


**Guru Nanak Dev Engineering College, Ludhiana.**  
**Department of Business Administration**  
**Study Scheme 2019.**

**SEMESTER -I**

Course Code	Course Title	Course Type	Load Allocation			Marks Distribution		Total Marks	Total Credits
			L	T*	P	Internal	External		
MBA-101	Fundamentals of Management	Core	3	1		40	60	100	4
MBA-102	Managerial Economics	Core	3	1		40	60	100	4
MBA-103	Financial Reporting & Analysis	Core	3	1		40	60	100	4
MBA-104	Organisational Behaviour & Design	Core	3	1		40	60	100	4
MBA-105	Business Analytics	Core	3	1		40	60	100	4
MBA-106	Business communication**	Core	2	2		50	50	100	4
MBA-107	Computer Applications for Business	Core			2	40	60	100	1
MBA-108	Seminar on Indian Ethos and Ethics	Core		4		50		50	4
	TOTAL		17	11	2	340	410	750	29

\* Separate syllabi shall be designed for Lecture and Tutorial classes. The syllabus for tutorial classes would be Practical / Task oriented.

\*\* The students shall compulsorily submit a report on the topics covered in the course which shall be the eligibility criteria for passing in this course.

  
 Professor & Head,  
 Department of Management,  
 Guru Nanak Dev Engg. College,  
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**SEMESTER-II**

Course Code	Course Title	Course Type	Load Allocation			Marks Distribution		Total Marks	Total Credits
			L	T*	P	Internal	External		
MBA-109	Corporate Finance and Financial Markets.	Core	3	1		40	60	100	4
MBA-110	Human Resource Management	Core	3	1		40	60	100	4
MBA-111	Marketing Management	Core	3	1		40	60	100	4
MBA-112	Legal and Business Environment	Core	3	1		40	60	100	4
MBA-113	Operations Management	Core	3	1		40	60	100	4
MBA-114	Seminar on Social Responsiveness	Core		4		50		50	<b>4</b>
MBA-115	Research Methodology***	Core	3	1		40	60	50	<b>4</b>
##	Open Elective/ MOOCS****	OE	3			40	60	100	3
			<b>21</b>	<b>10</b>		<b>330</b>	<b>420</b>	<b>750</b>	<b>31</b>

1. \*\*\* The students shall compulsorily submit a mini project report as an eligibility criteria for passing in this course.
2. \*\*\*\* Student opting for MOOCS course shall have to undergo 8/12 weeks course which shall be considered equivalent to open elective. The credits for this course would be as per SWAYAM guidelines.
3. ## The students shall opt from the open elective courses being offered by other departments (M.TECH / M.C.A) and accordingly the same course code shall be applicable. For these open elective courses the students shall be attending the classes in the department offering the selected course.
4. Evaluation of the papers MBA-108 (Seminar on Indian Ethos and Ethics) and MBA-114 (Seminar on Social Responsiveness) will be Internal and the bifurcation of the marks would be:
  - **MST** - 24 Marks
  - **Attendance and Class behavior** - 6 Marks
  - **Assignments and class tasks** - 5 Marks
  - **Field Work/Practical** - 15 Marks

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**SEMESTER-III**

Course Code	Course Title	Course Type	Load Allocation			Marks Distribution		Total Marks	Total Credits
			L	T*	P	Internal	External		
MBA-116	Entrepreneurship and Project Management	Core	3	1		40	60	100	4
MBA-XXX	Program Elective-I*	Electives	3	1		40	60	100	4
MBA-XXX	Program Elective-II*	Electives	3	1		40	60	100	4
MBA-XXX	Program Elective-III*	Electives	3	1		40	60	100	4
MBA-XXX	Program Elective-IV*	Electives	3	1		40	60	100	4
MBA-117	Industrial/ Institutional Training	Internship			2	50	-	50	1
MBAD-130	Dissertation Phase-I	Field work			4	50		50	2
			<b>15</b>	<b>5</b>	<b>6</b>	<b>300</b>	<b>300</b>	<b>600</b>	<b>23</b>

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**SEMESTER- IV**

Course Code	Course Title	Course Type	Load Allocation			Marks Distribution		Total Marks	Total Credits
			L	T	P	Internal	External		
MBA-132	Corporate Strategy	Core	3	1		40	60	100	4
MBA -XXX	Elective-V**	Elective	3	1		40	60	100	4
MBA-XXX	Elective-VI**	Elective	3	1		40	60	100	4
MBA-XXX	Elective-VII**	Elective	3	1		40	60	100	4
MBA-XXX	Elective-VIII**	Elective	3	1		40	60	100	4
MBAD-131	Dissertation Phase -2		---	---	6		50	50	3
##	Open Elective/MOOCs	OE	3			40	60	100	3
			<b>18</b>	<b>5</b>	<b>6</b>	<b>240</b>	<b>410</b>	<b>650</b>	<b>26</b>

## The students shall opt from the open elective courses being offered by other departments (M.Tech /M.C.A) and accordingly the same course code shall be applicable. For these open elective courses the students shall be attending the classes in the department offering the selected course.

**Note on Elective Subjects**

\*The programme shall be dual specialization offering a total of 6 departmental electives in third and fourth semester each (2 from each specialization). The students shall opt for two subjects each in the selected specialization I (Elective –I & Elective-II) & specialization II (Elective –III & Elective-IV) of choice from the list of offered electives in each specialization in third semester

\*\*Similarly the students shall opt for two subjects each in the specialization I (Elective –V & Elective-VI) & specialization II (Elective –VII & Elective-VIII) of choice from the list of offered electives in each specialization in fourth semester.

Further the minimum number of students required to offer an elective course shall be ten.

