

A.P. State Council of Higher Education

**Revised Framework and Syllabi under CBCS for Colleges in Andhra Pradesh  
w.e.f.2015-16(Revised in April, 2016)**

**Table-1: B.B.A - Semester – I**

Sl. No.	Course	Name of the subject	Total Marks	Mid. Sem. Exam*	Sem. End Exam	Teaching Hours	Credits
1.	First Language	English	100	25	75	4	3
2.	Second Language	(Tel/Hindi/Urdu/Sans)	100	25	75	4	3
3.	Foundation Course-1	HVPE (Human Values & Professional Ethics)	50	---	50	2	2
4.	Foundation Course-2	Environmental Studies	50	---	50	2	2
5.	DSC 1A	<b>Management Process</b>	100	25	75	5	4
6.	DSC 2A	<b>Managerial Economics</b>	100	25	75	5	4
7.	DSC 3A	<b>Information Technology for Managers</b>	100	25	75	5	4
<b>Total</b>			<b>600</b>	<b>125</b>	<b>475</b>	<b>27</b>	<b>22</b>

1. At the college (The marks split between Formal Test and Co-curricular activities may be decided by the University concerned)

1) Syllabus size shall be in accordance with the number of teaching hours.

**Table-2: B.B.A -Semester – II**

Sl. No.	Course	Name of the subject	Total Marks	Mid. Sem. Exam	Sem. End Exam	Teaching Hours	Credits
1.	First Language	English	100	25	75	4	3
2.	Second Language	(Tel/Hindi/Urdu/Sans)	100	25	75	4	3
3.	Foundation Course-3	ICT-1 (Information & communication Technology)	50	---	50	2	2
4.	Foundation Course-4	Communication & Soft Skills-1	50	---	50	2	2
5.	DSC 1B	<b>Quantitative Methods for Managers</b>	100	25	75	5	4
6.	DSC 2B	<b>Accounting for Managers</b>	100	25	75	5	4
7.	DSC 3B	<b>Business Environment</b>	100	25	75	5	4
<b>Total</b>			<b>600</b>	<b>125</b>	<b>475</b>	<b>27</b>	<b>22</b>

**Table-3: B.B.A Semester – III**

Sl. No.	Course	Name of the subject	Total Marks	Mid. Sem. Exam	Sem. End Exam	Teaching Hours	Credits
1.	First Language	English	100	25	75	4	3
2.	Second Language	(Tel/Hindi/Urdu/Sans)	100	25	75	4	3
3.	Foundation Course-5	ICT-2 (Information & communication Technology)	50	---	50	2	2
4.	Foundation Course-6	Communication & Soft Skills-2	50	---	50	2	2
5.	DSC 1C	<b>Operations Management</b>	100	25	75	5	4
6.	DSC 2C	<b>Human Resource Management</b>	100	25	75	5	4
7.	DSC 3C	<b>Organization Behaviour</b>	100	25	75	5	4
8.	DSC 4C	<b>Case Study &amp; Seminar</b>	100	25	75	2	4
<b>Total</b>			<b>700</b>	<b>150</b>	<b>550</b>	<b>29</b>	<b>26</b>

**Table-4: B.B.A -Semester – IV**

Sl. No.	Course	Name of the subject	Total Marks	Mid. Sem. Exam	Sem. End Exam	Teaching Hours**	Credits
1.	Foundation Course-7	Communication & Soft Skills-3	50	---	50	2	2
2.	Foundation Course-8	Analytical Skills	50	---	50	2	2
3.	Foundation Course-9	Entrepreneurship	50	---	50	2	2
4.	Foundation Course-10	Leadership Education (LE)	50	---	50	2	2
5.	DSC 1D	<b>Cost Accounting</b>	100	25	75	5	4
6.	DSC 2D	<b>Marketing Management</b>	100	25	75	5	4
7.	DSC 3D	<b>Business Ethics &amp; Corporate Governance</b>	100	25	75	5	4
8	DSC 4D	Case Study & Group Discussion	100	25	75	2	4
<b>Total</b>			<b>600</b>	<b>100</b>	<b>500</b>	<b>25</b>	<b>24</b>

\*HVPE: May be taught by Telugu Teachers

\*\*Analytical Skills: To be taught by Maths/Statistics teachers (and partly by English Teachers)

\*\*\* Case Study, Seminar and Group Discussion are only **Internal Exams**

**Table-5: B.B.A -Semester – V**

Sl. No.	Course	Name of the subject	Total Marks	Mid. Sem. Exam	Sem. End Exam	Teaching Hours**	Credits
1.	DSC 1 E	<b>E-Commerce</b>	100	25	75	5	4
2.	DSC 2 E	<b>Business Laws</b>	100	25	75	5	4
3.	DSC 3 E	<b>Taxation</b>	100	25	75	5	4
4.	DSC 1F Elective	<b>1. E-Business</b>	100	25	75	5	4
5.	DSC 2F Elective	<b>2. Financial Management</b> <b>3. Human Resource Management</b> <b>4. International Business</b> <b>5. Marketing Management</b> <b>6. Operations Management</b>	100	25	75	5	4
6	DSC 3F	<b>In-Company Training &amp; Viva Voce</b>	100	25	75	5	4
		<b>Total</b>	<b>600</b>	<b>150</b>	<b>450</b>	<b>30</b>	<b>24</b>

\*DSC 3F is an Internal Exam only

**Table-6: B.B.A Semester – VI**

Sl. No.	Course	Name of the subject	Total Marks	Mid. Sem. Exam	Sem. End Exam	Teaching Hours	Credits
1.	DSC 1 G	<b>International Business</b>	100	25	75	5	4
2.	DSC 2 G	<b>Medium, Small &amp; Micro Enterprises Management</b>	100	25	75	5	4
3.	DSC 3 G	<b>Project Management</b>	100	25	75	5	4
4.	DSC 1 H Elective*	<b>1. E-Business</b>	100	25	75	5	4
5.	DSC 2 H Elective*	<b>2. Financial Management</b> <b>3. Human Resource Management</b> <b>4. International Business</b> <b>5. Marketing Management</b> <b>6. Operations Management</b>	100	25	75	5	4
6.	DSC 3H Elective	<b>Project Work &amp; Viva Voce</b>	200	50	150	5	6
<b>Total</b>			<b>700</b>	<b>175</b>	<b>525</b>	<b>30</b>	<b>26</b>
<b>Grand Total</b>			<b>3800</b>	<b>850</b>	<b>2950</b>	<b>168</b>	<b>144</b>

**Note:**

1. Titles of a few Electives Streams are given for DSC- F (1F, 2F & 3F combined) at V Semester and the same titles are repeated for DSC – H (1H, 2H & 3H combined) at VI semester. V Semester Elective Stream consists of two theory papers and one In-Company Training & Viva Voce and VI Semester Elective Stream consists of two theory papers and one Project work & Viva Voce. The total for V & VI semesters will be four theory papers and One In-Company Training and One project work under each stream. A student has to select **One Stream of Elective consisting of four theory papers and One In-Company Training & Viva Voce and One project work & Viva Voce** (together for V & VI semesters). That means, the student will continue the same elective in the VI semester also.

2. The colleges have to **implement original project work** which may consist of field survey/internship/case study/practical training also for the third respective elective papers in V & VI semester.

**3. Company Training:** In the case of Company Training, each student must undergo Internship under the supervision of a faculty member of the college as guide in any one of reputed corporate companies for a period of not less than 4 weeks and not more than 6 weeks in between IV and V Semester. Each candidate must maintain a diary during his/her stay in the company which will be submitted to the H.O.D. The candidate must give joining report in the company by producing a letter issued by the H.O.D.

After the completion of the Training, the candidate must get relieving certificate and a certificate for bonafide work which are to be submitted to the H.O.D. After submission of diary, the candidate must give a Seminar about his/her observations and learning in the company before an evaluation committee comprising the H.O.D. and the concern guide. Basing on the performance of the student in the seminar, the committee should adjudicate the student for 100 marks.

**4. Project Work:** The maximum marks for Project Work shall be 200 Marks. Out of 200 marks, 50 Marks for Internal Evaluation and 150 Marks for University Examination. The University Examination (viva-voce) shall be conducted by Two Examiners i.e, One External Examiner and One Internal Examiner nominated by the University. The evaluation of Project Work shall be conducted at the end of VI Semester. The Internal Evaluation shall be made by the Departmental Committee on the basis of Two Seminars given by each student on the topic of his project.

**Elective Papers:**

**E-Business (EB):**

DSC 1F (EB) e-Commerce

DSC 2F (EB) Business Networks

DSC 1H (EB) e-Payments System

DSC 2H (EB) Social Media and e-Marketing

**Financial Management (FM):**

DSC 1F (FM) Financial Markets

DSC 2F (FM) Foreign Exchange Management

DSC 1H (FM) Financial Services

DSC 2H (FM) Investment Management

**Human Resource Management (HR):**

DSC 1F (HR) Talent Management

DSC 2F (HR) Industrial Relations

DSC 1H (HR) Global HRM

DSC 2H (HR) Training & Development

**International Business Management (IB):**

DSC 1F (IB) Global Marketing

DSC 2F (IB) Foreign Exchange Management

DSC 1H (IB) Global HRM

DSC 2H (IB) Export and Import: Procedures and Documentation

**Marketing Management (MM):**

DSC 1F (MM) Global Marketing

DSC 2F (MM) Advertising & Media Management

DSC 1H (MM) Marketing of Services

DSC 2H (MM) Retail Management

**Operations Management (OM):**

DSC 1F (OM) Purchase Management

DSC 2F (OM) Warehouse Management

DSC 1H (OM) Logistics and Supply Chain Management

DSC 2H (OM) Export and Import: Procedures and Documentation

**BBA(C.B.C.S)– FIRST SEMESTER  
MANAGEMENT PROCESS**

**No. of Hours per week: 6**

**Max. Marks: 100**

**Credits: 6**

**Semester end Examination: 75**

**Internal assessment: 25**

**UNIT – I**

Introduction: Meaning and importance of Management; Role and responsibilities of top, middle and lower managers. Functions of management. Challenges of Management in the context of new era.

**UNIT – II**

Planning: Concept – Significance – Process – Techniques – Problems – Planning Principles.

**UNIT – III**

Organizing : Concept – significance – process – techniques – problems. Principles of organizing. Formal and informal organizations. Organizational design. Departmentation types: advantages and disadvantages. Span of Control. Delegation of authority. Delegation Vs. decentralization. Line and Staff Positions – Committees.

**UNIT – IV**

Staffing: Meaning and importance of staffing. Recruitment – Selection – interviewing – induction.

Leading: Meaning – importance of leading. Leadership Styles. Developing leadership skills.

Motivating: Meaning – importance of motivation. Theories of motivation.

Communicating: Meaning – importance – process – problems of communication. Barriers of Communication – Measures towards effective communication.

**UNIT – V**

Controlling – Importance – process - problems of controlling. Control as a feed back system. Requirements of effective control. Preventive and overall controls.

