, Inventory Control for Deterministic Demand Items, Handling uncertainty in Demand, Inventory control systems, Selective control inventory, Inventory Planning for Single-period Demand.

The Six-Sigma approach to Quality Control Management, Defects Per million Opportunities (DPMO), Organizations for Six-Sigma Quality, Process Control Fundamentals, Setting up a process Control System, Process improvement in the Long run, Six sigma and the process capability.

17. SCHEDULING OF OPERATIONS

The Need for Scheduling, Scheduling : Alternative Terms, The Loading of Machines, The Scheduling Context, Scheduling of Flow shops, Scheduling of Job shops, Input-Output Control.

SUGGESTED BOOKS:

1.	Operations Management: Theory & Practice	B. Mahadevan	Pearson Education
2.	Operations Management	Heizer	Dorling Kindersley
3.	Operations Management for Competitive Advantage	Chase-Jacobs-Aquilano	TMH

BMGT 405C ENTREPRENEURSHIP DEVELOPMENT AND SMALL BUSINESS FUNDAMENTALS

ENTREPRENEURSHIP DEVELOPMENT:

6. ENTREPRENEURSHIP:

Concept, Entrepreneurial qualities and desirable characteristics of an effective Entrepreneur, Types of Entrepreneur, Significance of Entrepreneur in economic growth, Functions of an Entrepreneur, Scope and Importance of Entrepreneurship as career, Theories of Entrepreneurship,

2. ENTREPRENEURIAL SYSTEM:

Search for business ideas, Idea processing, Role of Innovation in Entrepreneurship, Entrepreneurial motivation, factors determining entrepreneurial growth

SMALL BUSINESS FUNDAMENTALS:

3. SMALL BUSINESS:

Introduction, Definition as per MSMED Act, 2006, Characteristics, Objectives, Significance, Problems and Present position, Sickness in Small Business.

4. LEGAL AND TAX CONSIDERATIONS:

Registration, Provisional Registrations, Permanent Registrations, Licensing. Tax Benefits under Different Act with Special reference to North East Industrial Investment Promotion Policy (NEIIPP), 2007

5. GOVERNMENT AND NON-GOVERNMENT ASSISTANCE AND POLICIES:

National Policies and Incentives including subsidies by Central and State Governments; Role of IDBI, IFCI, SFC, NABARD, KVIC, SIDBI, SIDO, NSIC, DIC, IIE.

SUGGESTED BOOKS:		
1. Management and Entrepreneurship, 1/e	Kanishka Bedi	Oxford University Press
2. Competing through innovation: Essential Strategies for Small and Medium – sized firms.	Bertrand Bellon, Graham Whittington	PHI
3. Exploring Entrepreneurship: Practices and Perspective, 1/e	Richard Blundel & Nigel Lockett	Oxford University Press
4. Small scale Industries and Entrepreneurship	Vasant Desai	Himalaya Publishing

BBA (5th Semester) MARKETING MANAGEMENT

BMGT 501C

CONSUMER BEHAVIOR

11. INTRODUCTION TO CONSUMER BEHAVIOUR:

Introduction, Evolution of Consumer Behaviour, Factors affecting Consumer Behaviour, Scope & Application, Models of Consumer Behaviour (Nicosia, Howard-Sheth Model), Communication & Consumer Behaviour.

12. THE INFLUENCING FACTORS ON CONSUMER:

Personality: Nature, Theories (Freudian, Neo-Freudian, Trait), Brand Personality.

Motivation: Introduction, Dynamics of Motivation, Hierarchy of Need Theory, Motivational Research.

Learning: Elements, Theories (Classical Conditioning, Operant Conditioning, Observational Learning), Measurement of Consumer Learning.

Perception: Elements, Dynamics, Product Positioning, Perceived Price - Quality Relationship, Perceived Risk.

Attitude: Introduction, Models (Tri-component Attitude Model, Attitude – Towards - The – Ad – Model), Attitude Formation.

13. CONSUMER IN THEIR SOCIAL & CULTURAL SETTING:

Culture: Introduction, How Cultures are learned, Measurement of Culture.

Social: Introduction, Different Social classes in India, Measurement of Culture.

Situational: Introduction, Types of Situation (Purchase, Consumption, Communication), Situational influences on Consumer Behaviour.

14. CONSUMER DECISION MAKING PROCESS:

Introduction, Levels, Model of Consumer Decision Making, Gifting Behaviour, Post Purchase Behaviour.

15. CURRENT & RELATED ISSUES:

Organisational Buying Behaviour: Introduction, Organisational Buyer Characteristics, Process; Consumerism; e-Commerce & Consumer Behaviour.

SUGGESTED BOOKS:

1. Consumer Behaviour	Schiffman and Kanuk	PHI
2. Consumer Behaviour and Marketing Action	Henry Assael	Cengage Learning
3. Consumer Behaviour in Indian Context	P.C.Jain and Monika Bhatt	S.Chand
4. Consumer Behaviour-Text & Cases	Satish K. Batra & S. H. H. Kazmi	Excel Books

ADVERTISING

1. Introduction, Nature and Importance, Different Advertising Functions, Types of Advertising, Economic Aspects of Advertising, Legal and Ethical Aspects of Advertising, Criticism of Advertising, Setting Advertising Objectives and Budget.
Advertising and Communication (Communication Model – Basic and Advertising Communication Model), Role of Source, Encoding & Decoding of Messages, Media, Audience, Feedback, Noise.
2. Creative aspects of Advertising: Introduction, The Planning and Managing Creative Strategy, Copy (Concept, How to Write Copy for Print and Broadcast Media), Advertising Appeals, Layout Planning.
3. Advertising Media and Planning: Introduction, Different Types of Media, Media Planning and Scheduling, Advertising Campaign Planning.
Roles of Advertising Agency: Introduction, Types, Function, Layout, Advertising Agency and Client Relationship
Impact of Advertising: Consumer Behaviour and Advertisement: Introduction, Cultural, Social and Behavioural Influence on Consumer Decision

SALES PROMOTION

8. Introduction, Concept, Nature, Function, Limitations of Sales Promotion, Reasons for Rapid Growth, Types of Sales Promotion Schemes.
Sales Promotion Objectives, Pull and Push Strategies, Sales Promotion and Consumer Behaviour: Theories (Classical Conditioning, Instrumental Conditioning, Dissonance Theory), Consumer Decision Making Related to Sales Promotion
9. Sales Promotion Design: Promotion Choice, Approaches, Product Choice, Market Areas, Timing, Duration and Frequency;
Sales Promotion Budget: Concept, Various Techniques of Fund Allocation; Characteristics Successful Sales Promotion; Sales Promotion Effectiveness
Sales Promotion Schemes: Sample, Coupon, Price Off, Premium, Contests, POP, Trade Fairs and Exhibitions, Internet Promotion

SUGGESTED BOOKS:		
1. Advertising Principles and Practice	Wells, Moriarty, Burnett	Pearson Publication
2. Advertising Management	Jethwaney and Jain	Oxford University Press
3. Advertising and Sales Promotion	Kazmi and Batra	Excel Books
4. Advertising and Promotion	Belch and Belch	Tata McGraw Hill

14. INTRODUCTION TO RETAILING:

Definition, An overview of Indian Retail Industry, Global Concept, Functions performed by the Retailers, Changing Retail Land space, Growth of Retail in India, Opportunities & Challenges ahead.

Evolution of Retail Formats, Theories of Retail Development, Retail Lifecycle, Classification of Retail Stores, Franchising – A dynamic Retail opportunity

15. RETAIL STORE LOCATION:

Importance of Store Locations, Types of Locations, Steps in choosing a Retail Location, Legal considerations in Location Decisions, Trade Area Analysis.

16. RETAIL MERCHANDISING AND MERCHANDISE BUYING:

Definition, Evolution, Factors affecting Merchandising function, Functions of Merchandise Manager, Functions of a Buyer, Merchandise Planning.

Merchandise Buying process, Branding strategies, Category Management.

17. RETAIL PRICING & MERCHANDISE PERFORMANCE:

Considerations in setting Retail Price, Developing a Pricing Strategy, Price Adjustments, Pricing to increase sales, Analysing Merchandise Performance, Gross Margin Return on Investment (RMROI)

18. STORE LAYOUT, DESIGN AND VISUAL MERCHANDISING:

Importance of Store design, Objectives of Store design, Store Layouts, Space Management, Visual Merchandising, Atmospherics, and Website Design Considerations.

SUGGESTED BOOKS:

1. Retailing Management	Michael Levy, Barton A Weitz, Ajay Pandit	The McGraw Hill
2. Retailing Management – Text & Cases	Swapna Pradhan	Tata McGraw Hill
3. Retail Management – A Strategic Approach	Barry Berman, Joel R. Evans	Pearson Education

1. MARKETING RESEARCH FUNDAMENTALS:

Introduction to Marketing Research, Overview of Research, Application and Limitations of Marketing Research, Threats of Marketing Research, Marketing Information System, Marketing Decision Support System

2. MARKETING RESEARCH MANAGEMENT:

Importance of Research Management, Qualities of a Marketing Research Manager, Organising Marketing Research Function, Evaluation and Control of Marketing Research, Market Research versus Marketing Research, Marketing Research and Marketing Management

3. DATA COLLECTION, SAMPLING AND INTERVIEWING:

a. Secondary Data (Evaluating Secondary Data, Sources of Secondary Data) b. Collection of Primary Data (Observation, Methods of Observation, Questionnaire, Designing questionnaire, Choice of Survey Method) c. Sampling Designs (Some Basic Terms, Estimation and Testing of Hypothesis, Advantages & Limitations of Sampling. The Sampling Process, Types of Sample Design, Characteristics of a Good Sample Design) d. Interviewing: Conditions for a successful Interview, Selection for Interviewers, Training of Interviewers, Qualitative Research

4. DATA PROCESSING, RESEARCH ANALYSIS AND REPORTING:

Data Processing, Data Analysis – Measures of Central Tendency, Testing of Hypothesis, Factor Analysis

5. SELECTED APPLICATIONS OF MARKETING RESEARCH:

a. Sales Analysis and Forecasting: Sales Analysis, the Concept of Market Potentials, Methods of Estimating Current Demand b. New Product Development and Test Marketing: New Product Development, Process and Test Marketing c. Advertising Research: Importance of Advertising, Need for Advertising Research

SUGGESTED BOOKS:

1. Marketing Research	G. C. Berry	Tata McGraw Hill
2. Marketing Research	Luck, D. J. & Rubin, R. S.	Prentice Hall
3. Marketing Research	Naresh K. Malhotra	Prentice Hall

Q. FORMAT OF PROJECT REPORT**With general guide lines on how to write a Project Report**

- Consult your Guide from time to time, as well as whenever necessary, carry out suggested changes by your guide and then proceed for next step.
- Do take signature of your project guide as required on your progress report sheet.
- Work regularly with commitment and ensure you are following Project Report Activity Completion Schedule and avoid last minute's hustle.

Note: For any query contact your respective Project Guide / Class coordinator

**Schedule for Project Completion
Department of Business Management
Summer Training Project Report**

S. No.	Activities to be Completed.	Signature with Date
1.	Initial discussions & finalization of title.	
2.	Finalization of chapter scheme.	
3.	Finalization of chapter 1& 2	
4.	Finalization of chapter 3	
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6.	Final Draft	
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R. INSTRUCTIONS FOR TYPING/PRINTING

The project report should be strictly prepared according to the following guidelines.