**TOTAL CREDITS FOR MBA PROGRAM: 109**

## DEPARTMENTAL ELECTIVE COURSES

### **Specialization Finance 3<sup>rd</sup> Semester**

- MBA-118 Investment Analysis and Portfolio Management
- MBA-119 Project Appraisal and Finance
- MBA-120 Financial Markets and Services
- MBA-121 Mergers, Acquisitions and Corporate Restructuring

### **Specialization Human Resource Management 3<sup>rd</sup> Semester**

- MBA-126 Manpower Planning, Recruitment, and Selection
- MBA-127 Employee Relations
- MBA-128 Compensation and Benefits Management
- MBA-129 Understanding self-Indian Perspective

### **Specialization Finance 4<sup>th</sup> Semester**

- MBA-133 International Finance
- MBA-134 Managing Banks and Financial Institutions
- MBA-135 Valuation
- MBA-136 Behavioral Finance

### **Specialization Marketing 3<sup>rd</sup> Semester**

- MBA-122 Consumer Behaviour
- MBA-123 Integrated Marketing Communication
- MBA-124 Digital and Social Media Marketi
- MBA-125 Product and Brand Management

### **Specialization Marketing 4<sup>th</sup> Semester**

- MBA-136 Services Marketing
- MBA-138 Retail Management
- MBA-139 International Marketing
- MBA-140 Sales and Distribution Management

### **Specialization Human Resource Management 4<sup>th</sup> Semester**

- MBA-141 Cross Cultural Management
- MBA-142 Team Dynamics at Work
- MBA-143 International HRM
- MBA-144 Strategic HRM

Teachers need to submit the detailed course plan for both theory and tutorial subjects to the HOD before the commencement of each semester. Committee shall be formed by HOD for the approval of the submitted course plan.

## **OPEN ELECTIVES BEING OFFERED FOR UG STUDENTS**

Subjects to be offered as Open Electives by the Department of Business Administration for B.Tech(U.G) courses

- OEMBA-201 Corporate Finance and Financial Markets
- OEMBA-202 Human Resource Management
- OEMBA-203 Marketing Management
- OEMBA-204 Operation Management
- OEMBA-205 Services Marketing
- OEMBA-206 International HRM

## **OPEN ELECTIVES BEING OFFERED FOR PG (M.TECH/M.C.A) STUDENTS**

- MOBA-301 Fundamentals of Management
- MOBA-302 Organisational Behaviour & Design
- MOBA-303 Financial Markets and Services
- MOBA-304 Consumer Behaviour
- MOBA-305 Manpower Planning, Recruitment, and Selection
- MOBA-306 International HRM.
- MOBA-307 Human Resource Management
- MOBA-308 Operations Management
- MOBA-309 Marketing Management

The classes for the open elective courses for students of other departments shall preferably be held along with the students of M.B.A. program.

## **FUNDAMENTALS OF MANAGEMENT**

### **COURSE CODE: MBA-101**

Credit hours: 3:1:0

Credit:4

Max Marks: 100

External Assessment: 60

Internal Assessment: 40

**Objectives:** Develop knowledge of fundamental management concepts and skills. Identify the internal and external factors and forces confronting management in various organizations. Examine the functions of management: such as planning, organizing, staffing, controlling, and decision-making. Identify the key competencies needed to be an effective manager.

#### **Unit I**

**Introduction:** Definition, nature, scope, importance, Functions, Managerial roles and skills.

**Evolution of management thought and Management thinkers:** Classical Approach, Neo Classical Approach, Quantitative approach, Behavioral approach, Systems approach, Contingency approach. Contributions of F. W. Taylor, Henry Fayol, Mary Parker Follet, Chester Bernard, Max Weber, Peter, F. Drucker, Gilbreths, Henry Gantt, Abraham Maslow, Herzberg and McGregor.

#### **Unit II**

**Planning:** Importance, Types of Plans, and Process of Planning, MBO: Concept, Importance and Process.

**Strategic Management:** Nature, Importance, Purpose, Types, Process and Major Kinds of Strategies, McKinsey's 7-S Approach.

**Decision-Making:** Importance, Types, Steps and Approaches, Decision Making in various conditions, Group Problem Solving and Decision Making.

#### **Unit III**

**Organizing:** Concept and process of Organizing, Formal Vs Informal organization, Organizational structure: Types of Organizational structure, Bases of Departmentalization.

**Authority & Power:** Concept, Responsibility and Accountability. **Delegation:** Concept, Importance, factors affecting Delegation, Effective Delegation, Span of Management, Decentralization and Centralization, **Staffing:** Importance and process. **Coordination:** Concept, importance, difficulties and techniques to ensure effective coordination.



## Unit IV

**Control:** Concept, importance, characteristics, Process of Control, Types and techniques of controlling.

**Comparative Study:** Japanese Management and Z-culture of American Companies, Chinese Style Management,

**Modern Management Techniques:** an overview of various latest techniques: Business process Re-engineering, Business outsourcing, knowledge management, E-Business Management.

**Tutorials:** Relevant Case Studies on the application of various

- Management principles.
- Strategic planning.
- Organizing and decision making.
- Global issues

Will be discussed.

Team building exercises, Business management crossword puzzles and other related activities that enhance essential leadership capabilities among students to be taken up.

## Suggested Readings/Books:

- Harold Koontz, and Heinz Weihrich, *Essentials of Management: An International Perspective*, New Delhi, McGraw-Hill, 2010.
- Richard L Daft, *The New Era of Management*, New Delhi, Thomson, 2007.
- Stephen P Robbins, Mary Coulter and Neharika Vohra, *Managemnt*, New Delhi, Pearson, 2011.
- V S P Rao & V H Krishna, *Management*, Excel Books.
- P.Subba Rao, *Principles of Management*, Himalaya Publishing.
- Dubrin, *Management: Concepts & Cases*, Cengage Learning.

## **MANAGERIAL ECONOMICS**

### **COURSE CODE: MBA-102**

Credit hours: 3:1:0

Credit:4

Max. Marks: 100

External Assessment: 60

Internal Assessment: 40

**Objectives:** The course aims to acquaint the students with the economic concepts and principles and enable the students to address business problems in economic environment and also provides the macroeconomic understanding of the Indian economy.

#### **Unit-I**

**Managerial Economics:** Meaning, Nature & scope, relation with other Disciplines, Role of Managerial Economics in decision making, Fundamental concepts used in Business decisions. **Demand Analysis:** Law of demand & Elasticity of demand, Demand forecasting.

#### **Unit II**

**Production Functions:** meaning, concept of productivity, short run and long run production functions, Isoquants. Laws of return to scale; **Theory of cost:** concept and determinants of cost, Traditional & Modern theory of cost.

#### **Unit-III**

**Market Structure:** meaning, assumptions and equilibrium of perfect competition, monopoly, monopolistic competition, Oligopoly competition, Applications in Managerial decision making, **Behaviour of firms and Game theory;** Nash Equilibrium, Prisoner's Dilemma.

