

MASTER OF BUSINESS ADMINISTRATION

CURRICULUM

(w.e.f. Session 2019-2020)



**DEPARTMENT OF BUSINESS ADMINISTRATION
NATIONAL INSTITUTE OF TECHNOLOGY
KURUKSHETRA-136119**

**FIRST
YEAR
SYLLABUS**

Vision of Department

To be a role model in management education and research responsive to global challenges.

Mission of Department

M1: To impart quality management education.

M2: To develop innovative professionals, entrepreneurs and researchers.

M3: To generate prime knowledge resources for the growth of industry, society and futuristic knowledge focusing on the socio-economic needs.

PEOs Statements

PEO1: To attain managerial position in organizations.

PEO2: To inculcate innovative and sustainable solution to accomplish the dynamic socio-economic needs.

PEO3: To enhance research acumen for the growth of industry and society.

PEO4: To develop entrepreneurial spirit.

**FIRST
SEMESTER
SYLLABUS**

PRINCIPLES AND PRACTICES OF MANAGEMENT (MBA 101)

L–T	Total:	100
3- 1	Theory:	50
(Credit-3.5)	Sessionals:	50
	Time:	3 hrs

Course Objective:

The course will appraise and see the sights for basics of management and a variety of proportions of management. It will assist to categorize the key competencies needed to be an efficient manager. It will also analyze communication situations and extend useful communication strategies and communicate influentially. It will make available the students with the potential to apply theoretical knowledge in simulated and real-life settings. It will also facilitate the students widen ability to work in teams.

Note for the Paper Setter: The number of questions to be set will be six, at least one from each unit. Out of these one question will be compulsory. The examinee will be required to attempt the compulsory one and any other four questions. All questions shall carry equal marks.

Unit-I

Introduction: Introduction to Concept of Goals, Resources, Efficiency & Effectiveness; Introduction to Management discipline as an Art, a Science, a Profession; Henry Mintzberg's Roles of a Manager: Skills of a manager.

Evolution of Management Thoughts/Approaches: Scientific Management (F.W. Taylor, Gantt, Glibreths); Classical Organization Theory (Henry Fayol, C.I. Barnard, M.P. Follet, Max Weber); Neo-Classical Theory (Human Relations Movement & Hawthorne Experiments, Behavioural Theory, Social Systems Theory- Niklas Luhmann) Systems Approach; Contingency Approach ; Recent contributions.

Unit-II

Functions of Management: Operative functions – Production, Marketing, Finance, Personnel; Managerial functions –Planning, Organizing, Staffing, Directing, and Controlling. Planning: Concepts, Objectives and Steps in Planning, Types of Plans, Long Range Planning, Determinants of Effective Planning.

Unit-III

Decision Making: Steps of Decision Making, Nature, Types, Models/Approaches Conditions of Risk, Certainty, Uncertainty; Barriers to effective decision making. Organizing: Nature and Significance, Approaches to organizing, Line and Staff Relationship, Delegation and Decentralization, Division of Work, Span of Management, Authority Responsibility and Accountability; Formal and Informal Organisations;

Unit-IV

Staffing: Nature and Significance, Recruitment and Selection, Performance Appraisal and Development; Directing: Nature and Significance, Issues in directing human resource, Motivation, Leadership, Communication;

Unit-V

Controlling: Definition and Elements, Control Techniques, Determinants of an Effective Control System. Issues of Relevance in Management Practices: Globalization, Workforce Diversity, E-business, Knowledge Management, Workplace Spirituality, Managerial Ethics, Human values in Management, Self-Management, Lessons from Ancient Indian traditions, Japanese Management, Search of Excellence. Modern Concepts in Management.

Course Outcome:

Upon successful completion of this course, the student will reliably be able to demonstrate the ability to extend the thoughtful about basic management concepts and principles. They will also get the information relevant to management theories in realistic business set-up. Moreover it will also widen their practical skills of judgment making and leadership in situation to present business set-up. Students will also learn essential business presentation skills and increase their communication skills.

References:

(Text Books)

1. Stoner, Freeman and Gilbert, Jr. (2008). Management. 6th Edition. Prentice Hall of India.
2. Harold, K. and Heinz, W. (2008). Essentials of Management. 5th Edition. Tata McGraw Hill.
3. Koontz, Harold, and Heinz Weihrich (2012). Essentials of Management: An International and Leadership Perspective. 9th Edition. New Delhi. Tata Mc Graw-Hill.

(Reference Books)

4. Robbins and Coulter. (2007). Management. 9th Edition. Prentice Hall of India.
5. Robbins, S. P., and Decenzo, D. A. (2007). Fundamentals of Management: Essential Concepts and Applications. 6th Edition. Pearson Education.
6. Weihrich Heinz and Koontz Harold. (2008). Management: A Global and Entrepreneurial Perspective. 12 Edition. McGraw Hill.
7. Gulati, Mayo, Nohria. (2014). Management. Cengage India.
8. Anil Bhat, Arya Kumar)2008(. Management. Oxford Publications.
9. Dubrin. (2011). Management. Cengage Publications.
10. Jones and George. (2012). Contemporary Management. McGraw Hill.
11. Richard L. Draft. (2012). The New Era of Management. Cengage India.
12. Mullins. (2011) Management and OB, 8th Edition. Pearson Education.
13. Chandan, J.S. (2005). Management Concepts and Strategies. Vikas Publishing House.

ORGANISATIONAL BEHAVIOUR (MBA 103)

L–T	Total:	100
3- 1	Theory:	50
(Credit-3.5)	Sessionals:	50
	Time:	3 hrs

Course Objective:

This core course aids students to understand, predict and influence individual and group behaviour. The course is designed to give special attention to the major challenges and the paradigm shift faced by individuals and groups in today's organizations. It covers individual understanding of personality, perception, learning, attitudes and values and their influence in organizational context. It will make students aware of one's own behaviour and understand others' behavior.

Note for the Paper Setter: The number of questions to be set will be six, at least one from each unit. Out of these one question will be compulsory. The examinee will be required to attempt the compulsory one and any other four questions. All questions shall carry equal marks

Unit-I

Understanding Organization, Behaviour & OB- Organization as a Social Unit, Concept of Learning Organization, Field of OB: Individual, Groups & Systems as building blocks, contributing disciplines, Challenges & Opportunities of OB. Historical background of OB: the Hawthorne Studies and the Ahmadabad experiment.