- **Finalization of the Project Report**
Student should obtain clearance from their respective guide before final printing of the final project report.
- **Paper**
The size of the paper sheet: A4
Typing should be done on one side of the paper.
- **Font**
Type: Times New Roman
Size:12
- **Line Spacing**
Body of the text:1.5 lines
List of tables/graphs/charts/bibliography: Single Line
- **Alignment**
Title page: Centre
Chapter heading: Centre
Subheading: Left
Body of Text: Justify
- **Margins**
At the binding edge (Left): not less than 3 cm
Other margins (Right, Top, Bottom): not less than 2 cm.
- **Titles**
All titles and subtitles should be printed in BOLD.
All the Tables/Graphs/Charts/ should have appropriate titles.
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Tables/ Graphs/ Charts should be numbered in the following fashion. Second table/ Graph/ Chart in Second Chapter should be numbered as Table/ Graph/ Chart No 2.02 where first digit stands for Chapter No. and digits after (.) period stand for serial number of Table/ Graph/ Chart in that chapter. Same numbering system should be followed for other chapters. Tables/ Graphs/ Charts must be followed by proper explanation and analysis.
- **Pagination**
The title page should not carry any page number.
For initial pages (i.e. from student's declaration to Executive Summary) numbers should be given in small Roman Numbers. (Like i, ii,iii,iv etc.)
Report should contain main page numbers (i.e.1, 2.....) after Executive Summary.

Main page numbers should start from first page of Chapter 1 and will continue until last page of the report.

Page numbers are to be given at the centre of bottom of the page.

Pages separating Chapters should not be numbered but be counted.

- **Binding of the report**

The project should be hard bound with golden embossing as per the standard format

- **Number of copies to be prepared**

2 Hard copies and 1 soft copy (C.D.)

- **Before submission**

Students must sign Declaration and Acknowledgement before putting for the signature of the Guide.

S. TITLE OF THE PROJECT REPORT

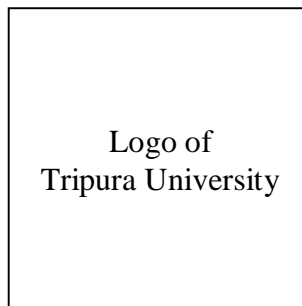
Title of the Project Report (14, Title Case, Bold)

Submitted in Partial Fulfilment for the Award of the

Degree of Bachelor in Business Administration YYYY-YYYY (14, Bold)

Under the Guidance of: (14, Bold)
Name of the Guide from Institute (14 size)
Designation (14 size)

Submitted By: (14, Bold)
Name of the Student (14 size)
University Enrolment No. (14 size)



Department of Business Management (14, Bold)
Tripura University (A Central University) (14 size)
Suryamaninagar, Agartala, Tripura (W), Pin-799022 (14 size)

T. WRITING THE SUMMER PROJECT REPORT

- Student's Declaration
- Certificate from the Company
(Mandatory if the Project is External. Otherwise required only for the students who are doing their Internal Projects in any outside organisation/ Company)
- Certificate from the Guide
- Acknowledgements
- Executive Summary
- List of Tables
- List of Charts
- List of Graphs

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Primary and Secondary data

Instruments for Data Collection (Questionnaire, Inventories, Interview etc.)

Method for Data Collection (Shopping Mall Intercept, Telephone, E-mail etc.)

Chapter 3 Findings & Analysis

Chapter 4 Conclusions

Chapter 5 Recommendations / Suggestions

Chapter 6 Limitations of the Study

- Bibliography
- Annexure
 - 1. Questionnaire (If Applicable)
 - 2. Miscellaneous :
- Schedule for Project completion.

U. STUDENT DECLARATION

STUDENT DECLARATION

(On plain paper)

This is to certify that I have completed the Summer Project titled “(title of the project)” under the guidance of “(name of the guide)” in partial fulfilment of the requirement for the award of Degree of Bachelor of Business Administration at Department of Business Management, Tripura University (A Central University), Suryamaninagar, Agartala, Tripura (W). This is an original piece of work & I have not submitted it earlier elsewhere.

Date:

Signature:

Place:

Name:

University Enrollment No.:

V. CERTIFICATE FROM THE INSTITUTE GUIDE

CERTIFICATE FROM THE INSTITUTE GUIDE

This is to certify that the summer project titled “_____” is an academic work done by “_____” submitted in the partial fulfilment of the requirement for the award of the degree of Bachelor of Business Administration at Department of Business Management, Tripura University (A Central University), Suryamaninagar, Agartala, Tripura (W), under my guidance & direction.

To the best of my knowledge and belief the data & information presented by him/ her in the project has not been submitted earlier.

Signature:

Name of the Faculty:

Designation:

W. BIBLIOGRAPHY

Word or list of the words referred in a text or consulted by you for writing report. It should be arranged in alphabetical order by name of the authors.

For books

Name of the author (last name first) Title of the book, Edition, year of publication, No of Vol. (if any) Name and place of publisher.

Example:

Kothari, C.R. Research methodology, 3rd edition, 1997, Vikas Publishing House Pvt. Ltd, New Delhi.

For Research Papers, Published articles, Magazines, Periodicals, Journals, Newspaper etc. Name of the author (last name first), Title of the article, (in quotation mark) Name of the Journals/Periodicals/ Magazines etc in italics, Volume number, year, Page numbers.

Example: Wortman,Maxs (Jr.) "Entrepreneurship: An Integrating Typology and Evaluation of the Empirical Research in the field", *Journal of Management*, Vol.13 (2), 1967, pp 259-279.

Online published material on World Wide Web (Alphabetically arranged Webliography)

Name of the Website, Date and time of referring the Website, Name of the Author, Title/Topic

X. ATTENDANCE SHEET

DEPARTMENT OF BUSINESS MANAGEMENT TRIPURA UNIVERSITY (A CENTRAL UNIVERSITY)

Attendance Sheet

Name of the Student : _____

University Enrolment No. : _____

Name of the Supervisor from the Industry : _____

S. No	Date	Time	Progress Report	Signature of the student	Signature of Supervisor (Institute)
1					
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10					

***Minimum (8 out of 10) 80% attendance compulsory.**

BBA (5th Semester) FINANCIAL MANAGEMENT

BMGT 506C

FINANCIAL STATEMENT ANALYSIS 1

1. INTRODUCTION:

Nature and Components of Financial Statement; Meaning and need for Financial Statement Analysis (FSA), Traditional and Modern Approaches to FSA, Parties interested in FSA, Limitations of Financial Statements

2. ANNUAL REPORT:

Contents and Structure, Additional Discussion and Analysis, Environment Report, Social Report, Shareholders' Information, Stock Market Data.

3. DISCLOSURE REQUIREMENTS AND NOTES TO FINANCIAL STATEMENTS:-

Regulatory framework of Corporate Financial Reporting, Director's Report, Auditor's Report, Notes to Accounts, Full Disclosure.

4. TECHNIQUES OF FINANCIAL STATEMENT ANALYSIS:

Income Analysis, Expenses Analysis, Comparative Statements, Common Size Statements, Trend Analysis, Accounting Ratios for FSA (Preparation and Interpretation).

5. FUNDS FLOW & CASH FLOW ANALYSIS:

Funds Flow Analysis: Different concepts of Fund, whether Depreciation is a Source of Funds or not, Preparation and Interpretation; Cash Flow Analysis: Meaning, Objectives, Merits and Limitations, Preparation and Interpretation of Cash Flow Statements (as per AS-3).

SUGGESTED BOOKS:

1. Financial Statement Analysis	S.K.Paul	New Central Book Agency
2. Financial Statement Analysis	G. Foster	PHI
3. Financial Statement Analysis and reporting	.K.Gupta and R.K.Sharma	Kalyani Publishers.
4. Students guide to Accounting Standards	R.S.Rawat	Taxmann Publication.

12. INDIAN FINANCIAL SYSTEM:

Meaning, nature and functions of financial system, Structure of Indian financial system, Components of Indian financial system

13. BASICS OF MONEY MARKET :

Meaning and Feature of money market, Participants in money market operations, Function of money market, Money market instruments: C-Paper, T-Bill, C-Deposits.

14. BASICS OF CAPITAL MARKET:

Meaning and feature and function of capital market, Instruments of capital market, Types of capital market and issue procedure, Stock exchange operations in India, Currents issues.

15. REGULATORS OF FINANCIAL MARKETS.

Role of RBI in promoting money market, Current scenario and issues.

Role of SEBI in promoting capital market and protecting the interests of investors, Current issues.

16. BASICS OF MUTUAL FUNDS OPERATIONS (MF).

Meaning, feature and importance of mutual funds, Organisation structure of mutual fund, Classification of mutual funds, Mutual fund operations in India, Current issues.

SUGGESTED BOOKS:

1.	Indian Financial System	M. Y. Khan	Tata McGrawHill
2.	The Indian Financial System	Bharti V. Pathak	Pearson Education
3.	Financial Institutions and Markets,	Meir Kohn	Oxford University Press
4.	Chanakya Niti - A Perspective to Investing in Shares	B L Mittal Ravi Kant Sharma	Taxmann Publication.

UNIT 1: Basic Concept and Definitions: Meaning and purpose of Income Tax; Nature of Income Tax; Assessee; Person; Assessment Year; Previous Year; Sources of Income; Heads of Income; Earned Income; Unearned Income; Gross Total Income; Total Income; Tax Evasion; Tax Avoidance; Rebate Relief.

UNIT 2: Residential Status, Tax incidence and Exempted Income: Residential status of all persons except company; Incidence of Tax; Exempted Income [U/S 10(11), 10(12), 10(11A), 10(12A), 10(13A), 10(23B), 10(23AAB), 10(23D), 10(25)].

UNIT 3: Profits and Gains of Business or Profession including Depreciation: Meaning of Business and Profession; Depreciation of Block of Assets as per IT rules; Computation of Business Income; Computation of Professional Income; Valuation of stock.

UNIT 4: Capital Gains: Meaning; Capital Assets; Types of Capital Assets; Period of holding of capital assets; Transfer not regarded as transfer; Computation of short term capital Gain and computation of long term capital gain (including exemption us 54).

UNIT 5: Introduction to Goods and Service Tax: Meaning of GST; Advantages and limitation of VAT-GST as preferred tax structure; salient features of GST model; Major advantages of IGST Model; Interstate Goods and Service Tax with illustration.

Note: *The assessment year immediately prior to the current assessment year will be considered (e.g. if the examination is held on 2019-20, the assessment year to be considered for the purpose is 2018-19).*

Suggested Readings:

4. Direct Tax & Law, Singhania and Singhania, Taxman.
5. Direct and Indirect Taxes, S.K.Roy, ABS publishing House.
6. GST Ready Reckoner, V.S. Datey, Taxman's.

1. Introduction:

Evolution, Meaning and Definition of Banking, Features, Classification of Banks, Banking System.