#### **Unit-IV**

**Indian Economy:** Colonialism & development of Indian economy, Frame of Indian economy, demographic features and Indicators of economic growth and development. Poverty Debate & Inequality, Nature, policy & Implications, **Fiscal and Monetary policy, New Industrial Policy,** Marketing and financing of primary sector.

**Tutorial : Relevant case study on the application of various**

- Managerial Economics
  - Demand Analysis
  - Pricing Decisions
  - Demand Forecasting
  - Group Discussion on Industrial policy, Inequality
  - Presentation on topics related to Syllabus
- Will be discussed

**Suggested Readings/ Books:**

- K.K. Dewett, Modern Economic Theory, S. Chand Publication
- D.M. Mithani, Managerial Economics Theory and Applications, Himalaya Publication
- D.N. Dwivedi, Managerial economics, Vikas Publications
- Gupta, Managerial Economics, Tata Macgraw Hills
- Peterson and Lewis, Managerial Economics, Prentice Hall of India
- Goel Dean, managerial Economics, Prentice Hall of India, Pvt. Ltd, New Delhi
- Ramesh Singh, Indian Economy, McGraw Hill Education; 8 edition.
- Sanjiv Verma, The Indian Economy Unique Publishers India Pvt. Ltd (2018)

## **FINANCIAL REPORTING AND ANALYSIS**

### **COURSE CODE: MBA-103**

Credit hours: 3:1:0

Credit:4

Max. Marks: 100

External Assessment: 60

Internal Assessment: 40

**Objective:** The objective of this course is to acquaint the students regarding various accounting concepts and its application in managerial decision making. The course attempts to build potential to use appropriate accounting tools and techniques of financial accounting and management accounting. for preparing and analyzing financial statements

#### **Unit –I**

**Accounting as an information system, Concepts, Convention and Principles of Accounting,** Role of Accountant in an organization. **Accounting Cycle-** Journal, Ledger, and Trial Balance. **Branches of Accounting:** Financial, Cost and Management Accounting, **Role of Accounting Standards/IFRS** (Introduction only).

#### **Unit-II**

**Preparation of Financial statements-** Manufacturing Account, Trading Account, Profit & Loss Account and Balance Sheet.

**Preparation of Income Statement, Balance Sheet** (With simple Adjustments) of Limited Companies as per Companies Act, 2013.

#### **Unit- III**

**Financial Analysis-** Concepts and objectives, Tools of Financial Analysis: Trend Analysis, Common Size statements, Comparative Statements, Introduction to Ratio Analysis & Computation of various Ratios, Fund Flow and Cash Flow Statements (without adjustment).

#### **Unit- IV**

**Corporate Reporting:** Types & Periodicity of Reports, Contents of Report- Chairman's Speech, Directors' Report, Auditors' Report, Corporate Governance Report, Social Responsibility Reporting, Segment Reporting, Consolidated Financial Reporting, Contemporary Issues in Financial Reporting and Miscellaneous Contents of Annual Report.

#### **Tutorials**

1. Relevant Case Studies should be discussed in class
2. Each student of the class shall select at least one different company out of BSE 500 Companies and study the Annual Report for 5-10 years and comment:

- i) On the Accounting Practices of the company in the assignment given to him/her.
- ii) Apply tools of Financial Statement Analysis to the data Compiled from the Annual report/s, interpret the results and comment on the implications of the analysis for the various stakeholders.

**Suggested Readings/ Books**

- Garrison, Managerial Accounting, Tata McGraw
- Gupta, Ambrish , Pearson
- Khan and Jain, Management Accounting, Tata McGraw
- Ramchandran, Financial Accounting for Management, Tata McGraw
- JawaharLal, Accounting For Management, Himalaya Publishing
- J.Madegowda, Accounting For Managers, Himalaya Publishing
- Sankar, Narayana, Ramanathan, Financial Accounting for Managers, Cengage Learning

## **ORGANISATIONAL BEHAVIOUR AND DESIGN**

### **COURSE CODE: MBA-104**

Credit hours: 3:1:0

Credit:4

Max. Marks: 100

External Assessment: 60

Internal Assessment: 40

**Objectives:** The course aims to provide an understanding of basic concepts, theories and techniques in the field of human behavior at individual, group and organizational levels. It facilitates a critical evaluation of organizational practices and their impact on work behaviours, attitudes and performance and it also recognizes various organizational structures.

#### **Unit-I**

**Organizational Behavior:** Definition of OB, contributing disciplines to OB, challenges and opportunities for OB. **Foundations of Individual Behavior:** biographical characteristics, **Learning** Theories of Learning, **Attitudes**, Attitude Change, **Values & Beliefs**, **Personality:** Determinants of Personality, **Perception**, Attribution Theory, Person's Perception. **Emotional Intelligence (EI):** concept, definition and interaction with other phenomena.

#### **Unit II**

**Motivation:** Definition & Process of Motivation, Theories of Motivation, Nature and process of Motivation, Application of Motivation Concept. **Leadership:** concept & theories of Leadership; Leadership in Indian Culture; Nature & Significance of Leadership; Leadership traits & Skills; **Transactional Analysis**, Life Position, Johari Window Model.

#### **Unit-III**

**Foundations of Group Behavior:** Concept of Group Formation, Stages of Group Formation, Theories of Group Formation. **Teams** Difference between Group & Team. **Group Decision Making:** Meaning & Nature; Decision making in groups; Process; Steps & Styles in Decision making; Techniques of Decision Making; Group Size & cohesiveness. **Conflict Management:** Definition of Conflict, Functional Vs Dysfunctional Conflict; Conflict Process; Individual & Group Level Conflict; Organization level Conflict; Conflict Management.

#### **Unit-IV**

**Organization Design:** Basic of an organization design, **Organization & stakeholders** Environmental influences, organizational strategy-organizational design-alternative structures- management process- authority and organizational control mechanisms, Managing organizational culture, **Technology & Organizational Design, Organizational Control Decision Making, Organizational Learning & Knowledge Management, Organizational Life Cycle & Change Management, Managing Organizational Conflict, Power & Politics.**

#### **Tutorial:**

##### **Relevant case studies on the application of various**

- Organization concepts
- Global issues
- Organization and decision making

Will be discussed

Team building exercises and other related activities that enhance the students personality and leadership among students to be taken up.