Unit-II

Individual behaviour- Foundations of individual behaviour, Personality: Meaning, "Big –Five" Personality Traits, MBTI. Perception: Meaning, Role of Object, Environment and Observer; Judging Others. Learning: Meaning, Theories: Classical Conditioning, Operant Conditioning & Social Learning; Methods to shape Behaviour (reinforcement, punishment, & extinction), OB Mod.

Unit-III

Individual Behaviour in Organization- Attitudes: Components, functions, changing attitudes, work attitudes (Job satisfaction, Organizational Commitment & Employee Engagement) Motivation: Concept, Content Theories (Maslow, Herzberg, McClelland, McGregor); Process Theories (Vroom's Model); Contemporary Theories: (Equity Theory, Attribution Theory). Creativity: Nature, process and its facilitation on organization.

Unit-IV

Groups in Organization-Groups-Types, their development stages, concept of role, status, norms size and cohesiveness. Group decision making techniques, Group Think & Group Shift; Transactional Analysis; Four Life positions. Influence, Power & Politics: Concept of influence, bases of power, Political Behaviour: Concept & contributing factors.

Unit-V

Stress & Conflict- meaning& causes of stress, types of conflicts (intra individual & interactive), coping strategies for stress & conflict; negotiation skills. Communication: Process, types, barriers; Grapevine. Leadership – Concept, Trait, Behavioral and Contingency (Fiedler, Hersey & Blanchard) theories; leadership styles, successful & effective leadership. Organizational Change: concept, resistance to and managing change.

Course Outcome:

After the completion of the course, students will be able to have a basic knowledge of individual and group behaviour as a distinct field in management with an emphasis on practical application. Enhancement in the students' understanding of one's own behaviour and its impact on others will enhance the personal & interpersonal skills of the students. Finally, they will have a meaningful insight to diagnose and effectively deal with human behaviour at the workplace.

References:

(Text Books)

1. Robbins, Judge and Vohra. (2017). Organizational Behaviour. 16th edition. Pearson Education India.
2. Luthans. (2013). Organisational Behavior. 12th edition. Mc Graw Hill education.
3. Pareek, Udai. (2012). Understanding Organisational Behaviour. Oxford University Press.

(Reference Books)

4. Baron and Greenberg. (2011). Behaviour in Organisations. 10th edition. PHI.
5. Kinicki and Krietner. (2011). Organizational Behaviour. Tata McGraw Hill Publications.
6. Newstrom. (2011). Organizational Behavior at Work. Tata McGraw Hill Publications.
7. Kandelwal and Nelson. (2013). Organisational Behaviour. 7th edition. Cengage India
8. Gregory Moorhead, GRicky W .iffin. (2012). Managing Organisational Behaviour. Cengage India.
9. Jones and Mathew. (2011). Organisation Designs. Theory and Change. 7th edition. Pearson Education.
10. Keith, Davis. and John, Newstrom. (2010). Organizational Behavior: Human Behavior at Work. Tata McGraw Hill.
11. Kalliath, Brough and Manimala. (2009). Organisational Behaviour. Tata McGraw Hill.
12. Rao. V. S. P. (2010). Organisational Behaviour. Himalaya Publishing House.

MANAGERIAL ECONOMICS (MBA 105)

L-T	Total:	100
3- 1	Theory:	50
(Credit-3.5)	Sessionals:	50
	Time:	3 hrs

Course Objective:

The purpose of this course is to provide students with a foundation of economic concepts and tools that have direct managerial applications. The course will sharpen analytical skills of students through integrating knowledge of economic theory with decision-making techniques. The course will help the students to adept at designing and developing business strategy at firm level. Students will gain a rigorous understanding of competitive markets as well alternative market structures.

Note for the Paper Setter: The number of questions to be set will be six, at least one from each unit. Out of these, one question will be compulsory. The examinee will be required to attempt the compulsory one and any other four questions. All questions shall carry equal marks.

Unit-I

Introduction to Managerial Economics: - nature, scope and significance. The circular flow of economic activity, Concepts of National Income.

Unit-II

Demand and Supply Analysis:-Demand, Law of demand; Supply, Law of Supply, Market Equilibrium, Elasticity of demand: price, income and cross elasticity. Measurement of Price Elasticity of demand. Demand Forecasting Methods, Uses of elasticity of demand for managerial decision-making.

Unit-III

Production Analysis: Production, Factors of Production, Production function, Laws of Production, Law of variable proportions, Least cost combination.

Unit- IV

Costs and Revenue functions: Nature of Costs and Revenue curves, Short run and long run cost curves, Economies and diseconomies of scale.

Unit-V

Market Structure: Perfect Competition: features, determination of pricing under perfect competition; Monopoly: features, types of monopoly, monopoly power, pricing under monopoly. Price discrimination.

Oligopoly: Features, kinked demand curve, cartels, price leadership. Monopolistic Competition: features, pricing under monopolistic competition.

Course Outcome:

After the completion of the course, students will be able to understand the roles of managers in firms. They will also analyze the demand and supply conditions and assess the position of a company. The students will also be able to design competition strategies, including costing, pricing, product differentiation, and market environment. Finally, they will analyze real-world business problems with a systematic theoretical framework.

References:

(Text Books)

1. Atmanand. (2002). Managerial Economics. 1st Edition. Excel Books.
2. H. Craig Petersen, W. Chris Lewis, Sudhir K. Jain. (2006). Managerial Economics. 1st Edition. Person Education.
3. D N Dwivedi. (2009). Managerial Economics. 8th Edition. Vikas Publishing House.
4. Suma, Damodaran. (2010). Managerial Economics. 2nd Edition. Oxford Higher Education.
5. Yogesh, Maheswari. (2012). Managerial Economics. 3rd Edition. Prentice Hall of India.
6. Marshall, Alfred. (2013). Principles of Economics. Macmillan India Ltd.
7. Paul G Keat. (2013). Managerial Economics: Economic Tools for Today's Decision Makers. 7th Edition. Publisher: Pearson.
8. H.L. Ahuja. (2015). Managerial Economics: Analysis of Managerial Decision Making. 9th Edition. S. Chand and Company PVT. Ltd.