2. Reserve Bank of India:

Management and Administration, Functions, Monetary Policy, Credit Control and Methods of Credit Control

3. Nationalisation of Banks in India:

Nationalisation of major Commercial Banks, Reasons for Nationalisation, Criticism and Achievements

4. Banking system in India: Commercial Banks:

Functions, Balance Sheet, Off Balance Sheet Items, Window Dressing, Investment Policy; Private and Foreign Banks: Importance, Recent Trends; Cooperative Banking, Regional Rural Banks (RRBs): Structure and Sponsorship, Objectives, Difficulties, Suggested Measures

5. Banking Functions:

Debit Card and Credit Card, Fund Management, Deposits and Liquidity Management, Management of Bank Loans, Non-Performing Assets (NPA)

Suggested Readings:

1. Bank Management Vasant Desai Himalaya Publishing
2. Indian Banking S.Natatrajan & R. Parneswaram S.Chand & Sons

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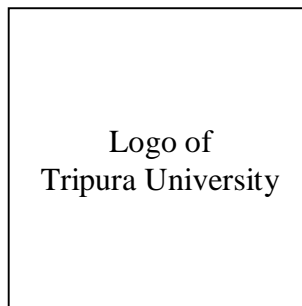
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Department of Business Management (14, Bold)
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Signature:

Place:

Name:

University Enrolment No.:

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To the best of my knowledge and belief the data & information presented by him/ her in the project has not been submitted earlier.

Signature:

Name of the Faculty:

Designation:

W. BIBLIOGRAPHY

Word or list of the words referred in a text or consulted by you for writing report. It should be arranged in alphabetical order by name of the authors.

For books

Name of the author (last name first) Title of the book, Edition, year of publication, No of Vol. (if any) Name and place of publisher.

Example:

Kothari, C.R. Research methodology, 3rd edition, 1997, Vikas Publishing House Pvt. Ltd, New Delhi.

For Research Papers, Published articles, Magazines, Periodicals, Journals, Newspaper etc. Name of the author (last name first), Title of the article, (in quotation mark) Name of the Journals/Periodicals/ Magazines etc in italics, Volume number, year, Page numbers.

Example: Wortman,Maxs (Jr.) "Entrepreneurship: An Integrating Typology and Evaluation of the Empirical Research in the field", *Journal of Management*, Vol.13(2), 1967,pp 259-279.

Online published material on World Wide Web (Alphabetically arranged Webliography)

Name of the Website, Date and time of referring the Website, Name of the Author, Title/Topic

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10					

***Minimum (8 out of 10) 80% attendance compulsory.**

BBA (5th Semester) Human Resource Management

BMGT 511C – Human Resource Planning

14. Human Resource Planning: Introduction, Definition, Objectives, Need, Importance, Barriers, Suggestions.

Strategic Human Resource Planning: Concept, Characteristics, Levels, Process, Requirements, and Benefits.

15. Job Analysis and Design: Job Analysis – Meaning, Need, Process, Factors, Techniques of Data Collection, Uses & Limitations, Job Description & Job Specification, Job Design – Approaches, Process, Job Enrichment.

Job Evolution: Concept, Objectives, Procedure, Advantages, Drawback, Methods, Essentials of successful Job Evaluation Programme.

16. Recruitment and Selection: Definition, Factors affecting Recruitment, Sources, Process. Selection- Meaning, Definition, Process, Methods of Recruitment and Selection.

17. Placement, Induction, Socialisation, Dislocation, Relocation: Meaning, Definition, Different Phases, Causes, Problems, solutions in regard to dislocation and relocation.

18. Internal Mobility and Separation: Promotion, Transfer, Demotion, Separations.

SUGGESTED BOOKS:		
1. Manpower Management	Dwivedi, R. S.	PHI
2. Human Resource Planning	D.K.Bhattacharya	Excel Books

BMGT 512C – Human Resource Development - 1

1. **Human Resource Development - An Introduction:** Historical Development, Concept, Characteristics, Objectives, Need, Functions of HRD, HRD & Personnel Management.
2. **HRD System:** Process of Designing HRD System, Principles in Designing HRD Systems, Factors Affecting HRD System Designing.
3. **HRD Mechanism:** Prerequisite for HRD, Variable in HRD Mechanism, HRD Process, HRD Outcomes, Organisational Effectiveness.
4. **HRD Climate & Culture:** Concept of Climate, Factors Affecting HRD Climate, Indian Culture and HRD, The Development Dimensions.
5. **Behavioural Factors:** Personality, Attitudes, Values, Perception, Job Satisfaction, Frustration, Helping Behaviour, Co-operation, Competition, Conflict, HRD/ OD Interventions.

Suggested Books:

1.	Human Resource Development	D.K Bhattacharya	Himalaya Publishing House
2.	Successful Application to HRD	IswarDayal	New Concept
3.	Management of change through HRD	Maheshwari, B.L. &Sinha, Dharni P.	Tata Mcgraw Hill

BMGT 513C - Wages and Salary Administration

1. **Wages Concepts:** Definition, Piece Rates, Cash a Kind; Salary, Earning, Compensation, Fringe Benefits, Dearness Allowance, Real Wages, Basic Wages, Labour Cost.
2. **Wage Administration:** Composition of Wages, Minimum Wages, Wage Structure, Wage Differentials
3. **National Income:** National Wage Structure
4. **Labour Economics:** Wage Theories, Supply, Demand and Wages; Labour Institutions and their effects on National Income
5. **Wage Fixation:** Criteria of Wage Fixation, Committees on Wages (Minimum Wage, Fare Wages and Living Wages)– need based minimum Wage Formula. Productivity Cost of Living, Capacity to Pay, Wage Comparison.
6. **Wage Machinery:** Employee Role; Tribunal Wage Board, Collective Bargaining

Suggested Books:

1.	Understanding Waging System	A.M.Sharma	Himalaya Publishing House
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BMGT 514C –Labour Laws – 1

1. Introduction to Labour Legislation:

- a. Philosophy of Labour Law
- b. Labour Laws – Concept, Origin, Objectives
- c. International Labour Organisation
- d. Indian Constitution & Labour Legislation

2. The Factories Act 1948

3. Industrial Dispute Act 1947

4. Shops and Establishment Act

5. The Employee's State Insurance Act 1948, Employee's Provident Fund and Miscellaneous Provisions Act 1952

Suggested Books:

1.	Handbook of Industrial Law	Dr. N. D. Kapoor	Sultan Chand & Sons
2.	Industrial & Labour Law	S. N. Mishra	
3.	Industrial Laws (Bare Acts)		Taxmann Publication
4.	Industrial Relations & Labour Laws	B. D. Singh	

BMGT 515C –Project Report-I (Internal)

Q. FORMAT OF PROJECT REPORT

With general guide lines on how to write a Project Report

- Consult your Guide from time to time, as well as whenever necessary, carry out suggested changes by your guide and then proceed for next step.
- Do take signature of your project guide as required on your progress report sheet.
- Work regularly with commitment and ensure you are following Project Report Activity Completion Schedule and avoid last minute's hustle.

Note: For any query contact your respective Project Guide / Class coordinator

Schedule for Project Completion Department of Business Management Summer Training Project Report

S. No.	Activities to be Completed.	Signature with Date
1.	Initial discussions & finalization of title.	
2.	Finalization of chapter scheme.	
3.	Finalization of chapter 1& 2	
4.	Finalization of chapter 3	
5.	Finalization of chapter 4 & 5	
6.	Final Draft	
7.	Approved draft shall go for binding	
8.	Final submission of report	

R. INSTRUCTIONS FOR TYPING/PRINTING

The project report should be strictly prepared according to the following guidelines.

- **Finalization of the Project Report**

Student should obtain clearance from their respective guide before final printing of the final project report.

- **Paper**

The size of the paper sheet: A4

Typing should be done on one side of the paper.

- **Font**

Type: Times New Roman

Size:12

- **Line Spacing**

Body of the text:1.5 lines

List of tables/graphs/charts/bibliography: Single Line

- **Alignment**

Title page: Centre

Chapter heading: Centre

Subheading: Left

Body of Text: Justify

- **Margins**

At the binding edge (Left): not less than 3 cm

Other margins (Right, Top, Bottom): not less than 2 cm.

- **Titles**

All titles and subtitles should be printed in BOLD.

All the Tables/Graphs/Charts/ should have appropriate titles.

- **Numbering of the Tables/Graphs/Charts**

Tables/ Graphs/ Charts should be numbered in the following fashion. Second table/ Graph/ Chart in Second Chapter should be numbered as Table/ Graph/ Chart No 2.02 where first digit stands for Chapter No. and digits after (.) period stand for serial number of Table/ Graph/ Chart in that chapter. Same numbering system should be followed for other chapters. Tables/ Graphs/ Charts must be followed by proper explanation and analysis.

- **Pagination**

The title page should not carry any page number.

For initial pages (i.e. from student's declaration to Executive Summary) numbers should be given in small Roman Numbers. (Like i, ii,iii,iv etc,)

Report should contain main page numbers (i.e.1, 2.....) after Executive Summary.

Main page numbers should start from first page of Chapter 1 and will continue until last page of the report.

Page numbers are to be given at the centre of bottom of the page.

Pages separating Chapters should not be numbered but be counted.

- **Binding of the report**

The project should be hard bound with golden embossing as per the standard format

- **Number of copies to be prepared**

2 Hard copies and 1 soft copy (C.D.)

- **Before submission**

Students must sign Declaration and Acknowledgement before putting for the signature of the Guide.

S. TITLE OF THE PROJECT REPORT

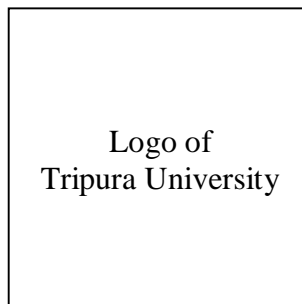
Title of the Project Report (14, Title Case, Bold)

Submitted in Partial Fulfilment for the Award of the

Degree of Bachelor in Business Administration YYYY-YYYY (14, Bold)

Under the Guidance of: (14, Bold)
Name of the Guide from Institute (14 size)
Designation (14 size)

Submitted By: (14, Bold)
Name of the Student (14 size)
University Enrolment No. (14 size)



Department of Business Management (14, Bold)
Tripura University (A Central University) (14 size)
Suryamaninagar, Agartala, Tripura (W), Pin-799022 (14 size)

T. WRITING THE SUMMER PROJECT REPORT

- Student's Declaration
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(Mandatory if the Project is External. Otherwise required only for the students who are doing their Internal Projects in any outside organisation/ Company)
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Primary and Secondary data

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Method for Data Collection (Shopping Mall Intercept, Telephone, E-mail etc.)

Chapter 3 Findings& Analysis

Chapter 4 Conclusions

Chapter 5 Recommendations / Suggestions

Chapter 6 Limitations of the Study

- Bibliography
- Annexure
 - 1. Questionnaire (If Applicable)
 - 2. Miscellaneous :
- Schedule for Project completion.

U. STUDENT DECLARATION

STUDENT DECLARATION

(On plain paper)

This is to certify that I have completed the Summer Project titled "(title of the project)" under the guidance of "(name of the guide)" in partial fulfilment of the requirement for the award of Degree of Bachelor of Business Administration at Department of Business Management, Tripura University (A Central University), Suryamaninagar, Agartala, Tripura (W). This is an original piece of work & I have not submitted it earlier elsewhere.

Date:

Signature:

Place:

Name:

University Enrolment No.:

V. CERTIFICATE FROM THE INSTITUTE GUIDE

CERTIFICATE FROM THE INSTITUTE GUIDE

This is to certify that the summer project titled "_____ "is an academic work done by " _____ " submitted in the partial fulfilment of the requirement for the award of the degree of Bachelor of Business Administration at Department of Business Management, Tripura University (A Central University), Suryamaninagar, Agartala, Tripura (W), under my guidance & direction.

To the best of my knowledge and belief the data & information presented by him/ her in the project has not been submitted earlier.