#### **Suggested Readings/ Books:**

- Robbins, *Organization Behaviour*, Pearson Education.
- Luthans ,*OrganizationBehaviour*,Tata McGraw Hill.
- Newstrom, *Organizational Behaviour: Human Behaviour at work*, Tata McGraw Hill.
- Kalliath, *Organization Behaviour*, The McGraw –Hill.
- Hersey, *Management of Organizational Behaviour*, Prentice Hall India.
- Parikh, Gupta, *OrganisationalBehaviour*, Tata McGraw Hill.
- Locum, *Fundamentals of OrganisationalBehaviour*, Cengage Learning.
- Saiyadain , M.S. : *Organization Behaviour* , Tata McGraw Hill.
- Paul S Myers: *Knowledge Management and Organizational Design*.Routledge; 1stEdition.
- John Roberts: *The Modern Firm: Organizational Design for Performance and Growth*, Oxford University Press, Oxford, 2004

**BUSINESS ANALYTICS**  
**COURSE CODE: MBA-105**

Credit hours: 3:1:0

Credit:4

Max. Marks: 100

External Assessment: 60

Internal Assessment: 40

**Objective:** The objective of this paper is to acquaint the students with various statistical tools and techniques used in business decision making. . The course aims at providing fundamental knowledge and exposure to the students to use various statistical methods in order to understand, analyze and interpret data for decision making.

**Unit-I**

**Introduction to statistics:** meaning, scope, importance and limitations, applications of inferential statistics in managerial decision-making. **Analysis of data:** source of data, collection, classification, tabulation, depiction of data. **Measures of Central tendency:** Arithmetic mean, geometric mean, median and mode. **Measures of Dispersion:** Range, Quartile deviation, Mean deviation, Standard deviation, Coefficient of variation, Skewness and Kurtosis.

**Unit-IV**

**Time Series Analysis:** Meaning, Components and various methods of time series analysis, Trend analysis: Least Square method - Linear equations.

**Correlation Analysis:** Significance, types, Methods of correlation analysis: Scatter diagrams, Graphic method, Karl Pearson's correlation co-efficient, Rank correlation coefficient, Properties of Correlation.

**Unit-III**

**Regression analysis:** meaning, application of regression analysis, difference between correlation & regression analysis, regression equations, standard error and Regression coefficients.

**Sampling and Sampling Distribution:** Concept and definitions, census and sampling, probability samples and non-probability samples, relationship between sample size and errors, Sampling distribution, Standard error, Central Limit theorem, Interval estimates and Confidence intervals.

**Unit-IV**

**Hypothesis Testing-1:** Basic concepts – Significance level, Type-I and Type-II errors, One tailed and two tailed testing. Procedure for Hypothesis testing.

**Hypothesis Testing –II:** One sample Tests, Two sample tests, Chi Square and Analysis of Variance



**Tutorials**

1. A total of four case studies relevant to the four units of theory syllabus to be discussed in the classroom for reinforcing the concepts studied.
2. The statistical methods in the syllabus to also be covered using MS excel software wherever possible.

**Suggested Readings:**

- Jain & Aggarwal, Business Statistics, VK Publications
- S P Gupta, *Statistical Methods*, Sultan Chand & Sons
- Levin & Rubin, *Statistics for Management*, Prentice Hall
- Levins, Krehbiel, *Business Statistics*, Pearson Education

## **BUSINESS COMMUNICATION**

### **COURSE CODE: MBA-106**

Credit hours: 2:2:0

Credit:4

Max Marks: 100

External Assessment: 50

Internal Assessment: 50

**Objective:** This course presents communication as integral to management and as a critical component for success in the workplace. The students will develop a foundation for designing effective messages, both written and oral, from concept to delivery. They will use various communication models to identify objectives, analyze audiences, choose information, and create the most effective arrangement and channel for that message. Particularly, the course emphasizes elements of persuasive communication: how to design messages for diverse and possibly resistant audiences and how to present that information in a credible and convincing way. In addition, they will develop and deliver an individual presentation, using appropriate and effective visual support, and will learn and practice group communication.

#### **UNIT - 1**

**Introduction and Communication basics:** Business Communication concepts, Communication Models, Communication Process, Characteristics of effective business communication, Barriers in communication environment, Communication and Ethics, Cross Cultural Communication, Social networking technologies in business communication, Importance of listening, business etiquette & nonverbal Communication.

#### **UNIT - II**

**Written Communication Skills:** Importance of analyzing the situation before writing a message, Information-gathering options, Information organization, Writing Business Communication: Adapting to your audience, Crafting brief messages, Crafting messages for electronic media, Writing routine, positive and negative messages; Planning, Writing, and Completing Reports, Proposals and Emails.

#### **UNIT – III**

**Oral and Online Communication Skills:** Developing oral and online presentations, Enhancing presentations with slides and other visual aids, Just-A-Minute Presentation, Individual/Group Presentations, Feedback and overcoming Glossophobia, Group discussion.

#### **UNIT - IV**

**Communication skills for interview preparation:** Employment strategy, Planning, writing and completing your resume, Applying and Interviewing for Employment: Understanding, preparing and follow-up, Role Play and Simulation games – Employer - employee and Interviewer – interviewee relationship.

**Tutorials on:**

- Use of social networking technologies in business communication.
- Planning and preparing a presentation.
- Just-A-Minute presentation and on use of audio visual aids in presentation (Group & Individual)
- Writing resume, mock interviews, role play & simulation games.

**Suggested Readings/ Books:**

- Penrose/Rasberry/Myers, Business Communication for Managers, (5th edition) Cengage Learning.
- Courtland/John/Roshan, Business Communication Today, (13th edition) Pearson.
- Rizvi, Effective Technical Communication Tata Mcgraw Hill.
- Raymond/Marie/Kathryn/Neerja, Business Communication, Tata Mcgraw Hill.

## **COMPUTER APPLICATIONS FOR BUSINESS**

### **COURSE CODE: MBA-107**

Credit hours: 0:0:2

Credit: 1

Max Marks: 100

External Assessment: 60

Internal Assessment: 40

**Objectives:** Develop knowledge of fundamental concepts and skills of computing. Exposure to the operating and office management tools .Working knowledge of MS word including PowerPoint, Working knowledge of MS Excel and its applications.

#### **Unit I**

**Introduction to Computer:** Definition, Features of Modern Computer. Input Unit, Output unit, Central Processing Unit, Various Input and Output Devices, Internal and External Memory Storage. **Operating System:** Concepts, types. **Window:** Introduction to Window (Working of Windows, Basic commands of windows. MSOffice: Introduction, Components of Office.