**Recommended Books:**

2. Prof. D. A. R. Subrahmanyam, & Smt. D. Swapna, A Text Book on Principles of Management, Maruthi Book Depot, Guntur
3. Koontz, H. and Wihrich H, Management, Mc Graw Hill.
4. Stoner, J etc., Management, Pearson Education.
5. Sharma, Principles of Management, Kalyani Publishers, Hyderabad.

**MODEL QUESTION PAPER**  
**BBA (C.B.C.S)– FIRST SEMESTER**  
**MANAGERIAL ECONOMICS**

<b>No. of Hours per week: 6</b>	<b>Max. Marks</b>	<b>: 100</b>
<b>No. of Credits: 6</b>	<b>Semester end examination</b>	<b>: 75</b>
	<b>Internal assessment</b>	<b>: 25</b>

**UNIT – I: Introduction**

Economic and non-economic activities; Business – Meaning and its importance in the economy; Economics: Definitions – Distinction between micro and macro economics; Concept of Utility; Cardinal and ordinal utility; Law of Diminishing Managerial Utility; Law of substitution.

**UNIT – II: Demand, Supply and Market Equilibrium**

Demand: Meaning, Importance, Types of Demand; Law of Demand; Elasticity of Demand: Different types of elasticity of demand – Price elasticity, income elasticity, cross elasticity and promotional elasticity – Determinants of elasticity of demand; Supply: Meaning and importance; Law of Supply; Market equilibrium; Consumer's surplus.

**UNIT – III: Production and Costs**

Concept of Production; Production function; Distinction between short run and long run; Law of variable proportions; Law of Returns to Scale; Concept of cost of production; Cost function: Costs in short run and costs in long run.

**UNIT – IV: Market structures and Pricing**

Market Structures: Characteristics – Perfect Competition – Monopoly – Monopolistic Competition – Oligopoly; Pricing in various market structures during short run and long run; Different types of pricing and pricing strategies.

**UNIT – V: National Income, Trade Cycles and International Trade**

National Income: Definition – Measurement – Difficulties and problems in measurement of national income – different concepts of national income; Trade Cycles: Definitions – Causes – Control of Trade Cycles; Monetary Policy and Fiscal Policy; International Trade: Meaning, Theories of international trade; Concept of Balance of Payments.

**RECOMMENDED BOOKS:**

Prof. D. A. R. Subrahmanyam, & Dr. V. Hari Leela, A Text Book on Managerial Economics, Maruthi Book Depot, Guntur.  
Gupta G.S., Managerial Economics, Tata McGraw Hill.  
Mithani D.M., Fundamentals of Business Economics, Himalaya Publishing House.  
A. V. R. Chary, Business Economics Entrepreneurship & Development, Kalyani Publishers, Hyderabad.

## **BBA(C.B.C.S) – FIRST SEMESTER IT FOR MANAGERS**

**No. of hours per week: 6**  
**No. of Credits: 6**

**Max. Marks : 100**  
**Semester end examination : 75**  
**Internal assessment : 25**

### **UNIT – I**

**IT in the Modern Organization:** Basic concepts of Information Systems – Organizational structure and IT support.

**Introduction to Computer Systems:** Introduction to Computers – Five generations of Modern Computers – Classification of Digital Computer Systems.

### **UNIT – II:**

**Computer Hardware:** Computer Hardware: Central Processing Unit (CPU). Control Unit, Arithmetic Logic Unit (ALU).

Memory: Memory Organization – Random Access Memory (RAM), Dynamic RAM (DRAM, Static RAM (SRAM). Read Only Memory (ROM)

**Secondary Storage Devices:** Magnetic Tape, magnetic Disks, Hard Disks, Flexible Disks, Optical Disk.

**Input Devices:** Key Board, Mouse, Trackball, Game Controllers, Scanners, Voice Recognition, Web Cams, Digital Cameras, OMR, MICR.

**Output Devices:** Monitor: CRT Monitors, Flat-Panel Monitors. – Printers: Dot-Matrix, Ink-jet Printer – Plotter, Multimedia Projector.

### **UNIT – III**

**Computer Software:** System Software and Application Software. Operating Systems: Windows Operating Systems, Mobile Device Operating Systems

**Application Software:** Types of Personal Application Software. Spreadsheets – Data Management – Word Processing – Desktop Publishing, Graphics, CAD, Multi Media. Speech-recognition Software

**Programming Languages:** Assembly language, Procedural languages, Non-procedural languages, Visual Programming Languages, Hyper Text Markup Language

### **UNIT – IV**

**Telecommunications and Networks:** Introduction, Analog and Digital Signals. Modulation – Need for Modulations, Types of Modulations. Modems

**Networks:** Local Area Networks, LAN Topologies, Wide Area Networks (WAN) – Value Added Networks (VAN) – Virtual Private Networks (VPN)

**The Internet:** The Evolution of the Internet, Services provided by the Internet, World Wide Web

### **UNIT – V**

**New Technologies in Information Technology:** Introduction to Hyper Media, Knowledge Discovery in Database: (KDD). Data Warehouses, Enterprise Resource Planning (ERP) – Supply Chain Management (SCM) – Customer Relationship Management (CRM)

### **RECOMMENDED BOOKS:**

- 1) Ms. J. J. L. R. Bharathi Devi, M.Com., MBA., MCA., M.Phil (Computers), M.Phil. (Management) A Text Book on Information Technology, Maruthi Book Depot, Guntur.
- 2) N. V. N. Chary & Lalitha S., Fundamentals of Information Technology, Kalyani Publishers, Hyderabad.
- 3) Turban, Rainer, Potter “Introduction to Information Technology”, Wiley India [2<sup>nd</sup> Edition]
- 4) Alexi’s Leon and Mathews Leon, Fundamentals of Information Technology, Leon Press [2<sup>nd</sup> Edition]



**MODEL QUESTION PAPER**

**BBA – FIRST SEMESTER**

**MANAGEMENT PROCESS**

**Max.Marks:75**

**PART-I**

**Answer any Five question of the following.**

**5 x 5 = 25 Marks**

- 2) Functions of Management
- 3) MBO
- 4) Formal Organization
- 5) Delegation
- 6) Span of Control
- 7) Incentives
- 8) Supervision
- 9) Staffing
- 10) Challenges of Management
- 11) Committees

**PART-II**

**ANSWER ANY 5 QUESTIONS CHOOSING AT LEAST TWO QUESTIONS FROM EACH SECTION, CARRIES EQUAL MARKS**

**5X10= 50M**

**SECTION A**

**UNIT I**

- 12) Is Management an art or science or profession?
- 13) Explain the principles of Henry Fayol.

**UNIT II**

- 14) Explain various stages in the Process of Planning.
- 15) Bring out the differences between Formal and Informal Organizations.

**UNIT III**

- 16) Explain Line & Staff. Why conflicts occur between Line and Staff Positions.
- 17) Explain Span of Control. What factors determine the Span of Control?

**SECTION-B**

**UNIT IV**

- 18) Explain different styles of Leaderships.
- 19) Explain the concept and barriers of Communication.

**UNIT V**

- 20) Explain the concept and importance of Control
- 21) Explain different types of direct and indirect Controls in Organizations.

MODEL QUESTION PAPER  
BBA – FIRST SEMESTER  
MANAGERIAL ECONOMICS

Max.Marks :75

PART I

Answer any Five question of the following. 5 x 5 = 25 Marks

1. Cardinal utility
2. Elasticity of Demand
3. Consumers' surplus
4. Production function
5. Oligopoly
6. Monetary Policy
7. Balance of Trade
8. Trade Cycle
9. Forms of Business
10. Fixed Costs

PART II

**ANSWER ANY 5 QUESTIONS CHOOSING AT LEAST TWO QUESTIONS FROM EACH SECTION,  
CARRIES EQUAL MARKS 5X10= 50M**

**SECTION A**

**UNIT I**

11. Distinguish between Micro and Macro Economics.
12. Explain the Law of Diminishing Marginal Utility.

**UNIT II**

13. Explain different kinds of Price Elasticity of Demand.
14. Explain Law of Demand. Bring out its importance and exceptions.

**UNIT III**

15. Explain law of Diminishing Marginal Returns.
16. Explain law of Returns to Scale

**SECTION B**

**UNIT IV**

17. Explain the characteristics of perfect competition. How is price determined in long run under perfect competition?
18. Explain differences between skim-the-cream pricing and penetration pricing.

**UNIT V**

19. Explain different concepts of national income.
20. What do you mean by balance of payments? Explain the components of balance of payments.

MODEL QUESTION PAPER  
BBA (CBCS) – FIRST SEMESTER  
I.T. FOR MANAGERS

Max.Marks:75

PART I

Answer any Five question of the following. 5 x 5 = 25 Marks

1. Explain basic concepts of Information Systems.
2. Classification of Digital Computer Systems.
3. How are secondary storage devices classified?
4. What are the different types of printers?
5. Explain the application software.
6. Classify the major types of networks.
7. Explain WWW.
8. What are the characteristics of Hyper Media?
9. CRM
10. HTML

PART II

ANSWER ANY 5 QUESTIONS CHOOSING AT LEAST TWO QUESTION FROM EACH SECTION,  
CARRIES EQUAL MARKS 5X10= 50M

SECTION A

UNIT I

11. Describe the structure of an organization.
12. Describe the features and capabilities of generations of computers.

UNIT II

13. What is a CPU and explain its components?
14. What are the different kinds of input devices?

UNIT III

15. What are the different types of software?
16. Explain the various programming languages.

SECTION B

UNIT IV

17. Describe the types of networks.
18. Describe the internet services.

UNIT V

19. What is ERP? Explain in detail.
20. What is SCM? Explain in detail.

**VIKRAMA SIMHAPURI UNIVERSITY :: NELLORE**  
**Bachelor of Business Administration**  
**SEMESTER-II**  
**QUANTITATIVE METHODS FOR MANAGERS**

**No. of Hours per week: 5**

**Credits: 4**

**Max. Marks: 100**

**External: 75**

**Internal: 25**

**Unit - I : *Introduction to Business Statistics* :**

Introduction measures of central tendency, computation of Arithmetic mean, Median and Mode only for ungrouped data and grouped data. (Numerical Applications Only)

**Unit - II : *Measures of Dispersion* :**

Measures of Dispersion, Computation of Range – Coefficient of Range – Quartile Deviation – Coefficient of Quartile Deviation – Mean Deviation – Coefficient of Mean Deviation. Variance standard Deviation – Coefficient of Variation for grouped and ungrouped data. (Numerical Applications Only)

**Unit - III : *correlation* :**

Meaning of Correlation, Types of correlation Karl-pear sons coefficient of correlation (for individual series only) Spearman's Rank correlation.

**UNIT – IV : *Set Theory* :**

Set, Subset, Types of Sets – Operations on sets – De Morgan's Laws – statements only.

**UNIT – V : *Matrices* :**

Definition – Examples – Types of Matrices – Matrix Addition multiplication Inverse of a Matrix – Solutions of Linear equations by Inverse Method and Cramer's Method.