Signature:

Name of the Faculty:

Designation:

W. BIBLIOGRAPHY

Word or list of the words referred in a text or consulted by you for writing report. It should be arranged in alphabetical order by name of the authors.

For books

Name of the author (last name first) Title of the book, Edition, year of publication, No of Vol. (if any) Name and place of publisher.

Example:

Kothari, C.R. Research methodology, 3rd edition, 1997, Vikas Publishing House Pvt. Ltd, New Delhi.

For Research Papers, Published articles, Magazines, Periodicals, Journals, Newspaper etc. Name of the author (last name first), Title of the article, (in quotation mark) Name of the Journals/Periodicals/ Magazines etc in italics, Volume number, year, Page numbers.

Example: Wortman,Maxs (Jr.) "Entrepreneurship: An Integrating Typology and Evaluation of the Empirical Research in the field", Journal of Management, Vol.13(2), 1967,pp 259-279.

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X. ATTENDANCE SHEET

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10					

***Minimum (8 out of 10) 80% attendance compulsory.**

BBA (6th Semester) Marketing Management

BMGT 601C

SERVICES MARKETING

11. INTRODUCTION TO SERVICE INDUSTRY:

Concept, Nature, Types, Importance, Difference between Goods & Service, Factors responsible for growth of service sector, Service Marketing Triangle, Service Marketing Environment, Service Market Segmentation, Problem areas in Segmentation, Targeting & Positioning.

12. UNDERSTANDING SERVICE INDUSTRY:

Current Trends in Service Industry, Customer Relationship Marketing, Service Quality: Concept, Dimensions, GAP model of service quality delivery, Measurement of service quality, Total Quality Management & Quality Circle, Consumer Behaviour: concept, models of Consumer Behaviour in Service Industry (EKB & GAP model), Customer Expectation & Perception, Factors affecting customer expectation & perception.

13. SERVICES MARKETING MIX-I:

- a. The Service Product: Introduction, New Service Development, Service Life Cycle
- b. Pricing Strategies: Introduction, Pricing Objectives, Methods of Pricing Services
- c. Managing Distribution Channels: Introduction, Factors Affecting Choice of Distribution Channel, Managing Distribution Channels
- d. Promotional Strategies: Introduction, promotion Objectives, Promotion Planning & Strategy.

14. SERVICES MARKETING MIX -II:

- a. People: Introduction, Challenges of Managing People, Measuring Productivity of people in Service Organization
- b. Physical Evidence: Introduction, Servicescape, Managing Physical Evidence
- c. Process: Introduction, Service Blueprinting, Managing Demand & Supply.

15. APPLICATIONS OF SERVICE MARKETING:

Marketing of Financial, Hospitality, Medicare, Educational Sectors and Tourism

SUGGESTED BOOKS:

1. Service Marketing-Text and Cases	Rajendra Nargundkar	Tata Mcgraw Hill
2. Service Marketing	Govind Apte	Oxford University Press
3. Service Marketing-The Indian Perspective	Ravishankar	Excel Books
4. Service Marketing-Text and Cases	Verma	Pearson
5. Service Marketing	S.N.Jha	Himalaya Publishing

16. RURAL MARKETING: INTRODUCTION

Defining rural markets, rural myths, The rural marketing mix: challenges, the evolving rural consumer, The evolution of rural marketing, the rural environment, the rural economic environment, the rural infrastructure, The rural Boom, The way forward, Rural Dividend

Telecommunication in Rural India, Information and Telecommunication technology (ICT) in rural areas, Financial Services in Rural India, Cloud Computing for Rural banking, Rural Healthcare services.

17. RURAL CONSUMER BEHAVIOR

The Consumer buying behaviour model, the buyer decision Process, The product adoption process.

18. SEGMENTING AND TARGETING RURAL MARKETS

Segmentation, Targeting, Positioning.

19. PRODUCT AND PRICING STRATEGIES FOR RURAL MARKET

The product concept and the classification of Rural Products, Product decision and strategies, Product branding in rural markets, Packaging for rural markets, Product warranty and after sales service, New product development in rural markets.

Pricing for Rural India, Setting the price for rural products and services, price setting strategies.

20. DISTRIBUTION AND COMMUNICATION STRATEGIES FOR RURAL MARKETS

Availability: The Challenge and the Dilemma, Distribution channels, the rural retail environment. Channel behaviour in rural areas.

Challenges for Rural Communication, The communication process: An overview, developing effective rural Communication

SUGGESTED BOOKS:

1. Rural Marketing	Pradeep Kashyap	PEARSON
2. Rural Marketing (Text and Cases)	C.S.J Krishnamacharyulu, lalitha Ramakrishnan	PEARSON
3. Introduction to Rural Marketing	R. Krishnamurthy	Himalaya Publishing House

14. DEVELOPMENT & ROLE OF SELLING IN MARKETING:

Nature & Role of Selling, Characteristics of Modern Selling, Success factor for Professional Sales People, Types of Selling, Nature & Role of Sales Management, Relationship between Sales & Marketing.

Environmental & Managerial Force Imparting Sales, Sales Channel, Selling for Resale, Selling Services, Sales Promotion, Exhibitions, Public Relations

15. SALES RESPONSIBILITIES & PERSONAL SELLING SKILLS:

Prospecting, Database & Knowledge Management, Self Management, Handling Complaints, Providing Service, Sales Preparation.

The Opening, Needs & Problem Identification, Presentation & Demonstration, Dealing Objection, Negotiation, Closing Sales, Follow-up

16. SALES FORCE MANAGEMENT:

Organisation for Recruitment & Selection, Sources of Sales Force Recruits, Pre Interview Screening, Formal Application Form, The Interview, Supplementary Selection Aids.

Motivation, Leadership, Training, Conclusions, Designing Sales Compensation Plan, Types of Compensation Plans, Fringe Benefits.

17. SALES QUOTAS:

Objectives in using Quotas, Types of Sales Quota & Procedure for Quota Setting, Administering the Quota Systems.

18. SALES FORCE EVALUATION:

Sales Force Evaluation Process, Purpose of Evaluation, Setting Performance Standards, Gathering Information, Measures of Performance, Appraisal Interviewing.

SUGGESTED BOOKS:

1.	Selling & Sales Management	David Jobber, Geoffrey Lancaster	Pearson Education
2.	Sales & Distribution Management - An Indian Perspective	Pingali Venugopal	Response Sage Publications Ltd
3.	Sales Management Decisions, Strategies & Cases	Richard R. Still, Adward W. Cundiff, Norman A. P. Govoni	Prentice Hall

1. INTERNATIONAL MARKETING:

Definitions, Natures, Scope, Significance Transition from Domestic Marketing to International Marketing, International Marketing Environment (Internal and External).

2. IDENTIFICATION AND SELECTION OF ORIGIN MARKETS:

Global Market Segmentation, Decisions Relating Foreign Market Entry Mode, Barriers to Entry, International Positioning.

3. PRODUCT PLANNING FOR INTERNATIONAL MARKETS:

Product Design, Standardisation vs. Adaptation, New Product Development, Branding, Packaging.

4. INTERNATIONAL PRICING:

Factors determining International Pricing Process, Pricing Methods, Pricing Policies and Strategies International Quotation and Terms of Payments.

5. PROMOTION OF PRODUCTS/ SERVICES ABROAD:

Direct Mail and Sales Literature, Advertising and Sales Promotion, Trade Fairs and Exhibitions, Personal Selling.

Suggested Readings:

1. International Marketing Management Bhattacharya and Varshney Sultan Chand
2. International Marketing Kripalini Prentice Hall
3. Ten Essence of International Marketing Paliwode Prentice Hall
4. Principle of Marketing Kotler & Armstrong Prentice Hall

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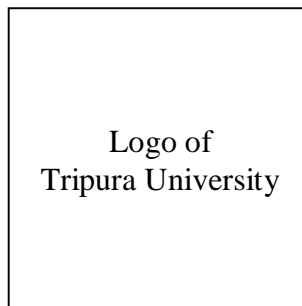
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To the best of my knowledge and belief the data & information presented by him/ her in the project has not been submitted earlier.

Signature:

Name of the Faculty:

Designation:

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Word or list of the words referred in a text or consulted by you for writing report. It should be arranged in alphabetical order by name of the authors.

For books

Name of the author (last name first) Title of the book, Edition, year of publication, No of Vol. (if any) Name and place of publisher.

Example:

Kothari, C.R. Research methodology, 3rd edition, 1997, Vikas Publishing House Pvt. Ltd, New Delhi.

For Research Papers, Published articles, Magazines, Periodicals, Journals, Newspaper etc. Name of the author (last name first), Title of the article, (in quotation mark) Name of the Journals/Periodicals/ Magazines etc in italics, Volume number, year, Page numbers.

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10					

***Minimum (8 out of 10) 80% attendance compulsory.**

BBA (6th Semester) Financial Management

BMGT 606C

MANAGEMENT ACCOUNTING

13. USE OF MARGINAL COSTING IN DECISION MAKING:

Decision Making Process in various situations (areas), viz. make or buy provisions, accept or reject business proposals (local market+ foreign markets), Export Order, Shut-Down or Continue, Stop or further Process, Selection of Optimum Product Mix, Key factors influencing decisions, Optimum level Production

14. STANDARD COSTING:

Meaning advantages and disadvantages of standard costing, Techniques of standard costing, Variance analysis and reporting.

15. BUDGETARY CONTROL SYSTEM:

Meaning advantages and disadvantages of Budgetary control system, the Concept of Budget factor (Key or limiting factor) and the Budget Period, Types of Budgets, functional (or operational) Budgets, Sales, Production, Purchase, Cash Budget, Flexible Budgets, Zero-Based Budgets, Performance Budgets, Master Budget.

16. ACCOUNTING FOR OVERHEADS

Meaning of overhead costs, importance of overhead costing.

Methods of overhead costing – primary distribution and secondary distribution, Problems.

17. ACTIVITY-BASED COSTING(ABC)

Meaning, feature and importance of ABC, Various term used in ABC system, Advantages and disadvantages of ABC. Difference with traditional costing system, Technique of ABC, Problems on Absorption Costing and Variable Costing.

SUGGESTED BOOKS:

1. Management Accounting	Paresh Shah	Oxford University Press
2. Advanced Cost Accounting	S.P.Jain, K.L.Narang, S.Aggarwal	Kalyani Publishers

1. NATURE, SCOPE AND TYPE:

Meaning, origin and development, essential elements, nature, functions and importance, Classification- scope of life, fire, marine, motor and other insurances.

2. Indian insurance market:

Insurance organizations in public and private sectors, organization structure of LIC, GIC, Insurance ombudsman.

3. Insurance Intermediaries:

Insurance agent – procedure for becoming insurance agent- rights, termination of an insurance agent- essentials for successful insurance salesman- surveyor and loss assessor- brokers- third party administrators, Privatization of Indian insurance sector.

4. Risk and fund management:

Meaning, difference between risk and uncertainty, characteristics- classification of risk and risk management- corporate risk management, personal risk management; Principles of insurance contract : under insurance- over insurance, insurance fund management: significance, characteristics, process and strategies.

5. Insurance Regulatory and Development authority:

Meaning, important terms, organizing body, functions of IRDA- eligibility, registration and capital requirements, recent regulations.