#### **Unit II**

**MS-Word:** History, working with MS word, (Creating, Saving, Opening, Importing, Exporting and Inserting document, Formatting pages, Alignment, Paragraphs and Sections).

**MS-PowerPoint:** History, Creating, Saving, Opening, existing presentation, Creating and Saving a Presentation, Auto Content Wizard, Design Template, Slide Sorter View, Slide Show, Inserting pictures and graphics and Printing Slides. **MS-Excel:** Introduction, Components of spread sheets and its applications, Calculation of various Financial and Statistical Functions using Formulas. **MS Access:** Introduction to Data Base, Viewing and Editing Data; Sorting and Indexing Printing Reports and Labels, Managing Multiple Tables, Forms, Queries, Reports. **Computer Networks:** Overview of a Network–Communication processors–Communications Media–Types of Network–Network Topologies- Networkprotocols–Network Architecture.

#### **Suggested Readings/Books:**

- Ram, B, (2018).Computer Fundamentals Architecture and Organization. New Age Publications.

- Sinha, P.K. and Sinha, P. (2017).Foundation of computing. New Delhi: BPB Publications.
- Arora, A.(2015) Computer fundamentals and applications. Vikas Publishing
- Rajaraman, V.(2014).Fundamentals of Computers. Delhi: Prentice-Hall
- Forouzan, (2009).Basics of Computer Science. India Cengage Learning.

## **SEMINAR ON INDIAN ETHOS AND ETHICS**

### **COURSE CODE: MBA-108**

Credit hours: 0:4:0

Credit:4

Max. Marks: 50

External Assessment:-

Internal Assessment: 50

**Objectives:** The main objective of the course is to acquaint the students with Ethics and Indian Ethos and values along with its relevance to managerial decision making. The course is also to develop an understanding and appreciation of the importance of Indian ethos and value system for ethical conduct in business.

#### **Unit-I**

**Introduction to Indian Ethos:** Indian Ethos- Meaning, Features, Need, History, Relevance, Principles Practiced by Indian Companies, Requisites, Elements, Role of Indian Ethos in Managerial Practices, Model of management in the Indian sociopolitical environment, Management Lessons from Kautilya's Arthashastra, Indian Heritage in Business, Management, Production and Consumption. Ethics v/s Ethos Indian Management v/s Western Management.

#### **Unit II**

**Indian Systems of Learning:** Learning: Meaning, Mechanisms; Gurukul System of Learning - Meaning, Features, Advantages, Disadvantages; Modern System of Learning- Meanings, Features, Advantages, Disadvantages; Karma- Meaning, Importance of Karma to Managers, Nishkama Karma Laws of Karma: The Great Law, Law of Creation, Law of Humility, Law of Growth, Law of Responsibility, Law of Connection, Corporate Karma: Meaning, Methodology, Guidelines for good Corporate Karma.

#### **Unit III**

**Work Ethos and Values:** Work Ethos- Meaning, Levels, Dimensions, Steps, Factors Responsible for Poor Work Ethos. Values: Meaning, Features, Values for Indian Managers, Relevance of Value Based Management in Global Change, Impact of Values on Stakeholders: Employees, Customers, Government, Competitors and Society. Relevance of values in management: need for values in global change- Indian perspective; values for managers; holistic approach for managers in decision making; secular versus spiritual

values in management, Trans-Cultural Human Values in Management and Management Education, Importance of Value System in Work Culture, teaching ethics.

#### **Unit IV**

**Understanding the need for ethics:** Ethical values, myths and ambiguity. Ethical codes, Ethical principles in Business; Theories of Ethics, Kohlberg's six stages of moral development (CMD), Managing Ethical Dilemma, Characteristics, Ethical decision making, Ethical reasoning, the dilemma resolution process; Ethical dilemmas in different business areas. Ethical culture in organization. Developing codes of Ethics and conduct, Ethical and value based leadership. Role of scriptures in understanding ethics, Indian wisdom & Indian approaches towards business ethics.

#### **Suggested Readings/ Books:**

- R Nandagopal, Ajith Sankar RN: Indian Ethics and Values in Management, Tata McGraw Hill.
- Bhatta, S.K., Business Ethics & Managerial Values.
- Chakraborty, S.K.: Foundation of Managerial Work-Contributions from Indian Thought, Himalaya Publication House, Delhi.
- Nandagopal, Ajith Shankar, Indian Ethos and Values in Management, Tata McGraw Hill, 2010
- Khandelwal Indian Ethos and Values for Managers, Himalaya Publishing House.
- Biswanath Ghosh, Ethics in Management and Indian Ethos, Vikas Publishing House, 2009.
- S K Chakraborty, Management by Values, Oxford University Press, New Delhi, 2009.
- John R Boatright, "Ethics and the Conduct of Business", Pearson Education, New Delhi.
- Hartman, Laura P. and Joe DesJardins, Business Ethics: Decision-Making for Personal Integrity & Social Responsibility. McGraw-Hill/Irwin.
- Gini Al, Case Studies in Business Ethics, 6th edition, Pearson Education, 2009.
- Kautilya's Arthashastra, King, Governance, and Law in Ancient India, Oxford University Press, 2016.
- Murthy, C.S.R. Business Ethics, Himalaya Publishing House, Mumbai, 2009.
- Rangnathananda Swami, Universal Message of the Bhagvad Gita, Vol.1,2, and 3, Caicuna, 2000.
- Kanagasabapathi, P. Indian Models of Economy, Business and Management, Third Edition, PHI Learning Ltd., New Delhi, 2012.
- Brately Peter, "The Essence of Business Ethics", New Delhi, Prentice Hall of India, 1997.

#### **E Resources:**

- <http://www.lifepositive.com/lpevents/lppublicevent.asp>
- <http://www.trcb.com/business/management.htm>
- <http://www.valuequotes.net/chronological.html>

## **SYLLABUS FOR SECOND SEMESTER**



## **CORPORATE FINANCE AND FINANCIAL MARKETS**

**COURSE CODE: MBA-109**

Credit hours: 3:1:0

Credit:4

Max. Marks: 100

External Assessment: 60

Internal Assessment: 40

**Objectives:** To provide an understanding of the function, the roles, the goals and the processes of corporate financial management covering the sources of finances, investment of the resources and operations of ,financial system.Problem-solving methodology and case study will be used to illustrate the theories and tools in financial decision making.