**NOTE : 1.** Concentration on numerical problems Only.

**2.** Proofs of theorems and Derivations of expressions are omitted.

**Text Books :**

1. Statistical Methods – Dr. S.P. Gupta – Chand & Sons.
2. Quantitative Techniques by C. Sathyadevi – S. Chand.
3. A Text Book of Business Mathematics by P. Hazarika – S. Chand & Company Ltd.,

**Reference Books :**

1. Statistical Methods – Snedecor G.W. & Cochran W.G. Oxford & + DII.
2. Elements of Statistics – Mode. E.B. - Prentice Hall.

**VIKRAMA SIMHAPURI UNIVERSITY::NELLORE**  
**BACHELOR OF BUSINESS ADMINISTRATION**  
**SEMESTER-II**  
**ACCOUNTING FOR MANAGERS**

**No. of Hours per week: 5**

**Credits: 4**

**Max. Marks: 100**

**External: 75**

**Internal: 25**

**Unit-I – Introduction to Accounting**

Need for Accounting – Definition – Objectives, Advantages – Book keeping and Accounting–Accounting concepts and conventions - Accounting Cycle -Accounting equation - Classification of Accounts and its rules – Double entry book keeping – Journalizing – Posting to ledgers, Balancing of ledger accounts- problems.

**Unit –II – Subsidiary Books**

Types of Subsidiary Books – Preparation of Purchases Book – Purchases Returns Books – Sales Book – Sales Returns Book - Cash Book, Three column Cash Book- Petty cash Book -Problems.

**Unit-III- Bank Reconciliation Statement**

Need for bank reconciliation - Reasons for difference between Cash Book and Pass Book Balances- Preparation of Bank Reconciliation Statement- Problems on both favorable and unfavorable balances.

**Unit -IV -Trial Balance & Final Accounts :**

Preparation of Trial Balance –Final Accounts – Preparation of Trading Account, Profit and loss Account and Balance Sheet.

**UNIT - V : Depreciation :**

Meaning of Depreciation – Causes – objects of providing for depreciation – Factors affecting depreciation – Accounting Treatment – Methods of providing depreciation - Straight line method - Diminishing Balance Method.

**Text Books :**

6. Accountancy –I, S.P. Jain & K.L Narang, Kalayani Publishers.
7. T.S.Reddy & A.Murthy , Financial Accounting , Margham Publications .

**Reference Books**

1. Principles and Practice of Accounting, R L Gupta & V. K Gupta, Sulthan Chand & sons.
2. Accountancy – I, Tulasian , Tata Mcgraw Hill Co.
3. Financial Accounting , Dr. V.K.Goyal, Excel Books.
4. K. Arunjothi, Fundamentals of Accounting, Maruthi Publications.

**VIKRAMA SIMHAPURI UNIVERSITY :: NELLORE**

**Bachelor of Business Administration  
SEMESTER-II  
BUSINESS ENVIRONMENT**

**No. of Hours per week: 5**

**Credits: 4**

**Max. Marks: 100**

**External: 75**

**Internal: 25**

**UNIT – I : Framework of Business Environment**

Concept , significance and Nature of Business Environment ; Elements of Environment :

Internal and External .

**UNIT – II : Socio – Cultural and Technological Environment of Business**

Elements of Socio – Cultural environment ; Elements of Technological environment ;

Research and Development ; overview of IPR(Intellectual Property Rights)

**UNIT - III : Political and Legal Environment of Business**

Elements of Political Environment ; Government and Business ; Legal Environment and

Business : Consumerism and Consumer Protection Act .

**UNIT - IV : Economic Environment of Business**

Elements of economic environment ;Economic systems ; Economic planning in India ;

Fiscal policy : Monetary .

**UNIT – V : International Business environment**

Elements of International Environment ; Multinational Corporations ( MNCs);

Non – Resident Indians ( NRIs) and Indian Corporate Sector .

**RECOMMENDED BOOKS :**

1. K . V . Sivaiah & V . B.M Das , Indian Industrial Economy , S .Chand & Company , New Delhi .
2. Francis Cherunilam , Business Environment , Himalaya Publications .
3. Suresh Bedi , Business Environment , Excel Books , New Delhi .

**VIKRAMA SIMHAPURI UNIVERSITY :: NELLORE**  
**Bachelor of Business Administration**  
**SEMESTER-II: MODEL QUESTION PAPER**

:  
**QUANTITATIVE METHODS FOR MANAGERS**

**TIME : 3 HOURS**

**MAX . MARKS : 75M**

**PART-I**

**Answer any FIVE of the following Questions :**

**(5 X 5= 25 Marks)**

1. From the following data find Average Marks :  
**Marks : 90    85    45    100    65    75    69    87    93    87**
  
2. Write the Relationship Between Mean, Median and Mode. Hence find Median for Mod=32.1, Mean=35.4
  
3. Find Range to the Following data : 200, 210, 208, 160, 220, 250
  
4. Find Correlation Coefficient to the following data :  
 $\sum x^2=222, \sum y^2=364, \sum xy=261$ .
  
5.  $A = \begin{bmatrix} 1 & 2 \\ 3 & 4 \end{bmatrix}, B = \begin{bmatrix} 1 & 0 \\ 0 & 1 \end{bmatrix}$  find AB and BA
  
6.  $A = \begin{bmatrix} 2 & 4 \\ -6 & 5 \end{bmatrix}, B = \begin{bmatrix} 6 & 0 \\ -1 & 7 \end{bmatrix}$  find A+B and B+A
  
7. Find inverse of  $A = \begin{bmatrix} 1 & 2 \\ 3 & 4 \end{bmatrix}$ .
  
8.  $A = \{1,2,3,4,5\}, B = \{2,7,9,10\}$  find  $A \cup B$  and  $A \cap B$ .
  
9.  $A = \{2,4,6,8\}, B = \{1,3,5,7\}$   $\mu = \{1,2,3,4,5,6,7,8,9\}$  and find  $(A \cup B)^1$ .
  
10.  $A = \{1,2,3,4,5,6\}, B = \{2,3,6,7,8,9\}$  find A- B and B - A.

**PART - II**

Answer any **FIVE** Questions choosing at least **TWO** Questions from each section.  
Each Questions carries Equal Marks : (5 X 10 = 50 Marks)

**SECTION – A**

**UNIT-I**

11. Calculate Arithmetic Mean for the following data

<b>X</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>
<b>F</b>	<b>5</b>	<b>9</b>	<b>12</b>	<b>17</b>	<b>14</b>	<b>10</b>	<b>6</b>

12. Find Mode to the following data :

<b>Marks</b>	<b>0-10</b>	<b>10-20</b>	<b>20-30</b>	<b>30-40</b>	<b>40-50</b>
<b>No of students</b>	<b>3</b>	<b>15</b>	<b>7</b>	<b>10</b>	<b>12</b>

**UNIT-II**

13. Calculate Mean Deviation for the following data :

<b>X</b>	<b>5</b>	<b>10</b>	<b>15</b>	<b>20</b>	<b>25</b>	<b>30</b>
<b>F</b>	<b>3</b>	<b>4</b>	<b>8</b>	<b>12</b>	<b>7</b>	<b>2</b>

14. Compute Coefficient of Quartile Deviation to the following data

<b>Marks</b>	<b>0-10</b>	<b>10-20</b>	<b>20-30</b>	<b>30-40</b>	<b>40-50</b>	<b>50-60</b>	<b>60-70</b>	<b>70-80</b>	<b>80-90</b>	<b>90-100</b>
<b>No of students</b>	<b>10</b>	<b>15</b>	<b>28</b>	<b>32</b>	<b>40</b>	<b>35</b>	<b>26</b>	<b>14</b>	<b>10</b>	<b>5</b>

**UNIT-III**

15. Calculate coefficient of correlation of the following data :

<b>X</b>	<b>10</b>	<b>12</b>	<b>13</b>	<b>16</b>	<b>17</b>	<b>20</b>	<b>25</b>	<b>30</b>	<b>34</b>
<b>Y</b>	<b>20</b>	<b>22</b>	<b>26</b>	<b>27</b>	<b>29</b>	<b>33</b>	<b>37</b>	<b>40</b>	<b>42</b>

16. Calculate Rank Correlation for the data given below :

<b>X</b>	<b>72</b>	<b>70</b>	<b>46</b>	<b>69</b>	<b>56</b>	<b>65</b>	<b>65</b>	<b>45</b>	<b>35</b>	<b>75</b>
<b>Y</b>	<b>111</b>	<b>110</b>	<b>105</b>	<b>112</b>	<b>115</b>	<b>115</b>	<b>101</b>	<b>118</b>	<b>107</b>	<b>120</b>

**SECTION – B**

**UNIT-IV**

17.  $A=\{2,3,4,5,6\}$ ,  $B=\{4,5,6,7,8\}$ ,  $C=\{5,6,7\}$  Show that the  $(A \cup B) \cup C = A \cup (B \cup C)$

18.  $A=\{2,3,4,5,6\}$ ,  $B=\{4,5,6,7,8\}$ ,  $C=\{5,6,7\}$  Prove that  $(A \cap B) \cap C = A \cap (B \cap C)$ .

**UNIT-V**

19. If  $A = \begin{bmatrix} 2 & 1 & 2 \\ 1 & 4 & 1 \\ 1 & 3 & 2 \end{bmatrix}$  calculate  $A^2 + 2A = 3I$ .

20. Solve the equations by inverse method  $x + y + z = 1$ ,  $2x + 2y + 3z = 6$ ,  $x + 4y + 9z = 3$ .



**VIKRAMA SIMHAPURI UNIVERSITY::NELLORE**  
**BACHELOR OF BUSINESS ADMINISTRATION**  
**SEMESTER-II**  
**ACCOUNTING FOR MANAGERS**  
**MODEL QUESTION PAPER**

Time: 3 Hours

Max. Marks : 75

**PART-I**

**Answer any FIVE of the following Questions :**

**(5 x 5= 25 Marks)**

1. (a) From the following particulars prepare Raju's A/c Rs.

1-1-2014 Amount due from Raju 8,000

5-1-2014 Sold goods to Raju 14,000

8-1-2014 Purchased goods from Raju 5,000

14-1-2014 Cash received from Raju 6,000

24-1-2014 Cash paid to Raju 4,000

31-1-2014 Raju's A/c settled by cheque

(b) Write an opening entry

Cash at Bank Rs.8,000/-, Accrued interest Rs.3,000/-, unpaid wages Rs.2,000/-, Unexpired insurance Rs.1,000/-, Rent received in advance Rs.4,000/-, debtors Rs.6,000/-, Premises Rs.8,000/-, Creditors Rs.7,000/-, Bills payable Rs.5,000/-, Bills receivable Rs.7,000/-, Bank overdraft Rs.4,000/-

(c) Write adjusting entries

i) Unexpired insurance Rs.1000/- ii) Outstanding wages Rs.4,000/- iii) Rent received an advance Rs.2,000/- iv) Accrued interest Rs.5,000/- v) Appreciation on building Rs.3,000/-

(d) A trader maintains Petty cash book under imprest system. Record the following Transactions in his Petty Cash Book:

2014	Rs.
<b>Sep. 1 Received for Petty payments</b>	<b>500</b>
<b>2 Postage</b>	<b>40</b>
<b>5 Stationery</b>	<b>25</b>
<b>8 Advertising</b>	<b>50</b>
<b>12 Wages paid</b>	<b>20</b>
<b>16 Carriage</b>	<b>15</b>
<b>20 Conveyance</b>	<b>22</b>
<b>30 Postage</b>	<b>50</b>

(e) What are the rules relating to different types of accounts?