SUGGESTED BOOKS:

1. . Insurance Management	Inderjit Singh, Rakesh Katiyal, Surjit Kaur	Kalyani Publishers
2. Insurance : Theory and Practice	Pal Prabir, Tripathy, Nalini Prava	PHI
3. Fundamentals of Insurance	P.K Gupta	Himalaya Publishing House

11. INTERNATIONAL FINANCIAL ENVIRONMENT:

Evolution of the International Financial System, The Gold Standard, The Bretton Wood System and the IMF, The World Bank, WTO, Euro Bonds, Recent Pattern of International Banking Activities, Balance of Payment

12. FOREIGN EXCHANGE RISK MANAGEMENT:

Exchange Rate, Interest Rate, Inflation Rate and Exposure, Nature & Exposure of Risk, Exchange Rate and Interest Rate Volatility, Problems.

13. THEORIES ON EXCHANGE RATE MOVEMENTS:

Purchasing Power Parity, Fischer effect, International Fischer Effect.

14. GLOBAL FINANCIAL MARKETS AND INTEREST RATES:

The Global Financial Markets, Domestic & Offshore Markets, Euro Markets, Interest Rate in the Global Money Markets and an Overview of Money Market Instrument

15. FOREIGN EXCHANGE MARKET:

Structure, Types of Transaction and Settlements Rates, Exchange Rate Quotation, Forward Quotation, Exchange Rate Regimes and Foreign Exchange Market in India

SUGGESTED BOOKS:

1. International Financial Management	Madhu Viz	Excel Books
2. International Financial Management	V.K.Bhalla	Anmol Publications
3. International Financial Management	H.R.Machiraju	Himalaya Publications
4. International Financial Management	V.A. Avdhani	Himalaya Publications
5. International Financial Management	Shashi K. Gupta &PraneetRangi	Kalyani Publishers

1. DIFFERENT FORMS OF COMPANY BALANCE SHEET-

Vertical, Horizontal, As per Revised Schedule VI of Companies Act 1956

2. CONTENTS AND ANALYSIS OF CORPORATE INCOME STATEMENT**3. ECONOMIC VALUE ADDED (EVA) AND MARKET VALUE ADDED (MVA) REPORTING****4. ACCOUNTING STANDARDS:-**

Meaning, Objectives, Merits and Limitations, Different Accounting Standards- Disclosure of Accounting Policies (AS-1), Segment Reporting (AS-17), Related Party Disclosure (AS-18), Earnings Per Share (AS-20), Accounting for Taxes on Income (AS-22), Interim Financial Reporting (AS-25), Intangible Assets (AS26), Impairment of Assets (AS-28).

5. DISTRESS ANALYSIS:

Indicators of Financial Distress, Distress Prediction

Suggested Readings:

1. Financial Statement Analysis & Reporting Shashi K. Gupta and R. K. Sharma Kalyani Publishers
2. Student's Guide to Accounting Standards R. S. Rawat Taxmann

Y. FORMAT OF PROJECT REPORT**With general guide lines on how to write a Project Report**

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Title of the Project Report (14, Title Case, Bold)

Submitted in Partial Fulfilment for the Award of the

Degree of Bachelor in Business Administration YYYY-YYYY (14, Bold)

Under the Guidance of: (14, Bold)

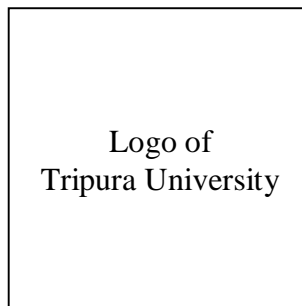
Name of the Guide from Institute (14 size)

Designation (14 size)

Submitted By: (14, Bold)

Name of the Student (14 size)

University Enrolment No. (14 size)



Department of Business Management (14, Bold)

Tripura University (A Central University) (14 size)

Suryamaninagar, Agartala, Tripura (W), Pin-799022 (14 size)

BB. WRITING THE SUMMER PROJECT REPORT

- Student's Declaration
- Certificate from the Company
(Mandatory if the Project is External. Otherwise required only for the students who are doing their Internal Projects in any outside organisation/ Company)
- Certificate from the Guide
- Acknowledgements
- Executive Summary
- List of Tables
- List of Charts
- List of Graphs

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Chapter 1 - Introduction to the topic

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Research Design (Exploratory, Analytical etc.)

Data Collection

Primary and Secondary data

Instruments for Data Collection (Questionnaire, Inventories, Interview etc.)

Method for Data Collection (Shopping Mall Intercept, Telephone, E-mail etc.)

Chapter 3 Findings& Analysis

Chapter 4 Conclusions

Chapter 5 Recommendations / Suggestions

Chapter 6 Limitations of the Study

- Bibliography
- Annexure
 - 1. Questionnaire (If Applicable)
 - 2. Miscellaneous :
- Schedule for Project completion.

CC.STUDENT DECLARATION

STUDENT DECLARATION

(On plain paper)

This is to certify that I have completed the Summer Project titled “(title of the project)” under the guidance of “(name of the guide)” in partial fulfilment of the requirement for the award of Degree of Bachelor of Business Administration at Department of Business Management, Tripura University (A Central University), Suryamaninagar, Agartala, Tripura (W). This is an original piece of work & I have not submitted it earlier elsewhere.

Date:

Signature:

Place:

Name:

University Enrolment No.:

DD. CERTIFICATE FROM THE INSTITUTE GUIDE

CERTIFICATE FROM THE INSTITUTE GUIDE

This is to certify that the summer project titled “_____” is an academic work done by “_____” submitted in the partial fulfilment of the requirement for the award of the degree of Bachelor of Business Administration at Department of Business Management, Tripura University (A Central University), Suryamaninagar, Agartala, Tripura (W), under my guidance & direction.

To the best of my knowledge and belief the data & information presented by him/ her in the project has not been submitted earlier.

Signature:

Name of the Faculty:

Designation:

EE. BIBLIOGRAPHY

Word or list of the words referred in a text or consulted by you for writing report. It should be arranged in alphabetical order by name of the authors.

For books

Name of the author (last name first) Title of the book, Edition, year of publication, No of Vol. (if any) Name and place of publisher.

Example:

Kothari, C.R. Research methodology, 3rd edition, 1997, Vikas Publishing House Pvt. Ltd, New Delhi.

For Research Papers, Published articles, Magazines, Periodicals, Journals, Newspaper etc. Name of the author (last name first), Title of the article, (in quotation mark) Name of the Journals/Periodicals/ Magazines etc in italics, Volume number, year, Page numbers.

Example: Wortman,Maxs (Jr.) "Entrepreneurship: An Integrating Typology and Evaluation of the Empirical Research in the field", *Journal of Management*, Vol.13(2), 1967,pp 259-279.

Online published material on World Wide Web (Alphabetically arranged Webliography)

Name of the Website, Date and time of referring the Website, Name of the Author, Title/Topic

FF.ATTENDANCE SHEET

DEPARTMENT OF BUSINESS MANAGEMENT TRIPURA UNIVERSITY (A CENTRAL UNIVERSITY)

Attendance Sheet

Name of the Student : _____

University Enrolment No. : _____

Name of the Supervisor from the Industry : _____

S. No	Date	Time	Progress Report	Signature of the student	Signature of Supervisor (Institute)
1					
2					
3					
4					
5					
6					
7					
8					
9					
10					

***Minimum (8 out of 10) 80% attendance compulsory.**

BBA (6th Semester) Human Resource Management

BMGT 611C – Industrial Relations

1. GROWTH OF INDUSTRIAL RELATIONS IN INDIA:

Meaning, Nature, Significance, Cause and effect for poor Industrial Relations in India, Suggestions to improve I.R.

2. INDUSTRIAL DISPUTES IN INDIA:

Meaning, forms of disputes, History of Labour disputes in India, Causes of Disputes, Results of Disputes, Trade Union and relevant Acts.

3. NATIONAL COMMISSION ON LABOUR AND I.R.:

Collective Bargaining, Discipline and Disciplinary Procedure.

4. METHODS FOR PREVENTION AND SETTLEMENT OF I.D.:

Voluntary Level, Statutory Level, Authorities for the Settlement of I.D. Voluntary Level, Statutory Level, Authorities for the Settlement of I.D. Users Committees, Conciliation Officer, Board of Conciliation, Court of Equity, Labour Court, Industrial Tribunal and National Tribunal. Central Industrial Relations Machinery in India, Central Implementation and Evaluation Machinery, Industrial Disputes (Amendment) Bill Ramauryam Committee on I.R.

5. ACTS:

Trade Union Act 1926. Standing Order Act 1946, I. Disputes Act, 1947. Dynamics of I.R.C. B. Memoria, Himalayan Publication.

Suggested Books:

1.	Industrial Relations	A.M. Sharma	Himalaya Publishing House
2.	Dynamics of Industrial Relations	C.B. Mamoria	Himalaya Publishing House
3.	Personnel Management & Industrial Relations	R.S. Davar	Vikas Publishing House

BMGT 612C Organizational Development

- 12. Introduction to Organization Development:** Concept, nature & scope of organizational development, history of organizational development underlying assumptions & values, Operational components diagnostic, action & process- maintenance component.
- 13. Action Research As A Process:** An approach- history. Use & varieties of action research- when & how to use action research in organizational development.
- 14. Organization Development Interventions:** Team interventions- inter- group interventions- personal, interpersonal & group process interventions- comprehensive interventions- structural interventions.
- 15. Implementation & Assessment of Organisational Development:** Conditions for success & failure- ethical standards in organizational development- organizational development & organizational performance- its implications.
- 16. Key Considerations & Issues in Organizational Development:** The future of organizational development – Indian experiences in organizational development.

Suggested Books:

1.	Organizational Development French & Bell
2.	Organizational Development: Theory Practice & Research French Bell &Zawach
3.	Organizational Development: Strategies & models Richard Beckhard
4.	Organizational Development for Excellence Kesho Prasad
5.	Organizational Development J. Jayasankar

BMGT 613C - Labour Laws II

1. Payment of Bonus Act, 1965
2. Payment of Gratuity Act, 1972
3. Payment of wages Act, 1936
4. Industrial Employment (Standing Order) Act, 1946
5. The Maternity Benefit Act, 1961

Suggested Books:

1.	Industrial & Labour Laws	S.N.Mishra	
2.	Handbook of Industrial Law	N.D.Kapoor	
3.	Industrial Laws(Bare Acts)		Taxman Publication
4.	Case Laws on Industrial Relations	L.Mishra	

BMGT 614C – Human Resource Development II

- 1. Training & Executive Development:** Concept, Meaning, Definition, Features, Principles, Need & Importance, Methods, Evolution, Steps to Training & Development, Drawbacks, Suggestive System
- 2. Job Design and Career Planning:** Job Design: Job Description, Job Specification, Approaches, Job Enrichment, Succession Planning, Individual & Organisational Career Development Steps, HRD & Career Planning.
- 3. Performance & Potential Appraisal:** Concept, Purpose, Factors, Process, Methods, Limitations, Essentials of good Appraisal System, Assumptions of Performance Appraisal System, Main Components, Potential Appraisal; Steps to Develop Potential Appraisal.
- 4. Competency Mapping and Counselling:** Introduction, Definition, Needs, Types, Applications & Uses, Benefits, Methods, Competence versus Competency; **Counselling:** Concept, Characteristics, Need, Functions, Types, Objectives, Conditions for Effective Counselling, Process.
- 5. Participation & Empowerment:** Meaning, Forms, Objectives, Advantages, Evaluation, Effective WPM, Empowerment – Meaning, Process, Merits, Demerits, Requisites for the success of Empowerment.