### **Unit –I**

**Introduction to Financial Management:** Objectives - Functions and Scope – Evolution Interface of Financial Management with Other Functional Areas - Environment of Corporate Finance. Sources of Long-Term Finance ( Both domestic and Global): Equity Capital and Preference Capital – ADRs- GDRs – Foreign Bonds-Debenture Capital - Term Loans and Deferred Credit,. Valuation of Securities: Concept of Valuation - Bond Valuation - Equity Valuation: Dividend Capitalization Approach and Ratio Approach - Valuation of Warrants and Convertibles,Time Value of Money.

### **Unit –II**

**Financing & Investment Decisions:** Basics of Capital Expenditure Decisions: The Process of Capital Budgeting - Analysis of Project Cash Flows: Cash Flow Estimation -Identifying the Relevant Cash Flows - Cash Flow Analysis Basic Principles in Estimating Cost and Benefits of Investments -Appraisal Criteria: Discounted and NonDiscounted Methods (Pay-Back Period -Average rate of return - Net Present Value -Benefit Cost Ratio -Internal Rate of Return) - Replacement, Cash Flow-Estimation Bias - Evaluating Projects with Unequal Life - Adjusting Cash Flow for Inflation, Capital Rationing, Capital Structure Decisions-Leverages, Point of Indifference, Theories of Capital Structure, Cost of Capital- Cost of Debt, Cost of Preference Shares, Cost of Retained Earnings, Cost of Equity & Weighted average Cost of Capital, Working Capital Management-Estimation, Operating Cycle & Net Operating Cycle.

### **Unit –III**

**Indian Financial System:** Introduction, Salient Features, Functions and Structure/ Organization,Financial System and the Indian Economy, Reforms in the Indian Financial System, Development Financial Institutions, Banking ( with special reference to risk management in Banks) & Banking Financial Institutions, Insurance.

#### **Unit –IV**

**Financial Markets:** Functions and Organization, Organizations Resource Mobilization, Capital Market Instruments-Equity, Preference Shares, Debentures, Innovative Debt Instruments, Forward Contracts, Future Contracts, Option Contracts, Channelization of Funds, Equity, Debt and Currency Markets, Regulatory Framework of Primary Market, Regulatory Framework of Secondary Market, Primary Market Organization- Intermediaries,, Activities/ Procedures, Secondary Market Organization, Money Markets.Contemporary issues in Financial Markets.

#### **Tutorials:**

i) Relevant Case Studies should be discussed in class.

ii) Each student of the class shall carry a mini project on the financial practices or on financial market on the different topic of the syllabus.

The project may be carried on the basis of the primary/secondary data collected from the MNCs/ BSE 500 companies or related to financial markets.

#### **Suggested Readings/ Books:**

- I.M. Pandey, Financial Management, Vikas publishers
- Khan & Jain, Financial Management, Tata McGraw Hill
- Prasanna Chandra, Financial Management (Theory& Practice), Tata McGraw Hill
- Brigham, Financial Management: Text & Cases, Cengage Learning
- Brealy&Myres, Principles of Corporate Finance, Tata McGraw Hill
- John J., Financial Decision Making: Concept, Problem & Cases, Prentice Hall
- Khan & Jain, Indian Financial System, McGraw Hill Education (India) Private Limited
- Pathak Bharati V, The Indian Financial System- Markets, Institutions and Services, Pearson
- Madura Jeff, " Financial Institutions and Markets", Cenage Learning
- Fabozzi Frank J. & Modigliani Franco, "Capital Markets- Institutions and Instruments", PHI Learning Private Limited.

## **HUMAN RESOURCE MANAGEMENT**

### **COURSE CODE: MBA-110**

Credit hours: 3:1:0

Credit:4

Max Marks: 100

External Assessment: 60

Internal Assessment: 40

**Objectives:** The objective of the paper is to make student aware of the various functions and importance of the HR department in any organization. It is basically concerned with managing the human resources, whereby the underlying objective is to attract retain and motivate the human resources in any organization, which is the most challenging and daunting look for any organization today.

#### **Unit-I**

**Human Resources Management:** Nature, scope, objectives & functions of HRM, HR as a competitive advantage, line & staff responsibility of HR manager. Competencies of HR Manager, Human Resource Planning, Job Analysis, Strategic HR Practices, HR Audit.

#### **Unit – II**

**Recruitment & Selection:** Meaning, Process & methods for recruitment. **Selection:** Need, Importance and the methods of selection. **Induction & Placement:** Need, Induction process, methods and evaluation of different methods. **Training & Development:** Training need Analysis, Methods of training.

#### **Unit – III**

**Performance Appraisal:** Meaning, Methods, 360 Degree Performance Appraisal & Process, Issues in Performance Appraisal, Potential Appraisal. **Compensation Management:** Concept, elements, Job evaluation, wage & Salary fixation, Incentives, bonus, ESOPS, Fringe Benefits compensation, career planning & development, HRIS, **Industrial Relation & Labour laws:** basic concepts.

#### **Unit – IV**

**Managerial Skills for effectiveness:** Building organizational culture, networking skills, interaction across business functions, collaboration and presentation skills, development of a project that addresses an organizational challenge, Negotiation & Assertiveness skills, Mapping personal leadership and learning journey, Expanding professional and personal networks.

**Tutorial:** Relevant case study on the application of various

- Job Analysis
- Human Resource Planning
- Performance Appraisal

Group Discussion on emerging issues and Presentation on topics related to managerial skills would be conducted to enhance the student's personality and leadership skills.

**Suggested Readings/ Books:**

- Aswathappa, K.. Human Resource Management, Text and Cases (7th ed.). McGraw Hill.
- Edwin B.Flippo, Personal Management,TataMcGraw Hill.
- V.S.P.Rao, Human Resource Management, Excel Books.
- C.B. Memoria, Personal Management, Himalaya Publications.
- C.B. Gupta, Human Resource Management, Sultan Chand and Sons.
- R.S. Dwivedi, HRD in India Companies, Himalaya publications.
- Gary Dessler, Human Resource Management, McMillan.
- Gomez-Mejia, Managing Human Resources, Pearson Education.

## MARKETING MANAGEMENT

### COURSE CODE:MBA-111

Credit hours: 3:1:0

Credit:4

Max. Marks: 100

External Assessment: 60

Internal Assessment: 40

**Objectives:** The course aims at making students understand concepts, philosophies, processes and techniques of managing the marketing operations of a firm in changing business environment. It would provide the students with the opportunity to apply the key concepts to practical business situations.