(f) What are the causes for bank reconciliation statement?

(g) Write the Proforma of Trading Account?

(h) What are the factors affecting depreciation?

(i) Difference between single Entry System and Double Entry System.

(j) Different types of Subsidiary Books.

**PART - II**

**ANSWER ANY 5 QUESTIONS CHOOSING AT LEAST TWO QUESTION FROM EACH SECTION, CARRIES EQUAL MARKS** **5 X 10 = 50M**

**SECTION - A**

**UNIT - I**

2. Classify the following into Personal, Real and Nominal Accounts

- |              |                    |                           |
|--------------|--------------------|---------------------------|
| (a) Capital  | (b) Rent recovered | (c) Accrued Interest      |
| (d) Discount | (e) Bad debts      | (f) Carriage (g) goodwill |
| (h) Premises | (i) Investments    | (j) Work-in-Progress.     |

3. Journalise the following transactions.

- (a) Rao starts business with Rs.10,000 cash and a building worth Rs.50,000
- (b) Purchased goods worth Rs.20,000 out of which goods worth Rs.12,000 was on credit from Shyam.
- (c) Sold goods on credit worth Rs.16,000 to Ram.
- (d) Received Rs.15,600 from Ram in full settlement of his account.
- (e) Paid Rs.11,800 to Shyam in full settlement of Rs.12,000 due to him.
- (f) Paid wages Rs.500 and salaries Rs.2,000

**UNIT - II**

4. Enter the following transactions in suitable subsidiary books.

		Rs.
Jan.1	Purchased goods from Rekha	7,500
4	Sold goods to Midhum	8,000
5	Returned goods to Rekha	500
6	Sridevi bought goods from us	4,000
8	Received goods returned by Midhun	400
10	Rajesh sold goods to us	4,000
15	Sold goods to Kishore	3,000
16	Returned goods to Rajesh	600
20	Kishore returns goods	500

5. Enter the following transactions in a three column cash book.

2015		Rs.
January 1	Started business with cash	40,000
2	Opened savings bank account with Vijaya Bank	16,000
5	Bought goods by cheque	350
6	Received cheque from Suhas	400
	Allowed him discount	20
8	Sold goods for cash	80
10	Paid into bank – Cash	60
	Cheque	400
14	Paid Sateesh by cheque	690
	Discount received	10
17	Paid Carriage	300
20	Drew from bank for office	400
31	Paid Salaries by cheque	200

### UNIT – III

6. The Cash Book (Bank Columns) and the Pass book of Umasankar are given below. Prepare Bank Reconciliation Statement as on 31<sup>st</sup> December, 2015.

Dr. Cash Book (Bank column) Cr.

		Rs.			Rs.
2015 Dec. 24	To balance b/d	360	2015 Dec. 29	By Mahesh	15
Dec. 27	To Prasad	60	Dec. 29	By Ganesh	145
Dec. 28	To Giridhar	120	Dec. 29	By Viswanadh	35
Dec. 28	To Sankar	42	Dec. 31	By balance c/d	387
		582			582
Jan. 1	To Balance b/d	387			

Dr. Bank Pass Book Cr.

		Rs.			Rs.
2015			2015		
Dec. 31	To Ganesh	145	Dec. 25	By balance b/d	360
Dec. 31	To balance c/d	400	Dec. 28	By Prasad	60
			Dec. 29	By Giridhar	120
			Dec. 31	By Interest	5
		545			545
			2016		
			Jan. 1	By balance b/d	400

7. From the following transactions prepare bank reconciliation statement.
1. Overdraft balance as per cash book Rs. 2,000
  2. Out of cheques issued Rs. 35,000 payment was made for cheques amounting Rs. 28,000
  3. Of Rs. 20,000 Cheques sent for collection Rs. 2,000 not realised up to reconciliation

date.

4. Bank charges Rs. 20 recorded in the debit side of the cash book.
5. Interest on investments Rs. 350 was realised by the banker but entered in the credit Side of the cash book.
6. The cash book receipts side was overcast by Rs. 100
7. The pass book payments side was under caste by Rs. 300

**SECTION - B**

**UNIT – IV**

8. The following trial balance was prepared by a clerk appointed newly by Rao & Company. Some errors were found in the Trial Balance due to lack of experience in preparing accounts. Prepare Trial Balance by rectifying these mistakes.

S.No	Particulars	Debit Rs.	Credit Rs.
1.	Opening Stock	5,000	
2.	Capital		60,000
3.	Discount allowed		500
4.	Discount received		700
5.	Fixed Assets		60,000
6.	Sales	85,000	
7.	Purchases		45,000
8.	Purchase returns		1,000
9.	Sales returns	2,000	
10.	Carriage inwards		600
11.	Carriage outwards		700
12.	Wages, Salaries	25,000	
13.	Bills receivable	7,000	
14.	Debtors	9,000	
15.	Bills Payable		7,000
16.	Rent	3,000	
17.	Interest Paid		2,000
18.	Cash	800	
19.	Creditors	6,900	
20.	Closing Stock	33,800	
		1,77,500	1,77,500

9. From the following Trail Balance of Sri Rangoli Prepare Final Accounts after making the necessary adjustments.

- (a) Insurance unexpired to the extent of Rs. 180.
- (b) Salaries and Rent are outstanding to the extent of Rs. 280 and Rs. 120 respectively.
- (c) Loose tools are revalued at Rs. 9,000.
- (d) Allow interest on capital at 5% p.a.
- (e) Make a reserve of 5% on Debtors for doubtful debts.
- (f) Closing Stock was valued at Rs. 60,000 on 31-12-2006.

**TRIAL BALANCE**

<b>Debit Balances :</b>	<b>Rs.</b>	<b>Credit Balances :</b>	<b>Rs.</b>
Freehold land	70,000	Mortgage Loans	40,000
Loose Tools	11,200	Bills payable	6,800
Plant & Machinery	91,000	Sales	2,43,000
Sundry Debtors	36,400	Creditors	31,200
Cash at bank	22,000	Discount	350
Opening Stock 1-1-2006	21,000	Capital	80,000
Insurance	600		
Bad debt.	1,120		
Bills receivable	10,800		
Purchases	1,00,000		
Cash in hand	1,120		
Rent, Rates etc.	2,600		
Interest	500		
Wages	21,400		
Trade expenses	300		
Salaries	3,120		
Repairs	1,750		
Carriage Inwards	700		
Discount	580		
Drawings	5,000		
	<u>4,01,350</u>		<u>4,01,350</u>

**UNIT – V**

10. X Company Ltd., closes its accounts on 31<sup>st</sup> December each year. X Company Ltd. Purchased on 1-1-1999 a plant for Rs. 40,000 and spent Rs. 10,000 as erection charges. On 1-7-1999, Rs. 25,000 worth of additional machinery was purchased. The plant purchased on 1-1-1999 was sold for Rs. 10,000 on 1-7-2001 as it became obsolete. On the same date a new machinery was purchased for Rs. 60,000. The company provides for depreciation @ 15% p.a. on the diminishing balance method.

11. On 1-1-2001 X Co. Ltd. Purchased a machine for Rs. 60,000 and Rs. 20,000 were spent on its erection immediately. On 1-7-2002 another machine was purchased for Rs. 52,000 and on 1-7-2003 the first machine was sold for Rs. 64,000. On the same date, another machine was purchased for Rs. 50,000. On 1-1-2004, the second machine was sold for Rs. 46,000. Depreciation was provided on machine at the rate for 10% per annum on the original cost annually on 31<sup>st</sup> December. Prepare machine account for the above four calendar years.

**VIKRAMA SIMHAPURI UNIVERSITY :: NELLORE**  
**Bachelor of Business Administration**  
**SEMESTER-II**  
**BUSINESS ENVIRONMENT**  
**MODEL QUESTION PAPER**

**Time: 3 hours:**

**Max.Marks:75**

**PART I**

**Answer any Five question of the following.**

**(5X5=25)**

1. Elements of External Environment .
2. Economic Reforms .
3. Nature & Scope of environment.
4. Consumerism
5. Objectives of Economic planning
6. NRI
7. Elements of International environment
8. MNCs
9. Legal Environment
10. Monetary Policy

**PART II**

**ANSWER ANY FIVE QUESTIONS CHOOSING ATLEAST TWO QUESTIONS FROM EACH SECTION. EACH QUESTION CARRIES EQUAL MARKS**

**(5X10=50)**

**SECTION A**

**UNIT - I**

11. Explain the concept and significance of Business Environment .
12. Explain micro and macro environment of business.

**UNIT - II**

13. Explain different economic systems.
14. Explain the salient features of present Industrial policy of India .

**UNIT - III**

15. What do you mean by Consumerism? Explain the salient features of Consumers protection Act .
16. Explain the Elements of Socio – Cultural Environment .

**SECTION B**

**UNIT - IV**

17. Explain the elements of technological environment .
18. Explain the Procedure of Fiscal Policy .

**UNIT - V**

19. Explain the salient features of present Economic Planning.
20. Discuss the Functions of Indian Corporate Sector

## **Semester - III**

### **DSC 1C: Operations Management**

Unit-I: Operations management - meaning, definitions, scope and objectives- interaction of operations management with other areas - manufacturing and non manufacturing operations and their characteristics.

Unit-II: Facilities planning - plant location - factors determining plant location - plant layout— process layout and product layout.

Unit-III: Capacity planning - estimation of capital requirements - maintenance management— types of maintenance.

Unit-IV: Operations planning and control - Objectives of Operations planning— planning procedure - Operations planning categories.

Unit-V: Operations control - Meaning, Importance and objectives - Techniques of operations control.

#### **References:**

- 9) Russell, Roberta S, and Bernard W.Taylor, Operations Management, Pearson Education, New Delhi 2004.
- 10) Chase :Operations Management for Competitive Advantage, Tata McGraw Hill, New Delhi.
- 11) Buffa, E.S., \_Modern Production Management‘, New York, John Wiley, 1987.
- 12) Adam, E.E. and Ebert, R.J., ‘Production and Operations Management‘ Prentice Hall of India, New Delhi 1995.
- 13) Chary, S .N., Production and Operations Management‘, Tata McGraw Hill, New Delhi 1989

## **DSC 2C: Human Resource Management**

Unit-I: Introduction to Human Resource Management: Introduction, Concept of Human Resource Management, Scope of Human Resource Management, Role of HR Executives.

Unit-II: HRM in India: Introduction, Changing Role of Human Resource in India, Globalization, Its Impact on HR.

Unit-III: Human Resource Planning: Process of Human Resource Planning, Need for Human Resource Planning, HR Forecasting Techniques.

Unit-IV: Recruitment and Selection: Concept of Recruitment, Factors Affecting Recruitment, Sources of Recruitment, Selection, Selection Process

Unit-V: Training and Management Development: Meaning of Training, Area of Training, Methods of Training, Concept of Management Development, Management Development Methods, Differences Between Training and Development.