Suggested Books:

1.	Human Resource Development	D.K Bhattacharya	Himalaya Publishing
2.	Successful Application to HRD	IswarDayal	New Concept
3.	Management of change through HRD	Maheshwari, B.L. &Sinha, Dharni P.	Tata Mcgraw Hill

Y. FORMAT OF PROJECT REPORT**With general guide lines on how to write a Project Report**

- Consult your Guide from time to time, as well as whenever necessary, carry out suggested changes by your guide and then proceed for next step.
- Do take signature of your project guide as required on your progress report sheet.
- Work regularly with commitment and ensure you are following Project Report Activity Completion Schedule and avoid last minute's hustle.

Note: For any query contact your respective Project Guide / Class coordinator

**Schedule for Project Completion
Department of Business Management
Summer Training Project Report**

S. No.	Activities to be Completed.	Signature with Date
1.	Initial discussions & finalization of title.	
2.	Finalization of chapter scheme.	
3.	Finalization of chapter 1 & 2	
4.	Finalization of chapter 3	
5.	Finalization of chapter 4 & 5	
6.	Final Draft	
7.	Approved draft shall go for binding	
8.	Final submission of report	

Z. INSTRUCTIONS FOR TYPING/PRINTING

The project report should be strictly prepared according to the following guidelines.

- **Finalization of the Project Report**

Student should obtain clearance from their respective guide before final printing of the final project report.

- **Paper**

The size of the paper sheet: A4

Typing should be done on one side of the paper.

- **Font**

Type: Times New Roman

Size:12

- **Line Spacing**

Body of the text:1.5 lines

List of tables/graphs/charts/bibliography: Single Line

- **Alignment**

Title page: Centre

Chapter heading: Centre

Subheading: Left

Body of Text: Justify

- **Margins**

At the binding edge (Left): not less than 3 cm

Other margins (Right, Top, Bottom): not less than 2 cm.

- **Titles**

All titles and subtitles should be printed in BOLD.

All the Tables/Graphs/Charts/ should have appropriate titles.

- **Numbering of the Tables/Graphs/Charts**

Tables/ Graphs/ Charts should be numbered in the following fashion. Second table/ Graph/ Chart in Second Chapter should be numbered as Table/ Graph/ Chart No 2.02 where first digit stands for Chapter No. and digits after (.) period stand for serial number of Table/ Graph/ Chart in that chapter. Same numbering system should be followed for other chapters. Tables/ Graphs/ Charts must be followed by proper explanation and analysis.

- **Pagination**

The title page should not carry any page number.

For initial pages (i.e. from students declaration to Executive Summary) numbers should be given in small Roman Numbers. (Like i, ii,iii,iv etc.)

Report should contain main page numbers (i.e.1, 2.....) after Executive Summary.

Main page numbers should start from first page of Chapter 1 and will continue until last page of the report.

Page numbers are to be given at the centre of bottom of the page.

Pages separating Chapters should not be numbered but be counted.

- **Binding of the report**

The project should be hard bound with golden embossing as per the standard format

- **Number of copies to be prepared**

2 Hard copies and 1 soft copy (C.D.)

- **Before submission**

Students must sign Declaration and Acknowledgement before putting for the signature of the Guide.

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Title of the Project Report (14, Title Case, Bold)

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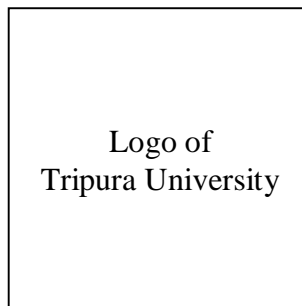
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Signature:

Place:

Name:

University Enrolment No.:

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To the best of my knowledge and belief the data & information presented by him/ her in the project has not been submitted earlier.

Signature:

Name of the Faculty:

Designation:

EE. BIBLIOGRAPHY

Word or list of the words referred in a text or consulted by you for writing report. It should be arranged in alphabetical order by name of the authors.

For books

Name of the author (last name first) Title of the book, Edition, year of publication, No of Vol. (if any) Name and place of publisher.

Example:

Kothari, C.R. Research methodology, 3rd edition, 1997, Vikas Publishing House Pvt. Ltd, New Delhi.

For Research Papers, Published articles, Magazines, Periodicals, Journals, Newspaper etc. Name of the author (last name first), Title of the article, (in quotation mark) Name of the Journals/Periodicals/ Magazines etc in italics, Volume number, year, Page numbers.

Example: Wortman,Maxs (Jr.) "Entrepreneurship: An Integrating Typology and Evaluation of the Empirical Research in the field", *Journal of Management*, Vol.13(2), 1967,pp 259-279.

Online published material on World Wide Web (Alphabetically arranged Webliography)

Name of the Website, Date and time of referring the Website, Name of the Author, Title/Topic

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TRIPURA UNIVERSITY (A CENTRAL UNIVERSITY)**

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Ph.D. Course Work Syllabus

Research Methodology – I

Unit – I

[Research – Issues and significance; Types of research – Quantitative, Qualitative/Descriptive, Analytical/Applied, Fundamental/Conceptual, Empirical, etc.; Identification and formulation of research problems; Research design; Tools to conduct research.

Qualitative research – qualitative data, collection techniques – biography, phenomenology, grounded theory, ethnography, case study; Quantitative research – interpretation.] – Dr. Debanshi Sir

Unit – II

[Data sources and data collection – Sources for collection of data; Methods of data collection – observation method, interview method, questionnaires, case study method, etc.; Classification, Tabulation and Representation of data; Validation of data – averages, dispersion, cross tabulation, etc.;

Unit – III

Concept of Population and samples; Types of Sampling; Sampling and Sampling Distributions; Sampling from a Population; Sampling Error and Non-sampling Error; Selection of a Random Sample; Sampling of variables- small and large samples; Sampling of Attributes; Sampling design – Defining the target population, representative sample, potential consequences of unrepresentative sampling, Over representative subgroups/weighting; Sampling methods, etc. Population Point Estimation and Population Interval Estimation; Some other continuous Probability distribution based on Normal Population]

Dr. Samrat Goswami
(SRS, TV)

Unit – IV

[Computer Applications – Computer and internet in research, Computer system (s), Threats and Challenges to research work, application of computer – Spreadsheet, Presentation, Outlook, Google applications – drive, cloud, etc.] Dr. Debanshi Sir.

Selected References:

1. Gupta, S. C., "Fundamentals of Statistics", Himalaya Publishing House.
2. Kothari, C. R., "Research Methodology: Methods and Techniques", New Age International, New Delhi.

Research Methodology – II

Unit – I

Review of Literature – Review concepts; Literature review - Published, Unpublished papers, books, other sources of information; Research ethics – plagiarism, etc.; Citation Methods and Rules; Indexing – rules and different procedures.

Dr. Sharma, W. Chatterjee, Sociology

Unit – II

[Data Analysis and Interpretation – Processing and interpreting qualitative and quantitative data; Tools for data analysis; Statistics in research – Descriptive statistics – summarizing and describing a collection of data; Univariate and bivariate analysis; Identifying randomness and uncertainty in data – missing data, Inferential statistics; Methods of data analysis – quantitative and qualitative; Interpretation of results.

Unit – III

Hypothesis Testing – concept and errors of hypothesis, formulation and testing of hypothesis, test of significance approach, Parametric and non-parametric tests of difference.

Regression Analysis – functional forms of regression models; steps in regression analysis; Regression diagnostics; the problem of estimation; the problem of inference; Dummy variable regression models.

Unit - IV

Application of Social Science Software – demonstration and interpretation through SPSS, STATA, R and other available softwares.

Dr. Subir Sen, Commerce

Selected References

1. Gujarati, D N; Dawn C Porter and Sangeetha Gunasekar “Basic Econometrics, McGraw Hill.
2. Bhaumik, S. K. “Principles of Econometrics”, Oxford.
3. Chatterjee, S and Ali S Hadi, “Regression Analysis by Example”, Willey.

Paper II:

Unit I- Research Design: Meaning, function and characteristics of research design; Difference in Designing Quantitative and Qualitative Research; Exploratory, Descriptive and Experimental Research Design

Unit II- Sampling: Meaning of Sampling, Principles of Sampling, Advantage of Sampling, Types of Sampling; Sampling in Qualitative Research, Sampling Size..

Unit III- Methods of Data Collection: Sources of Data; Observation; Interview; Questionnaire; data processing and analysis, preparation of research report

Unit IV- Writing Skill: : Use of Footnotes and Endnotes, Bibliography, Use of words, Sentences and paragraphs, style, plagiarism.

Unit V- Application of Computer Application in Social Science Research:

Concept of Computer; MS- Application; Excel application, Creation of Data File; Mathematical function; logical function; Graphs; SPSS Application- Create Data File, Data Analysis

Selected Readings :

1. Hooley W.J. & P.F. Hain . Methods in Social Research
2. Brodbeck, M.-Models, Meaning and Theories
3. Winch Peter . The Ideas of Social Science
4. Popper K.R. : The Logic of Scientific Conjection and Refutation
5. P.H. Mukherjee (ed.) : Methodology in Social Research Dilemmas and Perspectives
6. Von Wright : Explanation and Understanding
7. Stanford Encyclopedia of Philosophy

Ph.D Course work

Paper - III (Advance Management Studies)

The objective of this paper is to prepare the scholars to read and understand the literatures and formulate new research interest in different areas of management and to acquaint scholars to know the technicalities of writing research papers.

Full Marks - 100

This paper consists of five units i.e. unit - I, II, III, IV, & V. Each unit will cover various general and specialised areas of management along with the technicalities of writing research paper.

Unit - I

Basics of Management and Strategic Management

- i) Globalization and management.
- ii) Leadership theories.
- iii) Vision, Mission & values
- iv) CRM.
- v) Sustainable competitive advantage.

Unit - II

Financial management

- i) Relationship of finance with Economics & Accounting.
- ii) Inflation and financial management.
- iii) Capital structure and leverage.
- iv) Capital budgeting.
- v) Liquidity Vs Profitability.
- vi) Portfolio construction and revision.

Unit - III

Marketing management

- i) Agricultural marketing - structure and classification. (ND)
- ii) Buying Decision Models. Schiffman (CB) / Kotler Marketing (CB)
- iii) Creating and delivering customer value. Ramaswamy & (value)
- iv) Integrated marketing communication. → ND
- v) The future direction of marketing. → Marketing 3.0 (Philip Kotler)
- vi) Social responsibility marketing. → Net (wiki) - -

Unit - IV

Human Resource Management.

- i) Workforce diversity in Indian perspective.
- ii) Grievance Management
- iii) Human Resource Development issues and challenges.
- iv) Human Resource Planning issues and challenges.
- v) Participative Management.
- vi) Crowd sourcing human resource

Unit - V

Technicalities relating to Ph.D. report writing:

- i) Review of literature.
- ii) Preparation of synopsis.
- iii) Chapter schemes and References.
- iv) Use of footnotes and endnotes.
- v) Writing seminar paper.
- vi) Ph.D. report writing.

Reference books:

Paper - III

Unit - I

- i) Management – Stoner, Freeman Gilbert, Ju – PHI.
- ii) Essentials of management – Koontz & Weihrich – TATA McgrawHill.

Unit - II

- i) Financial Management : I.M.Panday (Vikas Publishing House Pvt.Ltd.)
- ii) V.K.Bhalla : Financial Management & policy.Anmol Publications Pvt.Ltd.
- iii) Prasanna Chandra : Financial Management : Theory & Practice, TaTa McgrawHill.
- iv) VanHorne,Janics C – Financial Management & Policy,Prentice Hall India limited.
- v) Bhalla,V.K, investment management security analysis and portfolio management,2001,8th edition..S.Chand & Co.