(Reference Books)

9. Paul G Keat, Philip K.Y. Young, Stephen E. Erfle. (2013). Managerial Economics tools for Today's Decision making. 7th Edition. Prentice Hall Publication.
10. Craig Petersen H., W. Cris Lewis. (2003). Managerial Economics. 4th Edition. Prentice-Hall of India. New Delhi.
11. Christopher R. Thomas, S. Charles Maurice. (2015). Managerial Economics. 12th Edition. Mc Graw Hill Education.
12. Dominick Salvatore. (2015). Managerial Economics in Global Economy. 8th Edition. Oxford University Press. USA.
13. Michael R. Baye. (2017). Managerial Economics and Business Strategy. 7th Edition. McGraw Hill Higher Education.

ACCOUNTING FOR MANAGERS (MBA 107)

L -T	Total:	100
3-1	Theory:	50
(Credit-3.5)	Sessional:	50
	Time:	3 hrs

Course Objective:

To enable students to critically analyze corporate financial statements, importance of cost in the business decisions and to impart the knowledge on Costing methods and techniques including budgetary control.

Note for the Paper Setter: The number of questions to be set will be six, at least one from each unit. Out of these one question will be compulsory. The examinee will be required to attempt the compulsory one and any other four questions. All questions shall carry equal marks.

UNIT - I

Meaning, nature and role of accounting; accounting equation; accounting concepts and conventions; Management Accounting - Meaning, Functions, Scope and Limitations of Management Accounting, Financial Accounting vs. Management Accounting Analysis of Financial Statement - Ratio Analysis, Preparation of fund flow and cash flow statements.

UNIT - II

Cost: Concept, nature, elements and classification, methods for cost variability; cost control decision accounting. Marginal costing and Break Even Analysis; Meaning, cost – volume – profit analysis. Management Application for Marginal Income Accounting. Activity Based Costing - Concept, main activities and their cost drivers, developing ABC System.

UNIT – III

Budgetary control: Definition of a budget, Kinds of budgets, Preparation of a Budget, Budgetary Control, Flexible Budgeting, Zero Base Budgeting, Performance Budgeting Concept.

UNIT – IV

Standard Costing-Meaning, Types of Standard and their revision, Difference between budgeting and standard costing. Kinds of Variances, Their use in making appraisal and fixing responsibility, Procedure of setting standard cost - Material, Labour and Overhead. Responsibility Centres - Cost Centres, Profit Centres and Investment Centres, Inter divisional transfer pricing – concept and methods.

UNIT – V

Current issues-Social Accounting, Human Resource Accounting, Balance Score Card Discussion of real life business Cases.

Course Outcome:

After studying the course, the students would be familiar with various types of tools of financial statement analysis for critically evaluation and methods, techniques of cost accounting for decision making and budgetary control.

References:**(Text Books)**

1. Garrison, Eric and Brewer (2012). Management Accounting, Irwin.
2. Hongren Charles T. (2001). Introduction to Management Accounting, Pearson Education.
3. Bhattacharya S.K. & Dearden John (2011). Accounting for Management, Tata McGraw-Hill.

(Reference Books)

4. Naryanswami (2014). Financial Accounting, Prentice Hall India.
5. Ramanathan (2014). Accounting for Management, Oxford University Press.
6. M A Sahaf (2009). Management Accounting, Vikas Publishing.
7. Shah (2008). Management Accounting, Oxford University Press.

BUSINESS ENVIRONMENT (MBA - 109)

L-T	Total	:	100
3-1	Theory	:	50
(3.5 Credits)	Sessionals	:	50
	Time	:	3 hrs

Course Objective:

The course is designed to increase the notion of the business organization functioning within the parameters of the internal and external environment. It will also assist students to realize the place of business within the financial system and present some significant economic principles pertinent to the behavior of business in answer to changes in the environment. Further contents of course will aid to communicate facts about and encourage consciousness of, existing issues, facts and events in the local nationwide and worldwide business world.

Note for the Paper Setter: The number of questions to be set will be six, at least one from each unit. Out of these one question will be compulsory. The examinee will be required to attempt the compulsory one and any other four questions. All questions shall carry equal marks.

Unit-I

Introduction- Concept, Features, Relevance for business, Types of environment - internal and external- micro and macro, Economic Environment - Nature and Structure of Indian Economy, Goals of five year plans, strategies and models of economic development in India since Independence. Economic Planning, Industrial policy, Monetary and Fiscal policy and its impact on business. Union & State Budget on business. Macro- economic scenario and its impact on business.

Unit-II

Social-Cultural Environment- Salient features of Indian society – class & caste structure of Indian society Secularism in Indian Society, Rural – Urban differences, Joint family system, Business Participation in social & cultural affairs, Size & growth rate of population, Age structure of population, Demographic dividend & its impact on business & growth. Effects of society and culture on business.

Unit-III

Political & Legal- Basic tenets of the Indian Constitution, Review of functions of Political institution in India-Legislature, Executive & Judiciary, their influence on Indian Business, Centre-State relationships evolving role of state /government.

Unit-IV

Economic Reforms Since 1991- Economic Reforms - Impact of Liberalisation, Globalisation and Privatisation on Indian economy, Financial Sector Reforms Fiscal System, Fiscal Sector Reforms, economic Reforms and Social Justice.

Unit – V

Technological and Natural Environment in India- Technology & competitive Advantage Changing technological environment in India, in house R& D in Indian Industries, difference in the levels of science & technology across countries. Environmental protection & sustainable Industrial development, Environmental Degradation, Environmental policy, EMS Standard, ISO 14000.

Course Outcome:

The students will be able to: know the conception of business organization working within the parameters of the internal and external environment. They will also get the knowledge regarding current business practices lasting promising prospects and issues. More over they will also have the simplicity in undertaking SWOT analysis of business and understanding about fiscal market functioning. Students will become aware of the factors affecting business and they will also come to know that how economic systems in an economy has been developed. The learning about the economic and non-economic aspects related to business will also be acquired by the students.

References:

(Text Books)

1. Aswathappa, K. (2010). Essentials of Business Environment. Himalaya Publishing House.
2. Cherunilam, F. (2010). Business Environment. 18th edition. Himalaya Publishing House.
3. Paul, J. (2008). Business Environment. 3rd Edition. Tata McGraw-Hill Publication.

(Reference Books)

4. Goyal, Dr. A. (2010). Environment For Managers. 1st edition. V.K (India) Enterprises.
5. Neelamegam, V. (2010). Business Environment. Vrinda Publication.
6. F.Chernillam (2014) Business Environment Text and Cases, Himalaya Publication.
7. Dutt & Sundaram (2013). Indian Economy. S. Chand Publisher, Delhi.
8. Shaikh, S (2010). Business Environment. Pearson Education India.
9. Goyal, Dr. A. (2010). Environment for Managers. 1st edition. V.K (India) Enterprises.
10. Neelamegam, V. (2010). Business Environment. Vrinda Publication.