### **References:**

- 1.D'Cenzo, David A., Stephen P. Robbins, and Susan L. Verhulst, Human Resource Management, John Wiley and Sons, NewDelhi.
- 10) Gomez-Mejia, Luis R., D. B. Balkin, and R. L. Cardy, Managing Human Resources, Prentice Hall, NewJersey.
- 11) Ian, Beardwell, and Len Holden, Human Resource Management, Prentice Hall.
- 4.Dessler, Garry, Human Resource Management, Prentice Hall of India. Department of Commerce, University of Delhi 20
5. Saiyadain, Mirza S., Human Resource Management, Tata McGraw-Hill Pub. Co. Ltd., New Delhi.



### **DSC 3C: Organizational Behaviour**

Unit-I: Focus and Purpose: Definition, need and importance of organizational behaviour – Nature and scope – Frame work – Organizational behaviour models.

Unit-II: Personality – types – Factors influencing personality – Theories – Learning – Types of learners – The learning process – Learning theories.

Unit-III: Attitudes – Characteristics – Components – Formation – Measurement- Values. Perceptions – Importance – Factors influencing perception.

Unit-IV: Organization structure – Formation – Groups in organizations – Influence – Group dynamics– Group decision making techniques.

Unit-V: Leadership and Power :Meaning – Importance – Leadership styles – Theories – Leaders Vs Managers – Sources of power – Power centers – Power and Politics.

#### **References:**

- 11) Stephen P. Robins, Organizational Behavior, PHI Learning/Pearson Education, 2008.
- 12) Fred Luthans, Organizational Behavior, McGraw Hill, 2001.
- 13) Schermerhorn, Hunt and Osborn, Organizational behavior, John Wiley, 9<sup>th</sup> Edition, 2008.
- 14) UdaiPareek, Understanding Organizational Behaviour, Oxford Higher Education, 2004.
- 15) Mc Shane & Von Glinov, Organizational Behaviour, 4<sup>th</sup> Edition, Tata Mc Graw Hill, 2007.
- 16) Hellrigal, Slocum and Woodman, Organizational Behavior, Cengage Learning, 2007.
- 17) Ivancevich, Konopaske&Maheson, Organizational Behaviour & Management, Tata McGraw Hill, 2008.

**THREE YEARS BBA DEGREE EXAMINATION**

**CBSC- THIRD SEMESTER**

**PAPER: OPERATIONS MANAGEMENT**

**Model paper**

**PART-I**

ANSWER ANY FIVE OF THE FOLLOWING QUESTIONS

5x5=25

1. Characteristics of non-manufacturing operations
2. Operations management
3. Plant location and
4. Principles of Plant layout
5. Explain areas of maintenance
6. Objectives of Operational Planning
7. Importance of Operations Planning
8. Objectives of Operations Controlling
9. Advantages of process layout
10. Manufacturing operations

**PART-II**

ANSWER ANY 5 QUESTIONS CHOOSING AT LEAST TWO QUESTIONS FROM EACH SECTION, CARRIES EQUAL MARKS **5X10= 50M**

**SECTION-A**

**UNIT-I**

11. Explain scope of operations management
12. Explain the objectives of operations management

**UNIT- II**

13. Explain the factors affecting plant location
14. Explain the different types of plant layout

**UNIT- III**

15. Explain different types of capacities
16. Explain different types of plant location

**SECTION-B**

**UNIT- IV**

17. Explain the functions of operations planning
18. Explain the functions of operations controlling

**UNIT- V**

19. Explain the importance & limitations of operations planning & control
20. Explain the functions of operations management

**THREE YEARS BBA DEGREE EXAMINATION**

**CBSC- THIRD SEMESTER**

**PAPER: HUMAN RESOURCE MANAGEMNT**

**Model paper**

**PART-I**

**ANSWER ANY FIVE OF THE FOLLOWING QUESTIONS**

**5x5=25M**

1. Human resource management
2. Delphi technique in forecasting human resource.
3. Hrp
4. Difference between recruitment and selection.
5. Write any two personality tests in selection process.
6. Induction
7. Training vs developepoment
8. Compensation
9. Areas of training
10. Impact of work force diversity

**PART-II**

**ANSWER ANY 5 QUESTIONS CHOOSING AT LEAST TWO QUESTION FROM EACH SECTION, CARRIES EQUAL MARKS 5X10= 50M**

**SECTION-A**

**UNIT-I**

11. Explain the functions of human resource management
12. Briefly discuss about the roles of human resource executives

**UNIT-II**

13. Explain the changing role of human resource in india.
- 14 .Discuss how globalisation impacts on HR.

**UNIT-III**

15. Define HRP? Explain the process of HRP.
16. Discuss various techniques for forecasting human resources in an organisation

**SECTION-B**

**UNIT-IV**

17. What do you understand by selection? Explain in brief the steps involved on selection procedure.
18. Define recruitmen? Bring out the sources of recruitment.

**UNIT-V**

19. Explain the various methods of training.
20. Explain the various methods of development.

**THREE YEARS BBA DEGREE EXAMINATION**

**CBSC- THIRD SEMESTER**

**PAPER: ORGANISATIONAL BEHAVIOUR**

**Model paper**

**PART-I**

ANSWER ANY FIVE OF THE FOLLOWING QUESTIONS

5x5=25M

1. Importance of OB
2. Types of Personalities
3. Types of learners
4. Characteristics of Attitudes
5. Group dynamics
6. Importance of perception
7. Importance of leadership
8. Leaders vs managers
9. Psycho analytical theory
10. Likerts leadership styles

**PART-II**

ANSWER ANY 5 QUESTIONS CHOOSING AT LEAST TWO QUESTION FROM EACH SECTION, CARRIES EQUALMARKS  
5X10=50M

**SECTION-A**

UNIT-I

11. Explain the nature and scope of OB
12. Explain the Models of OB

UNIT-II

13. Define personality and explain factors influencing personality
14. Explain learning process

UNIT-III

15. Define Attitudes and explain components of Attitudes
16. Explain the factors influencing perception

**SECTION-B**

UNIT-IV

17. Explain different types of organization structure
18. Explain group decision making techniques

UNIT-V

19. Explain leadership theories
20. Explain the sources of power

**SEMESTER-IV**  
**DSC-1D COST ACCOUNTING**

**Unit-I : Introduction and Preparation of Cost Sheet :**

Nature and scope of cost accounting – Objectives of cost accounting – Advantages of cost Accounting – Preparation of Cost Sheet – Simple Problems.

**Unit-II : Preparation of Quotation (or) Tenders :**

Meaning and definition of Tender – Need for preparation of Tender – preparation of Tenders based on number of units – Preparation of tenders based on percentages simple problems.

**Unit-III : Stock Levels and Methods of Pricing the Issue of Materials:**

EOQ – Minimum stock level – Maximum stock level reordering level – average stock level.

FIFO Method – LIFO Method – Simple Average Method – Weighted Average Method.

**Unit-IV : Over heads and Methods of wage Payments :**

Meaning and definition of overheads – Types of overheads – Primary distribution of overheads – Secondary distribution of overheads (Excluding Simultaneous equation Method) – Simple problems.

Competition of Labour Cost – Halsey Method - Rowan Method – Taylor's differential piece rate System – Merrick's multiple piece rate system – Simple problems.

**Unit-V : Job Costing and Contract Costing :**

Meaning and definition of Job – Feature of Job costing – Advantages of Job costing – Preparation of Job cost sheet – Simple problems.

Meaning and definition of contract– Difference between job and contract – Types of contracts – Calculation of profit to be transferred to Profit and Loss Account on uncompleted contracts – Work certified – work uncertified – work in progress – preparation of contract account and contractee's Account – Simple problems.

## **DSC 2D: Marketing Management.**

Unit-I: Concept of marketing - Market, Marketing, Marketer - Selling concept, marketing concept, Social marketing concept - Need of marketing in Business Sector - Marketing environment.

Unit-II: Product and Product lines - Product hierarchy, Product classification, Product mix - Product life cycle, stages of the product life cycle.

Unit-III: Pricing: Setting the price, pricing process, pricing methods. Adapting price: Geographical pricing, price discounts and allowances, promotional pricing, discriminatory pricing, product mix pricing.

Unit-IV: Marketing channels: The Importance of marketing channels - Channel design decisions - Channel management decisions.

Unit-V: Promotion mix Advertisement:- Meaning, Objectives - Types of Media - Sales Promotion - Objectives and Tools - Public relation - Meaning and Tools - Personal selling -Process.

### **References:**

1. Philip Kotler and Armstrong, Principles of Marketing, PHI
2. Philip Kotler, Marketing Management, PHI
3. V.S Ramaswamy and S. Namakuari, Marketing Management.
4. J.P.Gupta and Joyti Rana, Principles of Marketing Management, R. Chand & Co. New Delhi.

### **DSC 3D: Business Ethics and Corporate Governance**

Unit- I: Business Ethics: Meaning, Principles of Business Ethics, Characteristics of Ethical Organization, Ethics, Ethics of Corporate Governance, Globalization and Business Ethics, Stakeholders' Protection, Corporate Governance and Business Ethics.

Unit- II: Conceptual Framework of Corporate Governance: Meaning, Governance vs. Good Corporate Governance, Corporate Governance vs. Corporate Excellence, Insider Trading, Rating Agencies, Benefits of Good Corporate Governance, Corporate Governance Reforms.

Unit- III: Major Corporate Governance Failures: Junk Bond Scam (USA), Maxwell Communication Corporation and Mirror Group Newspapers (UK), Andersen Worldwide (USA) and Satyam Computer Services Ltd (India); Common Governance Problems in various Corporate Failures.

Unit- IV: Regulatory Framework of Corporate Governance in India, SEBI Norms based on KM Birla Committee, Clause 49 of Listing Agreement, Corporate Governance in Public Sector Undertakings.

Unit-V: Corporate Social Responsibility (CSR): Meaning, CSR and Corporate Sustainability, CSR and Business Ethics, CSR and Corporate Governance, Environmental Aspect of CSR, CSR Models.

#### **References:**

1. J. P. Sharma Corporate Governance, Business Ethics & CSR, Ane Books Pvt. Ltd., New Delhi.
2. Bhanu Murthy, K. V. and Usha Krishna, Politics Ethics and Social Responsibilities of Business, Pearson Education, New Delhi.
3. D Geeta Rani & R K Mishra, Corporate Governance-Theory and Practice, Excel Books, New Delhi
4. Christine A Mallin, Corporate Governance (Indian Edition), Oxford University 46 Press, New Delhi.
5. Bob Tricker, Corporate Governance-Principles, Policies, and Practice (Indian Edition), Oxford University Press, New Delhi.
6. Andrew Crane Dirk Matten, Business Ethics (Indian Edition), Oxford University Press, New Delhi.