Unit - III

- i) Philip Kotler: Marketing management, Mc Millan.
- ii) Schiffman & kanuk : consumer behaviour,PHI
- iii) Belch and Belch : introduction to advertising and promotion – Irwin.
- iv) Marketing Management : Ramaswamy and Namakumari – TaTa mcgraw hill..

Unit - IV

- ii) Workforce diversity in Indian perspective.
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Unit - IV

Unit - IV

- i) Aswathappa K -- HRM & personnel management. FMH
- ii) Robbins -- Human resource management.
- iii) Gupta .C.B -- Human Resource Management. S.Chand & Co.

Unit - V

- i) Guide to Management Research Methods -- Veldt, Mandy Vancor, Janson Paul & Anderson. Neil Tata mcgrawhill...
- ii) Donald R. Cooper and Pramila S. Schindler. Business Research Methods -- Tata McGraw Hill.
- iii) K. Sri Krishna Swamy, Appaiyer, Siva Kumar and M. Mathirajan -- Management Research Methodology. Pearson Education
- iv) Cohen W.J. & P. P. Pan: Methods in Social Research.

Book review, Seminars presentation and viva.

submit the book review and presentation

with viva viva viva on the selected topic areas.



24th Aug 2016

Minutes of Meeting

Board of Post Graduate Studies (BPGS), Department of Business Administration, Tripura University

The 4th meeting of Board of Post Graduate Studies of Department of Business Management is held on 24th Aug 2016 at the Office of Head, DoBM at 11 a.m. and following members are present

1. Prof. Ashish Nath, HoD DoBM and Chairman — *Ashish Nath 24/8/2016*
2. Prof. Kartick Chandra Pal, Professor, Vidyasagar University — *Kartick Chandra Pal 24/8/16*
3. Prof. S Poddar, Dean Arts & Commerce, Tripura University — *Satyajit Poddar 24.8.16*
4. Dr. Debarshi Mukherjee, Associate Professor, DoBM — *Debarshi Mukherjee 24/8/16*
5. Mr. Nirmalya Debnath, Assistant Professor, DoBM — *Nirmalya Debnath 24/8/16*

The members deliberate on the agenda during the meeting and the following resolutions are taken.

Agenda 1: Confirmation of resolution of 3rd BPGS meeting

Resolution 1: The minutes of the third meeting of BPGS held on 16/03/2016 are presented before the members and are unanimously accepted.

Action taken: The names of supervisor, Dr. Rajesh Chatterjee for both Mrs. Anjana Kalai and Mr. Soumen Mukherjee and Supervisor Dr. Haradhan Debnath for Sri Manish Das and Mrs. Payel Biswas have been dropped because full time faculty eligible for supervising Ph. D. scholars has joined the department and the process of registration under those originally assigned Supervisors has not been initiated.

Agenda 2: Approval of MBA Syllabus for the Academic Year 2016-17

Resolution 2: Proposed syllabus has been approved after accommodating necessary modifications as recommended by the members.

Agenda 3: Formation of RAC of 03 candidates

Resolution 3: Resolved to approve the RACs of 03 candidates as follows:

- (i) RAC of Mrs. Anjana Kalai is approved as constituted by her Supervisor with the following composition:

Name of the student: Mrs. Anjana Kalai

Tentative Topic: Impact of Technology adoption among the students of Tertiary Education-with Special Reference to Tripura

Members:

- a) Dr. S. N Ojha, Associate Professor, Chief Information Security Officer, Director IQAC Visva Bharati (External Expert)
- b) Dr. Rajesh Chatterjee, Assistant Professor, CSSEIP
- c) Dr. Deepak Upadhaya, Assistant Professor, Dept of Journalism & Mass Communication
- d) Dr. Arvind Mahato, Assistant Professor, Dept of Rural Development
- e) Dr. Debarshi Mukherjee, Dept. of Business Management, Tripura University (Supervisor)

- (ii) RAC of Mr. Manish Das is approved as constituted by his Supervisor with the following composition:

Name of the student: Mr. Manish Das

Tentative topic: Effect of Global Consumer Culture: Materialism and Ethnocentrism on Consumer behavior: A generational cohort analysis in North East India

Members:

- a) Dr. Mihir Kumar Shome, Associate Professor, National Institute of Technology, Arunachal Pradesh (External Expert)
- b) Prof. Ashish Nath, Professor, Department of Economics
- c) Dr. Indranil Bhowmik, Associate Professor, Dept of Economics
- d) Dr. Rajeev Dubey, Assistant Professor, Dept. of Sociology
- e) Dr. Debarshi Mukherjee, Dept. of Business Management, Tripura University (Supervisor)

- (iii) RAC of Mr. Soumen Mukherjee is approved as constituted by his Supervisor with the following composition:

Name of the student: Mr. Soumen Mukherjee

Tentative Topic: Impact of Healthcare Institution on Rural Health- A Study on Rural Tripura

Members:

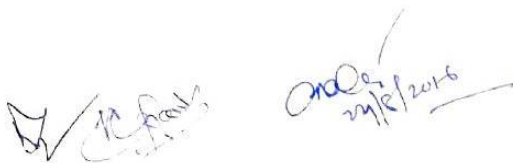
- a) Prof. Harsh Purohit, Dean WISDOM, Banasthali University (External Expert)
- b) Dr. Rajesh Chatterjee, Assistant Professor, CSSIEP (Co-Supervisor)
- c) Dr. Samrat Goswami, Assistant Professor, Dept. of Rural Development
- d) Dr. Salim Shah, Assistant Professor, Department of Economics
- e) Dr. Debarshi Mukherjee, Dept. of Business Management, Tripura University (Supervisor)

Agenda 4: Miscellaneous : HOD proposed to resolve the issue of deciding on the maximum period to complete the two year course in the next meeting considering the rules and regulations of the University

Resolution 4:

Members resolve to accept the proposal of HOD i.e. Maximum period to complete the course to be decided in the next meeting considering the overall rules and regulations of the University. The Head is requested to raise the point in the next BPGS meeting.

The meeting is concluded with the vote of thanks by Dr. Ashish Nath, HoD DoBM and Chairman BPGS



 [Signature] 24/12/2016



10th April 2017

Minutes of Meeting Resolution

**Board of Post Graduate Studies (BPGS), Department of Business Administration,
Tripura University**

The fifth meeting of Board of Post Graduate Studies of Department of Business Management was convened on 10th April 2017 at the Office of Head, DoBM at 11 a.m. and following members were present.

1. Dr. Debarshi Mukherjee, HoD, DoBM and Chairman *Debarshi Mukherjee 10/4/17*
2. Prof. Karthick Chandra Paul, Former Professor, Vidyasagar University *Karthick Paul 10/4/17*
3. Prof. S. Poddar, Dean Arts & Commerce, Tripura University *Satijudu Poddar 10.4.17*
4. Mrs. Mahasweta Das Saha, Assistant Professor, DoBM *Mahasweta Saha 10/04/2017*
5. Mr. Nirmalya Debnath, Assistant Professor, DoBM *Nirmalya Debnath 10.4.17*

The members deliberated the agenda during the meeting and the following resolutions were passed.

Agenda 1: Confirmation of the resolution of the 4th BPGS Meeting held on 24th August 2016

Resolutions:

- i. The resolutions of the 4th BPGS Meeting held on 24th Aug 2016 are read and unanimously confirmed and the following actions have been taken:
 - a. Revised MBA syllabus for the academic year 2016-17 has been placed and approved by the Board of faculties of studies (BFS).
 - b. It has been notified that the RACs of the three candidates namely, Mr. Manish Das, Mrs. Anjana Kalai, and Mr. Soumen Mukherjee have been formed.
 - c. The HoD along with other BPGS members have discussed the issue regarding the maximum period to complete the MBA course and it was decided that the norm regarding the maximum duration of the completion of the MBA course shall be guided by the existing rules of the university.

Agenda 2: Approval of the paper setters and examiners for the even semesters 2017 of the MBA programme

Resolution: The paper setters and examiners for even semesters (2nd and 4th semester) of the MBA programme are approved along with the respective board of moderators. List of examiners and moderators are enclosed.

Agenda 3: To report the recommendation of the RAC of Manish Das, Soumen Mukherjee & Anjana Kalai

Resolution: It is resolved that,

- i. The synopsis report of Mr. Manish Das as well as proceedings of the respective RAC meeting is approved.
- ii. The synopsis report of Mr. Soumen Mukherjee as well as the proceedings of the respective RAC meeting is approved.
- iii. The synopsis report of Mrs. Anjana Kalai as well as the proceedings of the respective RAC meeting is approved.

The recommendations of the RACs of these above mentioned scholars are to be sent to the BFS for approval, in individual files each consisting of the following:

- a. Synopsis report (duly signed by RAC and BPGS members).
- b. The individual reports by the RAC members stating comments/suggestions.
- c. Proceedings of the RAC meeting.
- d. Proceedings of the BPGS meeting.

Agenda 4: Miscellaneous

i. Summer Training evaluation criteria

Resolution: It has been approved by the BPGS members (Guidelines enclosed).

ii. Group Discussion-Personal Interview (GD-PI) evaluation criteria

Resolution: It has been approved by the BPGS members (Guidelines enclosed). Amendment to be incorporated in the point no. 2 "Reservation in the admission will be as per the Central government rules and regulations" (Guidelines enclosed).

iii. Requirement of a Contractual faculty

Resolution: The issue has been discussed that in order to accommodate the load of BBA programme run by the department, at least two contractual faculties are required, preferably from Finance/Human resource specialisation. It is resolved to recommend the same for the approval of Hon'ble Vice Chancellor of Tripura University.

iv. BBA to be reintroduced under IMD (Integrated Master Degree) Programme

Resolution: The BPGS proposes to commence Bachelor of Business Administration (BBA) programme within the department under 'Integrated Master Degree programme (IMD) with a separate faculty allocation/posts.

v. Requirement of a seminar room within the department

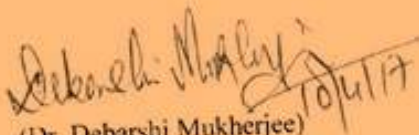
Resolution: Resolved to recommend for approval of the appropriate authority of the University that a state-of-the-art multipurpose seminar hall with at least 60 members seating capacity and with latest audio visual systems be developed for conducting group discussion, skype lectures, periodic lectures and seminars in the department.

- vi. **Dropping of one alphabet from all the course codes of MBA programme due to technical reasons**

Resolution: It has been approved i.e. to use BMG in place of BMGT in every course code.

- vii. **Reconstitution of BPGS Committee with inclusion of members from the allied departments.**

Resolution: Noted


(Dr. Debarshi Mukherjee)
Chairman
Board of Post Graduate Studies
Department of Business Management
Tripura University

Copy to:

1. Prof. Ashok Banerjee, Indian Institute of Management, Kolkata
2. Prof. Kartick Chandra Paul, Department of Business Administration, Vidyasagar University
3. Mr. Subhasis Mukherjee, General Manager (HRM & Legal), Andrew Yule & Company Limited.
4. Prof. Satyadeo Poddar, Dean, Faculty of Arts & Commerce, Tripura University
5. The Finance Officer, Tripura University
6. Mr. Nirmalya Debnath, Assistant Professor, Department of Business Management, Tripura University
7. Mrs. Mahasweta Das Saha, Assistant Professor, Department of Business Management, Tripura University
8. P.S. to the Hon'ble Vice-Chancellor for kind information to VC.
9. P.S. to the Registrar for kind information to Registrar.

ok.