SOFT SKILLS DEVELOPMENT (MBA 111)

L-T	Total:	100
3- 1	Theory:	50
(Credit-3.5)	Sessionals:	50
	Time:	3hrs

Course Objective:

Introduce the students to the dynamics of Communication in the Business world and help them familiarize and practice the different kinds of communication tools. To give them practice in the nuances of spoken communication. To expose them to the different forms of Business communication and help them improve their competence in using English effectively

Note for the Paper Setter: The number of questions to be set will be six, at least one from each unit. Out of these one question will be compulsory. The examinee will be required to attempt the compulsory one and any other four questions. All questions shall carry equal marks.

Unit-I

Self-Development and Assessment, Self-Assessment, Self-Awareness, Perception and Attitudes, Values and Belief System, Personal Goal Setting, Career Planning, Self-Esteem, Building of Self-Confidence,

Unit-II

Components of communication, Principles of communication barriers, listening skills Verbal Communication, Includes Planning, Preparation, Delivery, Feedback and Assessment of activities like Public speaking, Group Discussion, Oral Presentation skills, Perfect Interview, Listening and observation skills, Body language.

Unit-III

Written Communication, Technical Writing–Technical Reports, Project Proposals, Brochures, Newsletters, Technical Articles, Technical Manuals, Official/Business Correspondence, Business letters, Memos, Progress report, Minutes of meeting, Event reporting, Use of style, Grammar and Vocabulary for effective technical writing, Use of: Tools, Guidelines for technical writing, Publishing,

Unit-IV

Use of Presentation graphics, Use of Presentation aids, Study of communication.Ethics and Etiquettes, Business Ethics, Etiquettes in social as well as Office settings, Email etiquettes, Telephone Etiquettes, Managerial ethics and ethics as a management professional, Civic Sense.

Unit-V

Other Skills: Managing time, Meditation, Understanding roles of manager and their Responsibility, Exposure to work environment And culture in today's job Places, Improving Personal Memory, Study skills that include Rapid reading, Notes taking, Complex problem solving, creativity.

Course Outcome:

After the completion of course the students will have the understanding of the need of a good communicator in a company and power of communication in building up their careers. It will impact the development of overall personality and personification.

References:

(Text Books)

1. Bovee, C. L., & Thill, J. V. (2012). *Excellence in business communication*. Pearson Higher Ed.
2. Raymond Vincent Lesikar, John D. PettitMarie Elizabeth Flatley(1996). *Business Communication*.
3. Herta A. Murphy, Herbert William HildebrandtJane P. Thomas)2008(. *Effective Business Communication*. Tata McGraw Hill.

(Reference Books)

4. Meenakshi Raman, Prakash Singh)2012(. *Business Communication*. Oxford Press.
5. Chaturvedi&Chaturvedi(2006). *Business Communication*. Pearsons.
6. Khera, S. (2000). *You can win*. Macmillan..
7. Covey, S. R. (2014). *The 7 habits of highly effective families*. St. Martin's Press..
8. Rogers, J. (2012). *Coaching skills: A handbook: A handbook*. McGraw-Hill Education (UK).
9. Gerson, S. J., Gerson, S. M., & Gerson, S. M. (2014). *Technical communication: Process and product* (Vol. 83). Pearson.
10. Mohan, R. S. K. (2002). *Business Correspondence and Report Writing, 3e*. Tata McGraw-Hill Education.

BUSINESS STATISTICS (MBA-113)

L -T	Total:	100
3-1	Theory:	50
(Credit-3.5)	Sessional:	50
	Time:	3hrs

Course objective:

The objective of this paper is to acquaint the students with various statistical tools and techniques used to business decision making.

Note for the Paper Setter: The number of questions to be set will be six, at least one from each unit. Out of these one question will be compulsory. The examinee will be required to attempt the compulsory one and any other four questions. All questions shall carry equal marks

Unit-I

Construction of frequency distributions and their analysis in the form of measures of Central Tendency (Mean, Median, Mode) and Dispersion; Types of measures, their relative merits, limitations and characteristics; Measures of Skewness.

Unit-II

Correlation analysis- meaning & types of correlation, Karl Pearson's coefficient of correlation and Spearman's rank correlation; Regression analysis-meaning and two lines of regression; Relationship between correlation and regression coefficients.

Unit-III

Probability- basic concepts and approaches, addition, multiplication and Bayes' theorem. Probability distributions - meaning, types and applications, Binomial, Poisson and Normal distributions.

Unit-IV

Tests of significance- Hypothesis testing Large samples, Small samples: Chi-square test, Analysis of variance (1-way ANOVA).

Unit-V

Decision theory- decision making under uncertainty and risk, Bayesian analysis, decision trees.

Course Outcome:

After this course, the students will have the understanding of various statistical tools and techniques which will help them for decision making in various scenarios.

References:

(Text Books)

1. Levin & Rubin. (1998). Statistics for Business. Prentice Hall of India, Delhi.
2. Gupta S.P. and Gupta M.P. (1986). Business Statistics. Sultan Chand and Sons. Delhi.
3. Anderson. (2012). Quantitative Methods in Business. Thomson Learning. Bombay.

(Reference Books)

4. Anderson. (2011). Statistics for Business and Economics. Thomson Learning. Bombay.
5. Bhardwaj R.S. (2009). Business Statistics. Excel Books.
6. Kothari C.R. (2009). Quantitative Techniques. Vikas Publishing House, New Delhi.
7. Hooda R.P. (1994). Statistics for Business and Economics. McMillan India Ltd.

COMPUTER APPLICATIONS IN MANAGEMENT (MBA 115)

L-T-P	Total:	100
2-0-2	Practical:	40
(Credit-3.0)	Internals:	60
	Time:	3 hrs

Course Objective:

The objective of this paper is to acquaint the students with latest software packages and the addins as well as the Open Source softwares like R-Studio.

Note for the Paper Setter: The number of questions to be set will be six, at least one from each unit. Out of these one question will be compulsory. The examinee will be required to attempt the compulsory one and any other four questions. All questions shall carry equal marks.