**THREE YEARS BBA DEGREE EXAMINATION**

**CBSC- FOURTH SEMESTER**

**PAPER: MARKETING MANAGEMENT**

**Model paper**

**PART-I**

**ANSWER ANY FIVE OF THE FOLLOWING QUESTIONS**

**5x5=25M**

1. Characteristics of market
2. Product mix
3. Different name of price
4. Product mix prices
5. Benefits of marketing channels
6. Write levels of product
7. Objectives of sales promotion
8. Public relations
9. Need of marketing in business sector.
10. Geographical Pricing.

**PART-II**

**ANSWER ANY 5 QUESTIONS CHOOSING AT LEAST TWO QUESTION FROM EACH SECTION, CARRIES EQUAL MARKS**

**5X10= 50M**

**SECTION-A**

**UNIT-I**

11. Explain the concepts of marketing
12. Explain the marketing environment

**UNIT II**

13. Explain the types of products
14. Explain PLC

**UNIT III**

15. Explain the process of pricing
16. Explain any two pricing methods



SECTION-B

UNIT IV

17. Explain the different types of channels
18. Explain the factors affecting marketing channels

UNIT V

19. Explain different types of Advertising Media
20. Explain the process of Personal Selling

**THREE YEARS BBA DEGREE EXAMINATION**

**CBSC- FOURTH SEMESTER**

**PAPER: BUSINESS ETHICS AND CORPORATE GOVERNANCE**

**Model paper**

**PART-I**

ANSWER ANY FIVE OF THE FOLLOWING QUESTIONS

5x5=25M

1. Corporate Governance
2. Characteristics of Ethics
3. Governance vs Good Governance
4. Junk Bond scam
5. Corporate Social Responsibility
6. Benefits of Good Corporate Governance
7. Insider Trading
8. Stakeholder's protection
9. Satyams scam
10. CSR and business ethics

**PART-II**

ANSWER ANY 5 QUESTIONS CHOOSING AT LEAST TWO QUESTION FROM EACH SECTION , CARRIES EQUAL MARKS 5X10= 50M

**SECTION-A**

**UNIT I**

11. Define Business Ethics? Explain different principles which are needed in an Organization?
12. Comment how the Globalization impact on Ethical values of a Business?

**UNIT II**

13. Define Rating Agencies? Explain different types of Rating agencies in India?
14. Discuss (i) Corporate Governance Vs Corporate Excellence  
(ii) Corporate Governance reforms

**UNIT III**

15. Briefly discuss major Corporate Governance failures around the world?
16. Explain the Governance Problems which are faced by Corporate industries?

**SECTION-B**

**UNIT IV**

17. Discuss the Corporate Governance in public Sector Undertakings?
18. What is SEBI? Explain SEBI norms based on KM Birla Committee?

**UNIT V**

19. Define CSR? Explain Environment aspect of CSR?
20. Explain different types of CSR models

## **Semester - V**

### **DSC 1E: e-Commerce**

Unit-I: Electronic Commerce: Definition, types, advantages and disadvantages, E-Commerce transaction on World Wide Web. Electronic Market-Online shopping, Three models of Electronic Market - E-Business.

Unit-II: Supply Chain Management: Definition, Benefits, goals, functions, characteristics, Strategies of SCM, Electronic Data Interchange (EDI): Definition, benefits of EDI, applications, advantages and limitations, EDI Model.

Unit-III: Electronic Payment Systems: Types of EPS- traditional payment system and modern payment system, electronic cash, steps for electronic payment, payment security - E-Security-cryptography, secure electronic transaction, secure-socket layer.

Unit-IV:Customer Relationship Management: Definition, Components of CRM, CRM Architecture, Electronic CRM, Need for Electronic CRM, E-CRM applications

Unit-V: HTML- Navigating the World Wide Web, Preparing to Publish on the Web, HTML and XHTML, Learning the Basics of HTML, structure of HTML, Creating simple web pages, formatting text with HTML, adding images, color and background, table creation, designing forms.

#### **References:**

- 10) CSV Murthy, E-Commerce: Concepts, Models, Strategies, Himalaya Publishing House.
- 11) Laura Lemay; Rafe Colburn, Teach Yourself Web with HTML in 24 Hours,Sams Publishing
- 12) Steven Holzner, HTML Black Book, Dream Tech Press.

## **DSC 2E: Business Laws**

Unit-I: Law of Contract – Definition, Essentials of valid contract, Kinds of contract, Offer, Acceptance, consideration, Capacity of Parties to contract, Free Consent, Stranger to the Contract.

Unit-II: Contingent Contracts, Performance of Contract, Discharge of Contract, Breach of Contracts and remedies.

Unit-III: Specific Contract – Contract of Indemnity, Guarantee Contract, Contract of Bailment, Pledge.

Unit-IV: Sale of Goods Act – Meaning and definition, Essentials of sale contract, sale and agreement to sale, conditions and warranties, unpaid seller, Rules of transfer of property.

Unit-V: The essential Commodity Act. Right to information Act. The Consumer Protection Act, 1986.

### **References:**

1. Indian Contract Act – by Bare Act, Government of India.
2. N.D. Kapoor Mercantile Law, Sultan Chand & Company, New Delhi.
3. Avatar Singh Mercantile Law, Vikas Publication.
4. Balchandani: Business Laws.
5. S.D. Geet and M.S. Patil: Business Laws.
6. S.S. Gulshan: Business Laws.
7. N.M. Wechlakar: Business Laws.

## **DSE 3E : Taxation**

### **Unit-I : Introduction :**

Indian Taxation system-Overview of Direct Taxes-Income Tax – Basic concepts: Income – Person – Assessee - Assessment year - Previous year – Income - Casual Income - PAN - Gross total income - Agricultural income and its assessment - Capital and Revenue - Incomes exempt from tax.(Theory Only)

**Unit –II : Residential status and incidence of tax :** Residential status of an individual – Ordinary Resident – Not Ordinarily Resident – Non Resident – Incidence of tax of an individual (Simple problems).

### **Unit-III : Income from Salary :**

Salary – meaning – allowances – perquisites - profits in lieu of salary and their treatment - deductions from salary income - computation of salary income.(Simple Problems)

### **Unit-IV : Income from House Property :**

Meaning - Annual value - let-out house - Self-occupied house - deemed to be let-out house - deductions from annual value - unrealized rent - computation of income from house property (Simple problems).

### **Unit-V : Income from Business and profession :**

**Depreciation:** Meaning basis - rates- block of assets - unabsorbed depreciation.

**Income from business and profession :** Chargeability - deductions expressly allowed and disallowed - General deductions - computation of profits and gains from business and profession (Simple Problems).

### **References :**

1. Gaur & Narang : Income Tax, Kalyani Publishers.
2. Vinod K. Singhania : Direct Taxes - Law and Practice, Taxman Publication.
3. B.B. Lal : Direct Taxes, Konark Publisher (P) Ltd.
4. Bhagwati Prasad : Direct Taxes – Law and Practice, WishwaPrakashan.
5. Dr. Mehrotra and Goyal : Direct Taxes – Law and Practice, Sahitya Bhavan Publication.
6. DinakarPagare : Law and Practice of Income Tax, Sultan Chand and sons.

## **DSC 1F (EB): e-Commerce**

**Unit-I: e-Commerce:** Features- Distinction between e-Commerce and e-Business - Types of Business Models: B2B, B2C, C2C - Benefits and Limitations of e-Commerce - Apps.

**Unit-II: e-Business Applications:** Integration and e-Business suits - ERP, e-SCM, e-CRM - Methods and benefits of e-Payment Systems –e-Marketing – Applications and issues

**Unit-III: e-Business in different Fields:** e-Tourism – e-Recruitment – e- Real Estate – e-Stock Market – e-Music/Movies - e-Publishing and e-Books.

**Unit-IV: Online Education:** Process - Methods - e-Content development and Deliveries - Major technologies used in e-Education - Online Testing - Methods - Future Trends.

**Unit-V: Mobile Commerce:** Ticketing - Me-Seva; Government and Consumer Services – e-Retailing - e-Groceries – Security challenges - Case Studies.

### **References:**

1. Turban E. Lee J., King D. and Chung H.M: Electronic commerce-a Managerial Perspective, Prentice-Hall International, Inc.  
Bhatia V., E-commerce, Khanna Book Pub. Co. (P) Ltd., Delhi.
3. Daniel Amor, E Business R (Evolution), Pearson Education.
4. Krishnamurthy, E-Commerce Management, Vikas Publishing House.
5. David Whiteley, E-Commerce: Strategy, Technologies and Applications, Tata McGraw Hill.
6. P. T. Joseph, E-Commerce: A Managerial Perspectives, Tata McGraw Hill.

## **DSC 2F (EB): Business Networks**

**Unit-I: Business Forms:** Interrelation among Stakeholders – Business and Government – Business and Society: Social Network and Facebook.

**Unit-II: Business Networking through ICT:** Basic concepts – Uses and Application of Business Networks – Different Layers of Business Networks – Internet and Business Networks – Network Security.

**Unit-III: Business Networking Systems and Devices:** Communication Satellites – Servers – Cloud Computing – Sharing – Spectrum – Commercial issues.

**Unit-IV: Customer Relationship Management:** Establishing Network connection with customers – Forward and Backward Integration – Customer Data Base – Creation and Maintenance – Legal and Ethical Issues.

**Unit-V: Business Analytics:** Master Data Management – Data Warehousing and Mining – Data Integration – OLTP and OLAP.

### **References:**

1. Jerry, FitzGerald and Alan Dennis, Business Data Communications and Networking, John Wiley & Sons.
2. Tanenbaum, A. S., Computer Networks, Pearson Education.
3. David A Stamper, Business Data Communications. Addison Wesley.
4. Business Analytics – Methods, Models and Decisions, James R. Evans, Prentice Hall.
5. Business Analytics - An Application Focus, PurbaHalady Rao, PHI learning
6. R.N Prasad and Seema Acharya, Fundamentals of Business Analytics, Wiley India.



## **DSC 1F (FM): Financial Markets**

Unit-I: Introduction:Basics of Investment-Types of markets -Securities and role of regulator – SEBI - Primary market, Procedure for buying shares through IPO, Dematerialization of securities.

Unit-II: Secondary Market:Stock Exchanges, stock trading, products in Secondary, equity, debt, Derivatives – types, options, commodity derivatives and financial derivatives.

Unit-III: Debt Funds: Salient features, debt mutual fund schemes, fixed maturity plans - Capital protection funds, gilt funds, etc. Liquid Funds – Salient features.

Unit-IV: Regulation of Financial Markets:Regulations governing equity market, techniques of market analysis -Income tax and capital gains having relevance for investment - trading in stock market.

Unit-V: Market Simulation:Internet based software to develop basic numeric and keyboarding skills- Students must read daily news papers like The Economic Times, Financial Express etc., watch business channels e.g. CNBC, NDTV Profit, ET Now etc. and get updates from websites of SEBI, NSE etc.

### **References:**

1. Financial Markets: A Beginners' Module, Workbook from NSE Reference Books:
2. Gupta, L.C: Stock Exchange Trading in India; Society for Capital Market Research and Development, Delhi, 1997.
3. Dalton, John M: How the Stock Markets Works,2001, New York Institute of Finance
4. I.M. Bhole, Financial Institutions and Market, 2009, Tata McGraw Hill.
5. Vasant Desai, Indian Financial System, 1997, Himalaya Publisher.