#### Unit –I

**Understanding Marketing and Consumers:** Introduction to Marketing Management, Definition, Importance, Scope, Basic Marketing Concepts, Marketing Mix, Marketing vs selling.

**Marketing Environment and Competition**Analyzing Marketing Environment-Micro, Macro, Impact of environment on marketing.

**Marketing Information System:**Concept and Components. **Consumer Behaviour:** Consumer buying process, Factors Influencing Consumer Buying Behaviour,

#### Unit –II

**Market Segmentation & Targeting.**Concepts and types of Market segmentation, **Targeting:** need and methods. **Positioning:** concepts and position for competitive advantage.**Product Decisions:** Product Mix, Packaging and Labelling, Branding, Brand value & Brand Equity.**New Product Development:** Need, Process and Product Life Cycle and marketing mix strategies.

**Pricing Decisions:** Objectives, Factors Affecting Pricing Decisions and Pricing Methods.Introduction to Services Marketing.

#### Unit –III

**Delivering and Promoting Product:** Supply Chain Decisions Nature, Types, Channel Design and Channel Management Decisions, Retailing, Wholesaling, **Personal Selling:** Personal Selling Process, Managing the Sales Force. **Promotion Mix:** Advertising, Sales Promotion, Public Relations.

#### Unit -IV

**Bottom of Pyramid Marketing:** Understanding poverty and the Base of the Pyramid, **Design-Develop-Distribute** approach towards Bottom of Pyramid. Consumption and marketing practices, challenges. **The institutional context of Bottom of Pyramid markets,** Conducting Marketing Research in Bottom of Pyramid. **Ethical issues associated with** Bottom of Pyramid.**Emerging Trends in Marketing:** Green Marketing, Event Marketing, Network Marketing, Social Marketing, Viral Marketing, Customer Relationship Management (CRM), Rural Marketing and Marketing in the Digital Age.

**Tutorials:** Relevant Case Studies on the application of various

- Marketing principles.
- Segmentation and pricing.
- Advertising and New Product Development.
- Bottom of Pyramid and its Issues

Will be discussed.

Marketing games, Marketing management crossword puzzles and other related activities that enhance essential marketing capabilities among students to be taken up.

**Suggested Readings/Books:**

- Kotler & Koshy, *Marketing Management*, Pearsons Education.
- McMeztel, Walker, Stanton, and Pandit, *Marketing Management*, Tata McGraw Hill
- Kotler & Armstrong, *Principles of Marketing*, Prentice Hall
- Biplab S. Bose, *Marketing Management*, Himalaya Publications
- Subhash c. Jain, *Marketing Management*, Cengage Learning
- RajanSaxena,,*Marketing Management*, Tata McGraw Hill.

## **LEGAL AND BUSINESS ENVIRONMENT**

### **COURSE CODE: MBA-112**

Credit hours: 3:1:0

Credit:4

Max. Marks: 100

External Assessment: 60;

Internal Assessment: 40

**Objectives:** The course aims to provide an understanding of corporate legal framework prevalent in the country. This course seeks to sensitize the students to the broader business environment at micro and macro level and economic environment within which they will operate as managers. The course seeks to examine the interaction between the economy, policy and society at different perspective and enable the students to be more effective managers in today's global economy.

#### **Unit-I**

**Legal aspect of business:** Introduction to business laws; Structure of the Indian legal systems, sources of law; Fundamentals of contract laws- formation of contracts; Principles of contract act- legality of object consideration, performance of contract- discharge of contract- breach of contract, quasi contracts, contract management, special contracts.- laws of agency; principal-agent- problem-bailment, pledge, guarantee and indemnity.

#### **Unit II**

**Sales of Goods:** principles of sales of goods-transfer of ownership & property- performance of contract, Consumer Protection Act, 2019, Law relating to business organizations – introduction to company law; protecting the property of business- Copyright, Trademark, trade secret, Geographical Indications- Alternate dispute resolutions.

#### **Unit-III**

**Micro & Macro indicators in business environment:** assessing risk in business environment; Emerging sectors of Indian economy, relative size and growth of public and private sectors- design and strategy of economic reforms; current rate of growth and investment, interest rate structure & Monetary policy, fiscal environment, current inflationary position and its impact on business sector. Public and private partnership; intellectual property regime and environment; Trends in service sector growth; banking reforms and challenges; business opportunities in the rural sector.

#### **Unit-IV**

**Globalization trends and challenges:** concept of balance of payment & its trends, environment for foreign trade and investment; exchange rate movements and their impact, India's competitiveness in the world economy; external influences on India's business environment.

**Tutorial:**

**Relevant case studies on the application of various**

- Business environment (micro/macro level)
- Global issues

Will be discussed and other related activities that enhance the student's knowledge will be taken up.

**Suggested Readings / Books:**

- Majumdar A. K. and Kapoor G. K. Company Law<sup>c</sup> Taxmann Publishers.
- Bansal C. L. Business Laws Taxmann Publishers.
- Singhania V. K. and Singhania K. Direct Tax Laws and Practice Taxmann Publishers.
- Chawla, Garg and Sarin Mercantile Law Kalyani Publishers.
- Dr Francis Cherunilam, Business Environment Text & Cases, Himalaya Publishing
- S.K. Mishra, and V.K Puri, Economic Environment of Business, Himalaya Publishing
- Paul Justice, Business Environment- Text and Cases, TATA McGraw Hill.
- Aswathappa, Essential of Business Environment, Himalaya Publishing
- Sengupta, Government & Business. Vikas Publishing House
- Economic Survey, Government of India (Latest)



## **Operations Management**

### **Course Code: MBA-113**

Credit hours: 3:1:0

Credit:4

Max. Marks: 100

External Assessment: 60

Internal Assessment: 40

Credits: 04

**Objective:** Develop knowledge of concepts and skills required to equip the learner in practising global standards for managing the operations of a manufacturing/service organization.

#### Unit-1

Operations management-Concept; functions; transformation process model - inputs, process and outputs difference between manufacturing and service operations; Recent trends in operations management; operations management in corporate profitability and competitiveness.

Designing products, services and processes- New product design; Product development process; product-process mix; design of services and service processes; service process matrix.

Process decisions- process choice; Relationship of process choice with volume and variety in both manufacturing and services.