Unit-I

Application Software used in Office, Components of Office- Word-Processor. Spreadsheets, Presentations, Database; Applications of in documentation preparation and making reports; preparation of questionnaires, presentations, Tables and Graphs, Online questionnaires, Mail Merge.

Unit-II

Spreadsheet details, Addressing, Formula & Function, Various Functions-date functions, text functions, logical functions, If and Lookup family function, Filter, Conditional formatting, Charts in MS-Excel, Array Functions (Ctrl+Shift+Enter).

Unit-III

Macros and their application, Addins- Megastat, Data Analysis, Random Number Generation, Univariate and Bivariate Analysis using Addins.

Unit-IV

Introduction to Statistical Softwares- Systat/Mystat, E-views etc. Data Handling, Univariate and Bivariate Analysis.

Unit-V

Introduction to R & R-Studio- Concept of Variables/Vector/ Packages, R as Calculator, working on Directories, importing (Excel/SPSS/Stata/SAS) File and Exporting, Results, Univariate and Bivariate Analysis using R-Studio, Various Charts in R: Bar-chart, Pie chart, Scatter plot, Histogram, Boxplots.

Course Outcome:

After this course, the students will have a better understanding of various statistical packages, their usage and the genesis of open source softwares.

References:**(Text Books)**

1. June Jamrich Parsons. (2008). Computer Concepts. 7th Edition. Thomson Learning, Bombay.
2. Ann Shaffer, Patrick Carey, Kathy Finnegan, Joseph Adamski, Beverly Zimmerman. (2010). New Perspectives on Microsoft Office 2007. Brief; Cengage Learning.
3. Lambert, Joan; Frye, Curtis. (2016). Microsoft Office 2016 Step by Step. Microsoft Press, Washington.

(Reference Books)

4. Jelen, Bill. (2016). Advance Excel 2016 in Depth. BPB Publication.
5. Walkenbach, John. (2015). Microsoft Excel 2016 Bible: The Comprehensive Tutorial Resource. Wiley Publication.
6. Alexander, Michael, Kusleika Dick. (2016). Excel 2016 Power Programming with VBA. Wiley Publication.
7. Everitt, B., & Hothorn, T. (2011). An introduction to applied multivariate analysis with R. Springer Science and Business Media.
8. Lander, J. P. (2014). R for Everyone: Advanced analytics and graphics. Pearson Education.

**SECOND
SEMESTER
SYLLABUS**

FINANCIAL MANAGEMENT (MBA 102)

	Total:	100
	Theory:	50
	Sessionals:	50
	Time:	3 hrs
L –T		
3- 1		
(Credits-3.5)		

Course Objective:

The purpose of this course is to acquaint the students with broad framework of financial decision making in a business unit.

Note for the Paper Setter: The number of questions to be set will be six, at least one from each unit. Out of these one question will be compulsory. The examinee will be required to attempt the compulsory one and any other four questions. All questions shall carry equal marks.

Unit-I

Concept Of Finance: Meaning, Scope, and functions of Financial Management; Financial planning and strategies; Forms of Business Organization and Financial Considerations. Nature and Significance of Primary and Secondary Markets, objectives and functions, indices of BSE, NSE and OTCEI and its calculation.

Unit-II

Financing Decisions: Long term Sources of Fund – equity share, preference shares, debentures, bonds, warrants, venture capital and ploughing back of profits. Short Term Sources of Funds – Commercial Paper, Certificate of Deposit, Treasury Bills. Concept and significance of Cost of Capital and its computation; Leverage; operating, financial and combined leverages and its implications, EBIT-EPS analysis; Capital structure: Theories and determinants of capital structure, Financial indifference point.

Unit-III

Investment Decisions: Investment Decisions: nature, importance, Time Value of Money, Appraisal Techniques for risk free projects (Discounted and Non-Discounted Techniques), Estimation of Discount Rate (Cost of Capital).

Working Capital Management - Meaning, Significance & factors influencing the level of working capital management. Management of cash, receivables and inventory.

Unit-IV

Dividend Decisions: Ploughing back of profits, forms of dividends, factors affecting dividend policy, dividend payout decisions.

Unit-V

Relevant Issues: Corporate Restructuring: Acquisitions, change in ownership, Lease financing, Shareholders value and its calculation, EVA/VAR, Financial reengineering, Derivatives, Venture capital financing, stock Market Index calculation.

Course Outcome:

Upon successful completion of Financial Management, the student will be able to: demonstrate an understanding of the overall role and importance of the finance function. The students will also be able to exhibit basic finance management knowledge and communicate effectively using standard business terminology.

References:

(Text Books)

1. James Van Horne (1979) : Essentials of Financial Management, Prentice Hall
2. Walker E. W. (1974) : Essentials of Financial Management, Prentice Hall
3. Khan, M .Y . (2010): Financial Management, Tata McGraw Hill, Delhi.

(Reference Books)

4. Pandey, I.M. (2009) : Financial Management, Vikas Publishing
5. Prasanna Chandra (2011) : Financial Management, Tata McGraw-Hill
6. Srivastava, Misra (2008) : Financial Management, Oxford University Press
7. Alice, John & Cheng (2010) : Financial Analysis, Planning and Forecasting, World Scientific

HUMAN RESOURCE MANAGEMENT (MBA 104)

L–T
3- 1
(Credits-3.5)

Total: 100
Theory: 50
Sessionals: 50
Time: 3 hrs

Course Objective:

This paper appreciates the importance of human resource management as a field of study and as a central management function. This course introduces the students with the basic concepts, functions and processes of human resource management. It will create awareness in the students regarding the role, functions and functioning of human resource department of the organizations. The main objective of this course is to teach the students that how an organization acquires, rewards, motivates, uses, and generally manages its people effectively by performing the wide range of people related duties in today's increasingly complex workplace.

Note for the Paper Setter: The number of questions to be set will be six, at least one from each unit. Out of these one question will be compulsory. The examinee will be required to attempt the compulsory one and any other four questions. All questions shall carry equal marks

Unit-I

Introduction-Concept, Scope and Importance, Evolution of Human Resources Management, Challenges of HRM, HRM environment; HR Policies, HR Planning: Its Process and Importance. Job Analysis and Job Design. Contemporary Factors in Job Design.