त्रिपुरा विश्वविद्यालय
TRIPURA UNIVERSITY

(केन्द्रीय विश्वविद्यालय)

(A CENTRAL UNIVERSITY)

सूर्यमणिनगर, अगरतला, त्रिपुरा, भारत
Suryamaninagar, Agartala, Tripura, INDIA
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बिजनेस मैनेजमेंट विभाग
DEPARTMENT OF BUSINESS MANAGEMENT

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ईमेल e-mail : mbatu@tripurauniv.in (MBA)

15th May, 2018

Minutes of the 6th Meeting of the Board of Post Graduate Studies (BPGS),
Department of Business Administration, Tripura University

The sixth meeting of Board of Post Graduate Studies of Department of Business Management was convened on 15th May 2018 at the Office of Head, DOBM at 12p.m. and following members were present.

1. Dr. Debarshi Mukherjee, HoD, DoBM and Chairman
2. Prof. S. Poddar, Dean Arts & Commerce, Tripura University - Member
3. Dr. Nirmalya Debnath, Assistant Professor, DoBM - Member
4. Mrs. Mahasweta Das Saha, Assistant Professor, DoBM - Member

Debarshi Mukherjee 15/5/18
Satyendra Poddar 15-5-18
Nirmalya Debnath 15/05/18
Mahasweta Saha 15/05/2018

The members deliberated on the agenda during the meeting and the following resolutions were passed.

Agenda 1: Confirmation of the resolution of the 5th BPGS Meeting held on 10th April 2017

Resolutions:

- i. The resolutions of the 5th BPGS Meeting held on 10th April 2017 are read and unanimously confirmed and the following actions have been taken:
 - a. The Summer Training evaluation and Group Discussion-Personal Interview (GD-PI) evaluation criteria has been implemented in the MBA programme.
 - b. There is no requirement of contractual faculty in the BBA programme as the program is discontinued.
 - c. Appropriate action points are mentioned in the miscellaneous agenda (ii) related to the reintroduction of IMD (Integrated Master Degree) Programme
 - d. Appropriate action points are mentioned in the miscellaneous agenda (iii) related to the requirement of seminar room within the department.

Agenda 2: Approval of the paper setters and examiners for the even semester the MBA programme 2017

Resolution: The paper setters and examiners for even semesters (2nd and 4th semester) of the MBA programme are approved along with the respective board of moderators. List of examiners and moderators are enclosed. (Annexure-I)

Agenda 3: Revision of the MBA course syllabus credits as per AICTE Model syllabus.

Resolution: It is resolved that all the four credit theoretical papers of MBA is reduced to three credits aggregating to 104 credits, abiding to the norms of the AICTE Model syllabus. This action is unanimously agreed by the departmental committee members and recorded. Further it was decided to approve the new syllabus (104 credits) in the Board of Faculties for Studies (BFS). **(Annexure-II)**

Agenda 4: Approval of Annual progress report of three Ph.D. scholars namely Mr. Manish Das, Mr. Soumen Mukherjee, Ms. Anjana Kalai.

Resolution: Resolved that the Annual progress report of the three Ph.D. scholars namely Mr. Manish Das, Mr. Soumen Mukherjee, Ms. Anjana Kalai is approved. **(Annexure-III)**

Agenda 5: Miscellaneous

i. Formation of Board of Undergraduate Studies (BUGS)

Resolution: Resolved that a reminder of the proposal dated 24th April 2017 would be sent to the Director (CDC) for the formation of BUGS.

ii. BBA to be reintroduced under IMD (Integrated Master Degree) Programme leading to MBA

Resolution: The BPGS committee members approve to introduce IMD (Integrated Master Degree) Programme from 2019 within the management department.

It was resolved that the proposal and syllabus for IMD (Integrated Master Degree) Programme shall be sent to the appropriate authority for consideration.

iii. Requirement of a seminar room within the department

Resolution: It is resolved that state-of-the-art multipurpose seminar hall with at least 60 members seating capacity and with latest audio visual systems **is urgently needed** for conducting group discussion, skype lectures, periodic lectures and seminars in the department. A proposal would be sent to the Finance Officer for necessary action.

iv. Reconstitution of BPGS Committee with inclusion of members from the allied departments.

Resolution: It has been resolved that the BPGS committee shall be reconstituted with inclusion of members from allied departments abiding by the Tripura University First Ordinance.

v. BBA Questions papers and evaluation of answer scripts to be carried out by

Resolution: It has been resolved that the BPGS committee shall be reconstituted with inclusion of members from allied departments abiding by the Tripura University First Ordinance.

v. BBA Questions papers and evaluation of answer scripts to be carried out by the faculties of the colleges affiliated to Tripura University, wherein regular BBA courses are in continuation.

Resolution: Resolved that the Board of Undergraduate Studies (BUGS) shall be formed so that preparation of question papers and evaluation of answer scripts shall be carried out by the faculties of other colleges (affiliated to Tripura University) running the BBA programme.



(Dr. Debarshi Mukherjee) 15/11/18

Chairman

Board of Post Graduate Studies

Department of Business Management

Tripura University

15/11/18
Debarshi Mukherjee
Chairman
Board of Post Graduate Studies
Department of Business Management
Tripura University

Copy to:

1. Prof. Ashok Banerjee, Indian Institute of Management, Kolkata
2. Prof. Kartick Chandra Paul, Department of Business Administration, Vidyasagar University
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4. Prof. Satyadeo Poddar, Dean, Faculty of Arts & Commerce, Tripura University
5. The Finance Officer, Tripura University
6. Mr. Nirmalya Debnath, Assistant Professor, Department of Business Management, Tripura University
7. Mrs. Mahasweta Das Saha, Assistant Professor, Department of Business Management, Tripura University
8. P.S. to the Hon'ble Vice-Chancellor for kind information to VC.
9. P.S. to the Registrar for kind information to Registrar.

Minutes of 7th BPGS meeting held on 29/07/19 at 11am.

The 7th meeting of the Board of Post-graduate Studies (BPGS) of the Department of Business Management, Tripura University was held in the office of the HOD, Department of Business Management on 29/07/19 at 11am. The following members were present in the said meeting:

1. Prof. B.K. Mohanty, Sr. Professor, Indian Institute of Management, Lucknow
2. Prof. Biswajit Das, Professor, KIIT School of Management, KIIT University
3. Mr. Manish Das, Assistant Professor, Department of Business Management, Tripura University
4. Ms. Anjana Kalai, Assistant Professor, Department of Business Management, Tripura University
5. Dr. Debarshi Mukherjee, Convenor BPGS, Department of Business Management, Tripura University

The agenda for the meeting and actions taken were as follows :

Agenda 1: Confirmation of the resolutions of 6th BPGS meeting.

Status: Confirmed

Agenda 2: Approval of the paper setters and examiners for the odd semester 2019

Status: Convenor BPGS placed the document containing names of paper setters and examiners for the odd semester 2019 in the meeting and after discussion it got approved with observation that from next semester onwards more emphasis should be provided to faculties from IITs and IIMs for paper setting purpose.

Agenda 3: Revision of the MBA course syllabus as the present syllabus has been prepared in 2016.

Status: Esteemed members of the board unanimously approved the structure and the content of the new syllabus to be implemented from July 2019 onwards .

Agenda 4: Approval of synopsis report of Mr. Ranjit Debnath for registration in the PhD Programme.

Status: Approved

Agenda 5: Reporting of the permission granted by Dean's Committee for early pre-PhD public seminar of three PhD scholars namely Mr. Manish Das, Mr. Soumen Mukherjee and Ms. Anjana Kalai.

Status : Reported.

Anjana Kalai
29/7/19

Manish Das
29/7/19

Debarshi Mukherjee
29/7/19

Biswajit Das
29/7/19

Debarshi Mukherjee
29/7/19

26/07/19

1st BUGS Meeting

The first meeting of the BUGS (BPSA) was held in the Dept. of Business Management, Tripura University ~~was held~~ on 26/7/2019 in the office of the head of the Dept. of Business Management, Tripura University. Total 8 BUGS members including 2 external experts participated in the said meeting.

Members Present:

- 1) ~~Dr.~~ Prof. Chandrika Basu Majumder
Dean, Faculty of Arts & Commerce, T.U.
- 2) Dr. Kisan Shankar Chakraborty
Regional Director, PINOU, Agartala.
- 3) Prof. Anisul Haasan Ansari
Prof. & Director, CMS, JMI, New Delhi
- 4) Dr. Sushobhan Sengupta
Assistant Prof. Holy Cross College Agartala.
- 5) Mr. Manish Das
Assistant Prof. DOBM, T.U.
- 6) Dr. Debashi Mukherjee
Chairman, BUGS & Associate Prof. DOBM, T.U.
- 7) Anupam Roy
Assistant Professor, Bhawanipur College of Science
& Technology.
- 8) Sri. Rupak Chakraborty
Asst. Professor, B.T. C.S.T, Anandnagar

Prof. Chandrika Basu Majumder
26/07/19

Dr. Kisan Shankar Chakraborty
26/07/19

Prof. Anisul Haasan Ansari
26/07/19

Dr. Sushobhan Sengupta
26/07/19

Mr. Manish Das
26/07/19

Dr. Debashi Mukherjee
26/07/19

Anupam Roy
26/07/19

Sri. Rupak Chakraborty
26/07/19

The meeting was presided over by the chairman BUGS, Dr. Debashi Mukherjee and the agendas were placed to be discussed as follows:

- 1) Reframing the existing BPSA syllabus.
- 2) BPSA list of examiners, Paper setters and evaluators.
- 3) changes in existing question pattern (if required)
- 4) Miscellaneous.

the following decisions are taken in relation to the agenda:

Agenda 1: Reframing the existing BBA syllabus:

The members discussed the existing syllabus in detail and agreed on some changes in the content as well as placement of the courses in the existing syllabus which was framed during session 2015-16. The members decided ^{and agreed} to take the following points:

- 1) Managerial Economics will be in 1st sem and the course code will be BBA104E instead of BBA203C.
- 2) All the subjects in their respective semesters will be shortened and some ~~of~~ recent developments will be incorporated while omitting some old matters.
- 3) All courses will be brought in five equal units and unitization of all the courses will be carried out.
- 4) Second semester Business Environment Course code will be BBA203C.
- 5) A final complete course structure and ~~and~~ content will be prepared and placed in the BBA meeting.

Agenda 2: BBA List of examiners, Paper setters & examination evaluations

All ~~the~~ members unanimously decided that participation of all colleges are very much required in paper setting, moderation and evaluation of examination answer scripts. Hence, a letter will be sent to the COE, TU by the

Chairman BVCs mentioning that, the faculty members of the affiliated colleges should ^{also} be involved in the process of Paper setting, moderation and evaluation of answer scripts in relation to BSA examinations.

Agenda-3 changes in existing question pattern.

The members unanimously agreed to change the existing question pattern for the long answer type questions. In place of existing, it will be mandatory to put 2 questions from each unit in the question paper from where students must have to answer any one (1).

Thus, from 5 units, total 10 questions will be there (2 from each) from where 5 needs to be answered by the students (1 from each unit).

The members decided to place these resolutions in BSA meeting and once approved there, they will be implemented.

The meeting ended with the vote of thanks from chair.


26/7/19