Facility Location– importance, factors in location analysis, location decision issues for multinational firms

#### Unit- 2

Facility Layout– Objectives, Advantages, Basic Types of Layouts, Problems in facility layout.

Forecasting -Importance of Forecasting in managerial decision making, Demand characteristics and its patterns, Designing the forecasting system, type of forecasting techniques, role of computers in forecasting, forecast error, selection of the forecasting model.

#### Unit - 3

Materials Management - Concept, Objectives, Inventory costs, Inventory classification, Factors Affecting Inventory Control Policy, Basic stock control methods, Continuous and Periodic review Inventory models ,Deterministic Economic Order Quantity (EOQ) Models- Basic EOQ Model, EOQ and Quantity Discount, EOQ Model with Non-instantaneous Receipt (Production-run formula), EOQ Model with Planned Shortages or where stockout is permitted, Stochastic inventory models, single period model for perishable products and services. Introduction to MRP, MRP-II and ERP

JIT and Lean Production System- Concept; characteristics; Kanban System; JIT system in services; strategic implications of JIT systems; Problems in implementing JIT systems; Total quality control (TQC) concept; Deming's contribution to TQC; Contribution of Crosby to Quality management.

#### Unit - 4

Total Quality Management(TQM) – customer driven concept of quality; total quality management concept; principles of Total Quality management :- Customer satisfaction, Employee involvement and Continuous improvement; major costs of poor quality; Improving quality through TQM, Quality Circles  
Introduction to SQC and QC charts

#### **Tutorials:**

1. Two/Three case Studies on the various concepts of Operations management will be discussed.
2. Additionally Monte Carlo Simulation model for inventory analysis shall be discussed.

#### **Suggested Readings/Books:**

- Lee J. Krajewski, Manoj K. Malhotra, Larry P. Ritzman- Operations Management, publisher :by Pearson Education
- Everette E. Adam, Jr. Ronald J. Ebert - Production and Operations Management, Publisher: Prentice Hall of India
- N.G. Nair - Production and Operations Management, Publisher: Tata Mc. Graw Hill
- P. Panneerselvam R - Production and Operations Management , Publisher: Prentice Hall of India.
- B. Mahadevan - Operations Management Theory & Practice, Publisher: Pearson Education.

## SEMINAR ON SOCIAL RESPONSIVENESS

### COURSE CODE: MBA-114

Credit hours: 0:4:0

Credit:4

Max Marks: 50

External Assessment:0

Internal Assessment: 0

**Objectives:** The main objectives of the course include developing an attitude of responsiveness to contextual social issues / problems and exploring solutions, understanding business ethics and corporate social responsibility in the students pursuing the course. Students are expected to identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrating ethical standards in organizational decision making.

**Corporate Social Responsibility:** Concept, Definition, Need, Arguments in favour of and against CSR. Historical Phases of Corporate Social Responsibility, Models of CSR, Business Ethics and CSR, CSR Practices in India, Case Studies of Major CSR Initiatives.

**Corporate Sustainability:** Meaning, Need and importance of Sustainability, Sustainability Case Studies-Triple Bottom Line (TBL). Corporate Sustainability Reporting Frameworks- Global Reporting Initiative Guidelines, National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business.

**Eco-Efficiency & Pollution:** Advantages of saving energy and reducing waste to business, eco energy system evaluation, Global warming, Green House effect, Carbon neutrality, Benefits to businesses in reducing carbon footprints, carbon credits, renewable energy form (EVs & BS6 norms).

**Drug De-addiction and Traffic Rules:** Causes, remedies, and societal impact of drug abuse, Traffic Rules and regulations, road signs, punishment for violations (Eminent experts of the subject will be called for the Seminar at least once during the semester. It will be binding for all the students to attend the seminar)

**Tutorials:** Relevant Case Studies from India and abroad in the areas of Corporate social responsibility, corporate sustainability, Energy and waste management, drug consumption and traffic issues shall be discussed.

#### **Suggested Readings/Books:**

Aggarwal S. K. (2008). Corporate Social Responsibility in India. Sage Publishers.

Chatterji M. (2011). Corporate Social Responsibility. Oxford Publishers

Fernando, A. C. (2010). Business Ethics and corporate governance. Pearson Education.  
Velasquez, M. G. (2011). Business Ethics: Concepts and Cases. PHI Learning.  
Gosh, B. N. (2009). Business Ethics and Corporate Governance. Tata McGraw Hill.  
Internet Resources

## **RESEARCH METHODOLOGY**

### **COURSE CODE: MBA-115**

Credit hours: 3:1:0

Credit:4

Max.Marks-100

External Assessment-60

Internal Assessment-40

#### **Objectives:**

- To Equip the students with the basic understanding of the research methodology in changing business scenario.
- To provide an insight into the application of dynamic analytical techniques to face the stormy challenges, aimed at fulfilling the objective of business decision making.

#### **Unit I**

Introduction to Research- Meaning of research; Types of research and research process; Features of good research study. Research problem- Defining research problem; Problem identification process; Components of research problem. Formulating the research hypothesis-Meaning of hypothesis; Types of research hypothesis. Scaling techniques- Meaning, types of scales, scale construction techniques.

#### **Unit II**

Data Collection- Types of data; Sources of data collection; Tools of data collection; Methods of data collection. Questionnaire Design- Questionnaire method; Types of questionnaire; Process of questionnaire designing. Sampling- Concepts; sampling vs census; sampling vs non sampling error; Sampling Design- Probability and Non Probability sampling.

#### **Unit III**

Introduction to multivariate analysis, Factor analysis, Discriminant Analysis, Conjoint Analysis, Cluster Analysis, Multi Regression; Mann-Whitney test; Krushall-Wallis test.

#### **Unit IV**

Research Report writing- Types of research reports: Brief reports and Detailed reports. Report writing: structure of research report- Preliminary section, main report; formulation rules for writing the report; Appendix- norms of using Index and Bibliography.

**Note:** Relevant case studies should be discussed in class.

**Tutorial:** Problems related to practical topics will be discussed and sorted out.

Questionnaire will be prepared by using different techniques.

Students will be prepared to construct different scales.

Relevant software related to topic will be introduced.

**Reference Books:**

- Business Research Methods, by Cooper et.al, McGraw Hill
- Research Methodology- C.R. Kothari
- Assignment and Thesis writing- Anderson et.al.
- Research Methodology- by V..Upadade& A Shende (S. Chand)