Unit-II

Human resource acquisition- Recruitment; meaning, definition, importance, factors governing recruitment, Recruitment Process. Selection; Meaning, Definition, Selection Process. Selection testing and selection interview. Placement; meaning and purpose, problems in Placement. Orientation; meaning and purpose, typical orientation programs, requisites, evaluation and problems of orientation. New Developments in Recruitment, Selection, Placement and Induction Practices. Internal Mobility: Promotions, transfers and separations; purpose, principles, types, reasons, of promotions and transfers. Lay-off, resignation, dismissal or discharge, retrenchment and VRS.

Unit-III

Human resource development- training & development- Nature, Its Importance as source of competitive Advantage, Inputs in Training and Development; Training Needs Identification; Training Process: Deriving Instructional Objectives, Designing, Methods of Training and Development Implementation and Evaluation of the Training Program. New Developments in T&D field. Performance Appraisal: Its Process, Methods and Its Relevance. Performance Management. Potential Appraisal. Job Evaluation; Scope, Process and Methods of Job Evaluation. Career Planning and Development

Unit-IV

Wages and salary administration- employee remuneration- Components of Remuneration, Ideal Remuneration System/Plan; Factor Influencing Employee Remuneration; Devising a Remuneration Plan; Incentive Payments & Schemes; Meaning, Definition, Scope, Importance, Prerequisites for an Effective Incentives System; Other Employee Benefits.

Unit-V

Contemporary issues in HRM-Employee Counseling, Worker's Participation in Management, Employees safety and health, Trade Unions, Grievance handling, Employee empowerment, Issues in Industrial relations and industrial Conflict/Disputes. Six Sigma in HRM, Work-Life Balance, Employee Engagement. Competency Based HRM, HR Analytics: HR Metrics and Analytics, Objectives of HR Analytics, Stages of HR Analytics, HR Analytics and the HR Delivery Model. HR as Human Capital

Course Outcome:

After the completion of this course students will be able to develop a comprehensive knowledge of issues affecting the employer-employee relationship. Based on this knowledge, students will be able to advance appropriate organizational HRM practices and be familiar with each element's key concepts & terminology. They will be able to apply the principles and techniques of human resource management gained through this course to the discussion of major personnel issues.

References:

(Text Books)

1. K.Aswathapa. (2017). Human Resource Management: Text and Cases. 6th edition Tata McGraw Hill, New Delhi.
2. Dessler and Varakkey. (2017). Human Resource Management 12th edition. Pearson Education
3. Biswajeet Pattnayak. (2013). Human Resource Management. Prentice Hall of India.
4. Michael Armstrong. (2014). Handbook of HRM Practice. Kogan Page.
5. V.S.P. Rao. (2009). Human Resource Management. Himalaya Publication House.

(Reference Books)

6. Raymond, Noe and Hollenbeck. (2010). Fundamentals of Human Resource Management. Tata McGraw Hill.
7. Debashish Sengupta. (2012). Human Resource Management. Wiley India.
8. Sarah Gilmore. (2013). Human Resource Management. Oxford University Press.
9. Cascio and Nambudri. (2009). Managing HR, Productivity, Quality of Life and Profits. Tata McGraw Hill.
10. Seema Sanghi. (2012). Human Resource Management. Macmillan, India Publication.
11. Aggarwala, Tanuja. (2010). Strategic HRM. Oxford University Press.
12. P. Jyothi. (2012). Human Resource Management. Oxford University Press.
13. Lepak and Gowan. (2011). Human Resource Management. Pearson Education.
14. R.S. Dwivedi (2003). Managing Human Resources and Industrial Relations in Indian Enterprises. Galgotia Publishing Company, New Delhi.

PRODUCTION AND OPERATIONS MANAGEMENT (MBA-106)

L-T	Total:	100
3-1	Theory:	50
(Credit-3.5)	Sessional:	50
	Time:	3 hrs

Course Objective:

The objective of the subject is to provide the various aspects of production management as well as various quantitative techniques which are of great importance for quantitative decision-making.

Note for the Paper Setter: The number of questions to be set will be six, at least one from each unit. Out of these one question will be compulsory. The examinee will be required to attempt the compulsory one and any other four questions. All questions shall carry equal marks.

Unit-I

Objectives of Production/Operations Management- Nature and Types of Production/Operation, Production Capacity – Planning and Control, Plant Location.

Unit-II

Plant Layout, Work Design and Measurement, Maintenance and Material Handling Methods, Forecasting.

Unit-III

L P formulation- Formulation of problem and its solution by graphical and simplex methods; special cases in simplex method: infeasibility, degeneracy, unboundedness and multiple optimal solutions.

Unit-IV

Transportation problems including transshipment problems- Special cases in transportation problems: unbalanced problems, degeneracy, maximization objective and multiple optimal solutions; assignment problems including traveling salesman's problem. Special cases in assignment problems: unbalanced problems, maximization objective and multiple optimal solutions.

Unit-V

PERT/CPM- Difference between PERT and CPM, network construction, calculating floats & probability considerations in PERT, time -cost trade-off. Game theory, pure and mixed strategy games; principle of dominance; two persons zero sum game;

Course Outcome:

At the end of the course, the students will have an understanding of the various concepts of production and operations management as well as the various techniques of decision making.

References:**(Text Books)**

1. Panneerselvam. R. (2006). Operations Research. PHI, New Delhi.
2. Kapoor, V. K. (2010). Operations Research. Sultan Chand and Sons, New Delhi.
3. Taha, Hamdy A. (2008). Operations Research. Prentice Hall, New Delhi.

(Reference Books)

4. Chary, S. N. (2009). Production and Operations Management. Tata McGraw Hill, New Delhi.
5. Buffa, Sarin. (2007). Modern Production / Operations management.
6. Sharma J.K (2009), "Operations Research" Macmillan, New Delhi.

MARKETING MANAGEMENT (MBA - 108)

L –T
3- 1
(Credit-3.5)

Total: 100
Theory: 50
Sessionals: 50
Time: 3 hrs

Course Objective:

This course intends to provide an experienced-based approach to marketing theory and its practical application. Through a combination of interactive discussions, cases, practical examples, individual assignments, and a group project, the course applies marketing topics to consumer and business-to-business products and services.

Note for the Paper Setter: The number of questions to be set will be six, at least one from each unit. Out of these one question will be compulsory. The examinee will be required to attempt the compulsory one and any other four questions. All questions shall carry equal marks.

Unit-I

Introduction: Defining Marketing for 21st Century, Developing marketing strategies and plans, Conducting marketing research and demand, Gathering information and scanning the environment.

Unit-II

Connecting with Customers: Analyzing Consumer and Business Markets, Identifying market segments and targets, Developing Positioning strategy.