## **DSC 2F (FM)/(IB): Foreign Exchange Management**

Unit-I: Nature and scope of forex management: Objectives, significance and scope of forex management, relationship between forex management and financial management, forex management and global environment.

Unit-II: International financial markets and instruments: An overview of international capital and money markets, arbitrage opportunities, integration of markets, international capital and money market instruments – GDRs, DRs, Euro Bonds, dual currency bonds, euro equity, euro deposits.

Unit-III: Foreign Exchange Market: Functions, characteristics, organization, and participants, arbitrage in foreign exchange market, mechanics of making foreign payments, cost associated with international payments.

Unit-IV: Foreign exchange rates and its determinations: exchange rate, spot, forward and cross exchange rates, Forex trading and financing of international trade.

Unit-V: Foreign Exchange Risk Hedging techniques: Swaps, Options, offshore banking, payment terms, i.e., Commercial Invoice, Letter of credit, Bill of exchange, documents and financing techniques.

References:

- 1) Jeevanandan, C, Foreign Exchange and risk Management, Sultan Chand and sons, New Delhi
- 2) Chatterjee, Principles of Foreign Exchange, Himalaya, Bombay.
- 3) Ian Giddy, Global Financial Markets, AIYBS, New Delhi.

## **DSC 1F (HR): Talent Management**

Unit-I: Talent Management: Meaning and significance of talent management - attracting talent, retaining talent, right sizing the workforce, work life balance initiatives, providing HR leadership to business.

Unit-II: Competency Mapping: Features of competency methods - Competency mapping procedures and steps- business strategies - methods of data collection for mapping - Developing competency models from raw data- data recording, analyzing the data, content analysis of verbal expression, validating the competency models.

Unit-III: Performance management and employee development: Personal Development plans, 360 degree feed back as a developmental tool, performance management & reward systems: performance linked remuneration system, performance linked career planning & promotion policy.

Unit-IV: Employee engagement- meaning and significance, constituents of engagement, conceptual framework of engagement, behaviors associated with engaged employees, engaged, not engaged, actively disengaged, parameters to measure employee engagement, Q 12 model of Gallup, employee satisfaction survey .

Unit-V: Succession planning: Identifying managerial positions which are critical for the business - Identifying second line of leaders and developing their capabilities to occupy the critical positions in the event of the exit of current incumbents – Taking-up lateral hiring when there is discontinuity in the succession plans.

### **References:**

1. Competence at work - Lyle M. Spencer, Signe M. Spencer. John Wiley 1993
2. Competency mapping, Assessment and Growth - Naik G.P, IIHRM, 2010.
3. Performance Management - Herman Aguinis, Pearson Education, 2007.
4. Talent Management Hand Book - Lance A. Berger & Dorothy R. Berger, Tata McGraw Hill.
5. Appraising and Developing Managerial Performance- Rao T. V, Excel Books
6. Performance Management - Dixit Varsha, 1/e, Vrinda Publications Ltd
7. A Handbook of Competency Mapping – Seema Sangi, Response Books, 2004
8. The Talent Management Hand Book - Lance A. Berger & Dorothy R. Berger, TMH.

## **DSC 2F (HR): Industrial Relations**

Unit-I: Meaning and Definitions, Importance, content of Industrial Relations, Objectives of Industrial Relations, Industrial Relations program, Scope of Industrial Relations work, Functional Requirements of successful Industrial Relations.

Unit-II: Industrial Disputes: Types of Disputes, causes of Industrial Disputes, procedure for the settlement of industrial disputes, Government and Industrial Relations, organs of Industrial peace, Tripartite Machinery, code of discipline, voluntary arbitration, grievance Redressal Procedure.

Unit-III: Trade Unions: Principles of Trade Unionism, Objectives and function of trade union, Achieving of Trade Union objectives, Factors affecting growth of Trade union, Features, Weakness of Trade unions.

Unit-IV: Participative Management: Meaning and objectives, forms of participation, objectives of workers participations in management, levels of participation, forms of participation in India.

Unit-V: Collective Bargaining: Meaning, Main Features of collective bargaining, necessity and importance of collective bargaining, Principles of Collective Bargaining, Process of negotiations, contract administration.

### **References:**

- 1) P. Subba Rao, Industrial Relationship, Himalaya Publishers.
- 2) Labour and Industrial Laws – Central Law Publications Allahabad.

## **DSC 1F (IB)/(MM):Global Marketing**

Unit-I: Introduction: Meaning - scope - trend towards globalization - classification of foreign markets - tariff and non-tariff barriers - stages of global marketing - global and multi-international marketing - economic, technological, political and social factors affecting global marketing.

Unit-II: Selection of Foreign Markets: Meaning - parameters for market choice decision - modes of entry into global markets - Exporting - licensing - franchising - joint ventures – subsidiaries.

Unit-III: Product Selection of global markets: product policy - product standardization - adaptation - international product life policy - global product strategies - promotion of global products.

Unit-IV: Pricing Meaning – factors influencing pricing - International pricing terms - export pricing.

Unit-V: Promotion Channels of distribution in selected foreign countries - factors affecting channel decision - foreign agents - identification - motivation - control of foreign agents.

### **References:**

1. Warren Keegan, International Marketing, Pearsons publications, 2011.
1. PhilysCateora and John Graham, International Marketing, Tata McGraw Hill, 1999.
2. Susan Douglas & Samuel Craig, Kripalani, Global Marketing Strategy Tata McGraw Hill, 2005.
3. Varshney and Bhattacharya, International Marketing, 1999, Book well Publishers, New Delhi, 2007.

## **DSC 2F (IB)/(FM): Foreign Exchange Management**

Unit-I: Nature and scope of forex management: Objectives, significance and scope of forex management, relationship between forex management and financial management, forex management and global environment.

Unit-II: International financial markets and instruments: An overview of international capital and money markets, arbitrage opportunities, integration of markets, international capital and money market instruments – GDRs, DRs, Euro Bonds, dual currency bonds, euro equity, euro deposits.

Unit-III: Foreign Exchange Market: Functions, characteristics, organization, and participants, arbitrage in foreign exchange market, mechanics of making foreign payments, cost associated with international payments.

Unit-IV: Foreign exchange rates and its determinations: exchange rate, spot, forward and cross exchange rates, Forex trading and financing of international trade.

Unit-V: Foreign Exchange Risk Hedging techniques: Swaps, Options, offshore banking, payment terms, i.e., Commercial Invoice, Letter of credit, Bill of exchange, documents and financing techniques.

References:

- 1) Jeevanandan, C, Foreign Exchange and risk Management, Sultan Chand and sons, New Delhi
- 2) Chatterjee, Principles of Foreign Exchange, Himalaya, Bombay.
- 3) Ian Giddy, Global Financial Markets, AIYBS, New Delhi.

## **DSC 1F (MM)/(IB): Global Marketing**

Unit-I: Introduction: Meaning - scope - trend towards globalization - classification of foreign markets - tariff and non-tariff barriers - stages of global marketing - global and multi-international marketing - economic, technological, political and social factors affecting global marketing.

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Unit-V: Promotion Channels of distribution in selected foreign countries - factors affecting channel decision - foreign agents - identification - motivation - control of foreign agents.

### **References:**

1. Warren Keegan, International Marketing, Pearson publications, 2011.
1. PhilysCateora and John Graham, International Marketing, Tata McGraw Hill, 1999.
2. Susan Douglas & Samuel Craig, Kripalani, Global Marketing Strategy Tata McGraw Hill, 2005.
3. Varshney and Bhattacharya, International Marketing, BookWell Publishers, New Delhi, 2007.

## **DSC 2F (MM): Advertising and Media Management**

Unit-I: Concept of Public Relations - Working definitions - Nature and scope of public relations.

Unit-II: Four elements of Public Relations : Public Relations as a Social Philosophy of Management - Public Relations as Policy Decisions – Public Relations as Action - Public Relations as communication.

Unit-III: Advertising and Marketing: Marketing Mix -Brand Management and Market Segmentation - Brand Positioning: Strategies for competitive advantages - components of positioning - consumer segmentation - perceptual Mapping - Brand benefits and attributes .

Unit-IV: Types of Advertising: Classified - Display - Political advertising - public service ads - radio and television spots.

Unit-V: Media Planning: Research, Frequency and Continuity, Media information and selection, media plan frame work - Media Mix - Computerized media selection - determining the size and timing of insertion -determining the reach and frequency and GRP goals - creativity in media planning – scheduling and patterns of scheduling.

### **References:**

1. Jack G. Wiechmann, N.T.C's Dictionary of Advertising, NTC Publishing Group Lincolnwood, Illinois, U.S.A. 1998.
2. D.B. Taraporevala : Advertising Management – Selected Readings, D.B. Taraporevala & Sons Co. Private Ltd., Bombay, 1965.
3. J.S. Chandan, Jagjit Singh, P.N. Malhan, : Essentials of Advertising, Oxford & IBH Publishing Co. Pvt. Ltd, Calcutta, 1990.
4. Rajeev Batra, John G. Myers, David A. Aaker: Advertising Management, Prentice Hall of India Pvt. Ltd., New Delhi, 1997.
5. William F Arens, Irwin : Contemporary Advertising, MC Graw Hill, Boston.
6. Paul Winner: Effective PR Management - A Guide to Corporate Survival, Jaico Publishing House, Bangalore, 2001.
7. Alison Theaker: The PR Hand Book, Routledge Publishers New York, 2001.



## **DSC 1F (OM): Purchase Management**

**Unit-I:Introduction:**Significance of Purchase Function - Sources of Purchase: Local vs. Global - Negotiation & Bargaining - Purchasing Methods - e-Procurement –DGS & D.

**Unit-II: Purchasing Function:** Principles of Purchase Function - Right Price - Right Quantity - Economic Order Quantity - Re-order Levels - ABC Analysis - Right Time - Tendering: Single, Limited, Open, Global tenders.

**Unit-III: Vendor Analysis:** Identification of vendors – Selection of vendors - Criteria and Methodology of evaluation - Vendor Rating – Maintenance of Vendor relations.

**Unit-IV: Buyer-Supplier Relationships:** Transformation of buyer-supplier relationships - Developing and managing collaborative and alliance relationships – joint problem solving, Information sharing.

**Unit-V:Supply Chain Management:** Significance - JIT in the supply management - Cross-Functional Teams: Cross-functional teams and supply management - challenges of cross-functional teams, prerequisites to success.

### **References:**

1. Dobler& Burt, Purchasing and Supply Management, McGraw Hill.
2. P. Gopala Krishan, Purchasing and Materials Management, Tata McGraw-Hill Education.
3. L.N. Aggarwal & Parag Diwan, Management & Production Systems, National Publishing House.
4. N.G. Nair, Production and Operations Management, Tata McGraw Hill Publishing Co. Ltd.
5. Gopalakrishnan P. & Sundaresan. M., Materials Management-An Integrated Approach, PHI.

## **DSC 2F (OM): Warehouse Management**

**Unit-I: Warehouse:** Importance - Functions of Warehouses - Warehousing Cost - Warehousing Management Systems (WMS) - Strategic planning for Warehousing - Supply Chain and Warehousing.