Unit-III

Developing value (Product and Pricing): Setting Product strategy, Designing and Managing services, Developing Pricing strategies and Programs.

Unit-IV

Communicating Value: Integrated Marketing Communications, Personal and Mass Communications.

Unit-V

Delivering Value: Designing and Developing Integrated marketing channels, Managing Retailing, Wholesaling and logistics. Introducing new market offerings, Developing a holistic organization, case Studies.

Course Outcome:

In this comprehensive and practical introduction to marketing management, students improve their ability to make effective marketing decisions, including assessing marketing opportunities and developing marketing strategies and implementation plans. Students gain significant experience in communicating and defending their marketing recommendations and building on the ideas of others.

References:**(Text Book)**

1. Kotler, P., and Keller, K. (1988). L. (2006). Marketing management.

(Reference Books)

2. Ramaswamy. (2009). Marketing Management: Global Perspective, Indian Context. MacMillan Publisher India Ltd. New Delhi.
3. Rajan Sexena. (2010). Marketing Management. 4th edition. Tata McGraw Hill.
4. Edd Applegate, Art Johnsen. (2007). Cases in Advertising and Marketing Management: Real Situations for Tomorrow. Rowman and Littlefield Publishers.
5. Kenneth E. Clow, Donald Baack. (2012). Cases in Marketing Management. Sage Publications.
6. Sharma, D. (2014). MKTG 2/e Cengage Learning.

TOTAL QUALITY MANAGEMENT (MBA-110)

L –T	Total:	100
3-1	Theory:	50
(Credit-3.5)	Sessionals:	50
	Time:	3 hrs

Course Objective:

The course will facilitate students to know the Total Quality Management concept and principles and a variety of tools accessible to accomplish Total Quality Management. It will create them to comprehend the statistical approach for quality control. Further it will also craft responsiveness about the ISO and QS certification process and its necessitate for the industries.

Note for the Paper Setter: The number of questions to be set will be six, at least one from each unit. Out of these one question will be compulsory. The examinee will be required to attempt the compulsory one and any other four questions. All questions shall carry equal marks

Unit-I

Introduction to TQM: What is TQM? Understanding concepts of quality, scope of TQM, TQM: the guiding principle, customer orientation, productivity improvement through quality.

Unit-II

Quality Philosophies: Deming, Juran, Philip, Genichi Taguchi, TQM Model.

Unit-III

Basic Statistical Tools: Introduction, elements of risk, total process risk, step-by-step problem solving process, Pareto Analysis, concentration diagrams, activity sampling, data handling and displaying P-FMEA.

Unit-IV

Problems Solving and Continuous Improvement: Introduction, implementation of six sigma, Kaizen kanban and JIT, 5-S, quality circles and Zero defects

Unit-V

Relevant Issues: Cost of quality, bench-marking, Re-engineering and TQM, HRM and TQM, ISO-9000 series, Quality awards, Emerging Concepts.

Course Outcome:

On successful completion of the course students will be able to understand the essential principles of Total Quality Management and select suitable statistical techniques for getting better processes

They will also be able to write reports to management telling processes and advocating ways to look up them. The course will also develop their research skills that will allocate them to maintain abreast of changes in the field of Total Quality Management.

References:

(Text Books)

1. Dale H. Besterfield, et al. (2004). Total Quality Management. Pearson Education, Inc. ISBN 81-297-0260-6.

(Reference Books)

2. James R. Evans & William M. Lindsay. (2002). The Management and Control of Quality. 5th edition. South-Western (Thomson Learning), ISBN 0-324-06680-5.
3. Feigenbaum. A.V. (1991). Total Quality Management. McGraw-Hill.
4. Oakland. J.S. (1989). Total Quality Management. Butterworth Heinemann Ltd., Oxford.
5. Narayana V. and Sreenivasan, N.S. (1996). Quality Management – Concepts and Tasks. New Age International.
6. Zeiri. (1991). Total Quality Management for Engineers. Wood Head Publishers.
7. Lt. Gen. H. Lal. (1990). Total Quality management. Wiley Eastern Limited.
8. Greg Bounds. (1994). Beyond Total Quality Management. McGraw Hill.
9. Menon, H.G. (1992). TQM in New Product manufacturing. McGraw Hill.
10. Shailendra Nigam. (2005). Total Quality Management an integrated approach. Excel Books.
11. Bester field, Dole, H. Michel, Carol Bester field, Bester-field. (2011). Total Quality Management. Pearson Education.
12. Bharat Wakhlu. (1998). Total Quality Excellence through Organization Wide Transformation. Wheeler Publishing.
13. Samuel Kho. (1995). TQM Integrated Approach. Kogan Page Limited, London.
14. Evans James R. and Dean, James W. (2006). Total Quality Management, Organization and Strategy, Thomson Asian Pvt. Ltd.

BUSINESS ETHICS (MBA -112)

L-T	Total:	100
3-1	Theory:	50
(3.5 Credits)	Sessionals:	50
	Time:	3 hrs

Course Objective:

The course will help to provide an overview of current thinking and developments in the field of corporate governance. It will also enable students to critically examine the ethical dilemmas and to understand the importance of ethical principles and governance in globalised economy. Further it will try to develop an understanding of ethics and values in the business community and their relationship to corporate governance.

Note for the Paper Setter: The number of questions to be set will be six, at least one from each unit. Out of these one question will be compulsory. The examinee will be required to attempt the compulsory one and any other four questions. All questions shall carry equal marks.

Unit-I

Introduction: Concept and principles of ethics - need and importance, personal vs. business ethics, code of conduct and ethics for managers, Management and ethics, Ethical decision making, Ethical organizations

Unit-II

Conflicts and Ethical Dilemmas: Concept of ethical dilemmas- Corporate dilemmas over ethical behaviour, Sources of ethical problems, Strategies to resolve ethical dilemmas, Walton's six models of Business conduct, Traditional and Contemporary moral Philosophies.

Unit-III

Ethical Decision Making: A Decision Making Model: Ethics as Making decisions and choices, Kohlberg's Model of Cognitive moral development, factors influencing ethical decision making, Personal values vs. ethical decision making, process of making good ethical decision making

Unit-IV

Ethical Issues in Business Functional Areas: Ethical issues in marketing, finance, human resource, Environmental ethics, Ethics in IT Industry, Globalisation and ethics, Consumer protection and ethics, Whistle Blowing - Concept, Types, guidelines, legal provisions and some cases, Theories of Governance.

Unit-V

Corporate Social Responsibility: Concept, relevance and need of CSR, views about CSR, models of implementing CSR, benefits of CSR, Ethics and CSR, Indian Cases Corporate Governance - Concept of Corporate governance, Significance, issues in corporate governance, areas of corporate

governance, benefits to corporation and community, Indian model of corporate governance, legal provisions, some good governance cases.

Course Outcome:

Upon successful completion of the requirements for this course, students will be able to: define, explain and illustrate the theoretical foundations of business ethics; re-examine their knowledge of business and economic concepts from an ethical perspective; explain and illustrate the importance, for business and the community.

References:

(Text Books)

1. Fernando, A.C. (2006). Corporate Governance: Principles Policies & Practices. Pearson Education.
2. Balachandran, S., Raja, K.C.R. and Nair, B.K. (2008). Ethics, Indian Ethos and Management. 2nd edition. Mumbai: Shroff Publishers and Distributors

(Reference Books)

3. Velasquez, Manuel G. (2012). Business Ethics: Concept & Cases. PHI Learning,
4. Ghosh, B. (2006). Ethics in Management and Indian Ethos. Vikas Publication.
5. Albuquerque, D. (2010). Business Ethics: Principles and Practices. Oxford University Press.
6. Crane, Andrew. (2011). Business Ethics. Oxford University Press.
7. Manuel G (2017). Business Ethics. Velasquez, Pearson Education.
8. Biswanath Ghosh (2009). Ethics in Management and Indian Ethos. Vikas Publication.
9. P.S. Bajaj, Raj Aggarwal. (2004). Business Ethics: An Indian Perspective. Dreamtech Press.
10. S.K. Bhatia. (2004). Business Ethics and Corporate Governance. Deep and Deep Publications.
11. Francis. (2009). Business Ethics. Tata McGraw-Hill Education.
12. Debashis Guha. (2008). Practical and Professional Ethics: Economic and business ethics. Concept Publishing Company.

RESEARCH METHODOLOGY (MBA-114)

L–T	Total:	100
3-1	Theory:	50
(Credit-3.5)	Sessionals:	50
	Time:	3 hrs

Course Objective:

The objective of this paper is to impart knowledge about various stages of the research processes and their application in decision making.

Note for the Paper Setter: The number of questions to be set will be six, at least one from each unit. Out of these one question will be compulsory. The examinee will be required to attempt the compulsory one and any other four questions. All questions shall carry equal marks.

Unit-I

Nature, scope and need of business research- managerial value of business research: components of theory–concepts, constructs, variables, definitions and hypothesis; the process of research:structure of research proposal.

Unit-II

Research design concept and types- validity and reliability aspects; sampling design and techniques; factors influencing sample size; nature of measurement.

Unit-III

Characteristics of sound measurement-nature of measurement scales; scale construction techniques: sources and methods of data collection; questionnaire designing.

Unit-IV

Data preparation and descriptive analysis- hypothesis testing; parametric and non -parametric tests (analysis of variance, x² test, sign test, the Mann -Whitney U-test, Kruskal – Wallis H-test); computer program for analysis.

Unit-V

Nature of Multivariate-analysis- Introduction to Multivariate techniques, Ingredients of formal reports; construction of formal reports; nature of oral reports; mechanism of documentation and bibliography construction, Online citation builder

Course Outcome:

After completing this course the students will have an understanding of the various aspects of research and this shall help them in their summer internship as well as dissertation reports.

References:

(Text Books)

1. C.R. Kothari. (2004). Research Methodology Methods and Techniques. New Age International Publisher.
2. R. Panneerselvam. (2014). Research Methodology. PHI Learning Pvt. Ltd.

(Reference Books)

3. William Zikmund, Barry Babinjon Carr (2012). Business Research Methods. Cengage Learning.
4. Alan Bryman, Emma Bell (2011). Business Research Methods. 3rd edition. Oxford University Press.
5. Naval Bajpai (2011). Business Research Methods. Pearson Publishers.
6. Levin and Rubin (1997). Statistics for Business. Prentice Hall of India, Delhi.
7. Malhotra, N., Hall, J., Shaw, M., and Oppenheim, P. (2006). Marketing research: An applied orientation. Pearson Education Australia.

MANAGEMENT INFORMATION SYSTEM (MBA-116)

L-T	Total:	100
3-1	Theory:	50
(Credit-3.5)	Sessionals:	50
	Time:	3 hrs

Course Objective:

This course aims at providing an insight of various components of information systems, software development methodologies and their stages of development.

Note for the Paper Setter: The number of questions to be set will be six, at least one from each unit. Out of these one question will be compulsory. The examinee will be required to attempt the compulsory one and any other four questions. All questions shall carry equal marks

Unit-I

Data and Information. MIS- need and concepts, factors influencing MIS and characteristics of MIS, Technology of MIS. Structure of MIS. Decision Making and role of MIS.

Unit-II

Data communication. Basic H/W required, Channel features and concept of Distributed Data bases. Decision Support System: Overview, components and classification, steps in constructing a DSS, role in business, group decision support system

Unit-III

Information system for strategic advantage, strategic role for information system, breaking business barriers, business process reengineering, improving business qualities.

Unit-IV

Planning for MIS- System Development Methodologies; Conceptual and detailed designs of MIS. Information system analysis and design, information SDLC, hardware and software acquisition, system testing, documentation and its tools, conversion methods, System implementation Strategies and process; System Evaluation and Maintenance.

Unit-V

Role of CBIS in an Organization, MIS Models, Functional application of MIS (viz. Marketing IS, Manufacturing IS, Accounting IS, Financial IS, Personal IS, Production IS).

Course Outcome:

After this students, the students will have a better understanding of software development methodologies and various function information systems.

References:**(Text Books)**

1. Jawadekar (2013). Management Information Systems. TMH, N Delhi.
2. Brien, James (2008). Management Information System. Tata McGraw Hill, Delhi.
3. Stair (2013). Principles of Management System. Thomson Learning, Bombay.

(Reference Books)

4. Mckeown (1993). Information Technology and the Networked Economy. Thomson Learning, Bombay.
5. Brady (2000). Advance Cases in MIS. Thomson Learning, Bombay.
6. Murdick& Ross (1995). Management Information System. PHI, Delhi.
7. Kanter, J. (1984). Management Information System. PHI, Delhi.