**Unit-II: Warehousing in Retail:** Role of Warehousing in Retail - Challenges in retail warehousing, Warehousing in fashion retail - Retail product tracking in warehouse using RFID - Role of government in warehousing - Warehousing and Supply Chain.

**Unit-III: Warehouse Operations:** Organization Structure - Inventory Receiving - Picking - Locating - Dispatching - Maintenance of warehousing - Security and Safety - Records Maintenance.

**Unit-IV: Health and Safety Perspective:** Health and Safety Risks at Warehouse, Assessment of Risks, Management of Health and Safety risks - Bar Code Scanners, Wireless LAN, Mobile Computers, Radio Frequency Identification (RFID).

**Unit-V: Warehousing Practices:** FCI, CWC, Reliance - Wal-Mart - KFC - ICT Applications in Warehouse - World-class Warehousing.

### **References:**

1. Edward H. Frazelle, World Class Warehousing and Material Handling.
2. Gwynne Richards, Warehouse Management: A Complete guide to improving efficiency and minimizing costs in the modern warehouse, Kogan Page, London.
3. Stuart Emmett, Excellence in Warehouse Management: How to Minimize costs and Maximize Value, John Wiley & Sons, Ltd., London.
4. James A. Tompkins & Jerry D. Smith, The Warehouse Management Handbook, Tompkins Press, North Carolina.
5. David E. Mulcahy & Joachim Sydow, Supply Chain Logistics Program for Warehouse Management, CRC Press, New York.

## **Semester-VI**

### **DSC 1G: International Business**

Unit-I: Introduction – Need - Theories of international trade - Difference between Domestic and International/Foreign Trade.

Unit-II: Foreign Exchange: Factors influencing exchange rate fluctuations, Euro market and instruments (LIBOR, MIBOR, etc), Foreign market operations, participants, spot-future forward and option market.

Unit-III: Balance of Payment: Contents, disequilibria in BOP, measures to bring back equilibrium in BOP, convertibility of currencies, Current account and Capital account convertibility, exchange control, reasons and methods.

Unit-IV: WTO and Trade blocks - WTO Formulation, advantages and disadvantages of WTO membership to developing countries. Trade blocks: Reasons for trade block formation, different types of trade blocks .

Unit-V: Procedure and Documents: Export and Import procedure, principal and auxiliary documents, bill of lading, consular invoice, commercial invoice, AR and GP forms.

#### **References:**

1. C. Jeevanandam, Foreign Exchange Practice, Concepts and Control, Sultan Chand & Sons.
2. T.S. Balagopal, Export Management, Himalaya Publishing House.
3. K P M Sundaram&Rudradatta, Indian Economy ,S. Chand & Co., New Delhi.
4. Francis Cherumilum, Foreign Trade and Export Management, Himalaya Publication.

## **DSE 2G: Medium and Small Enterprises Management**

Unit-I: Small and Medium Enterprises: Significance in Indian economy - Problems and the steps taken up by the Government to tackle their problems - Role of government in promoting small and medium enterprises - incentives provided to backward area and development.

Unit-II: Project Formulation: Project identification and formulation, Feasibility study - Project report preparation, location of Units, registration with DIC.

Unit-III: Management Functions in Small and Medium Enterprises –Finance function: Capital Estimation, Sources of finance - Subsidies and Incentives, Venture Capital - Marketing and Human Resource Management functions.

Unit-IV: Sickness in Small and Medium enterprises - Causes of sickness, Prevention of sickness, and Remedial measures for sickness.

Unit-V Ancillary Industries, Rural Industries and Artisans. Role of SIDO, SSIDC, SISI, DIC. Prospects for small-scale industries.

### **References:**

1. C.S.V. Murthy, Small Scale Industries and Entrepreneurial Development, Himalaya Publishing House.
2. Vasant Desai, Management of SSI, Himalaya publishing House, Delhi, 1998.
3. Vasant Desai, Small Scale Industries & entrepreneurship, Himalayan Publishing House.
4. S S Khanka, Entrepreneurial Development, Sultan Chand & Co. Ltd., New Delhi. 1999.

## **DSC-3G: Project Management**

Unit-I: Introduction: Meaning, Scope and Objectives, Types of Projects, Generation and Screening of Ideas, Generation of Ideas, Monitoring the Environment, Corporate Appraisal, Preliminary Screening - Problems of Project management.

Unit-II: Analysis of Project Proposal: Markets and Demand Analysis, Technical Analysis, Material Input, Manufacturing Process, Technology-Product Mix- Estimation of Sales and Production. Machinery and Equipment Selection.

Unit-III: Project evaluation for Selection:- Methods of evaluation, ROR and ROI, Pay Back period, Net present value method. PERT and CPM techniques.

Unit-IV: Human Aspects of Project Management – Manpower Planning - Human Ergonomics - Estimation - Pre requisites for Successful Project Implementation.

Unit-V: Closing of the Project:- Types of project termination, Termination procedure and evaluation of Termination possibilities.

### **References:**

1. Prasanna Chandra, Project-Planning-Analyses, Selection, Implementation and Review. \_Tata Mc Graw Hill Publishing Co.
2. V.A. Avadhani, Indian Capital Market, Himalaya Publishing.

## **DSC 1H (EB):e-Payments System**

**Unit-I: e-Cash and Virtual Money:** Electronic Data Interchange (EDI) -NEFT/RTGS/Electronic Payment modes - Foundations of e-Cash and Issues; Security, Anonymity, Untraceability, Virtual currencies, Bitcoin.

**Unit-II: Automated Clearing and Settlement:** Process of Real Time Gross Settlement System - Net Settlement -ATM Networks - Fedwire, CHIPS and SWIFT.

**Unit-III: e-Payment Security and Digital Signature:** Cryptographic Methods - Hash functions - Public/Private Key methods: RSA - Digital Signatures - Certification Process - Digital identity Documents and Remote Authentication.

**Unit-IV: Mobile Payments:** Wireless payments, Digital Wallets, Google Wallet – Obopay - Security Challenges.

**Unit-V: Electronic Invoice and Payment System:** Electronic Statement Delivery - EIPP providers - Biller service providers - Customer service providers - Reconciliation through Bank - Invoice Paper elimination - Scan-based trading (SBT).

### **References:**

1. Domonique Rambure and Alec Nacamuli, —Payment Systems: From the Salt Mines to the Board Room, Palgrave MacMillan.
2. Weidong Kou,—Payment Technologies for E-Commerce, Springer, Germany.
3. Donal O'Mahony, Michael Peirce and Hitesh Tewari, —Electronic Payment Systems, Artech House, Inc.
4. M. H. Sherif, Protocols for Secure Electronic Commerce, Boca Raton, Fla, CRC Press.

## **DSC 2H (EB):Social Media and e-Marketing**

**Unit-I:Social Media:** Career in Social Media Marketing - Strategic Marketing - Social media Planning process - Campaigns (tactics and results).

**Unit-II:Social Consumers:** Social media marketing segments - Digital consumers - Digital communities - Online communities - Strong & Weak Ties - Social Community - Social Publishing.

**Unit-III:Social Media Sites:** Face book - Twitter - LinkedIn - YouTube and their Operations - Data mining and Social Media - Role of Social Media in Marketing Research - Social Media and Privacy/Ethics.

**Unit-IV: e-Marketing:** Objectives, Online Advertising - Distribution in e-Marketing, Lead Generation Platform - Customer Service mechanism - Relationship Building medium.

**Unit-V: Methods of e-Marketing:** Advertising Techniques, Selling Methods, Sales Promotion - Public Relations - Sponsorship, Merchandising, Teleconferencing - Chatting.

### **References:**

- 1.Chaffey, D., e-Marketing Excellence: Planning and Optimizing Your Digital Marketing, Burlington: Elsevier.
- 2.Hanson, W. A. &Kalyanam, K., Internet Marketing & e-Commerce, Thomson Southwestern, Mason, Ohio.
3. Harris, L., Marketing the e-Business, Hoboken: Taylor & Francis.
4. Krishnamurthy, S., Contemporary research in e-Marketing, Hershey, PA: Idea Group Publication.
5. Stephen Dann & Susan Dann, E-Marketing: Theory and Application, Macmillan, New York.

## **DSC 1H (FM): Financial Services**

Unit-I: Financial Services: Public Issue –Prospectus - Pricing of New issues - SEBI Guidelines, Functions of Merchant Bankers and Under Writers, Issue Managers, Registrar to Issue – Credit Rating Agencies - Mutual Funds –Determination of NAV.

Unit-II: Factoring and Forfaiting: Meaning, Role in financial services - Theoretical Frame work, Factoringservices in India.

Unit-III: Leasing: Lease Evaluation, Types of Lease, Structuring and Funding of Leases, Import Leasing and Cross Border Leasing, Hire Purchase Agreements- Evaluation of Hire purchase Agreements.

Unit-IV: Credit Cards - Consumer Finance – Financing Schemes for Consumer durables– Process and Instruments and Venture capital financing.

Unit-V: Housing Finance: National Housing Bank (NHB), NHB's Housing Finance Companies - Guidelines for extending equity support to housing finance companies - Guidelines for extending Refinance support to Housing Finance, Mortgage.

### **References:**

1. Khan & Jain, Financial Services – TMH Publishers.
2. Machiraju V, Financial Services - Vikas Publishing House.
3. V.A. Avadhani, Indian Capital Market- Himalaya Publishing house.



## **DSC 2H (FM): Investment Management**

Unit-I: Investment: Attributes of Investment, Investment and speculation, Features of a good investment, Investment Process. Investment Instruments - Derivatives.

Unit-II: Securities Market: Primary Market - Issue Management-Pre and Post Issue Management. Secondary Market- Major Players in the secondary market, Functioning of Stock Exchanges, Leading Stock Exchanges in India.

Unit-III: Risk and Return Concepts: Types of Risk- Systematic risk, Unsystematic risk, Calculation of Risk and returns - Calculation of Risk and Return.

Unit-IV: Valuation of Securities: Bond Valuation, Bond Duration - Equity shares- Valuation, Dividend Valuation models.

Unit-V: Economic and Industry Analysis: Fundamental analysis- Economy, Industry, Company Analysis. Technical Analysis – Theories- Dow Theory, Eliot wave theory. Charts-Types, Trend and Trend Reversal Patterns.– Moving averages, ROC, RSI, Market Indicators.

### **References:**

1. Investment Analysis and Portfolio management – Prasanna Chandra, TMH, 2010.
2. Security Analysis & Portfolio Management – Punithavathy Pandian, Vikas, 2005.
3. Investment Management – Bhalla V. K, S.Chand, 2011.
4. Security Analysis & Portfolio Management – Fisher and Jordan, Pearson, 2011.
5. Security Analysis & Portfolio Management- Kevin S, PHI, 2011.
6. Investment Analysis & Portfolio Management– Reilly, Cengage Learning.
7. Investments: Principles and Concepts – Charles P. Jones, Wiley, 2010.

## **DSC 1H (HR)/(IB): Global Human Resource Management**

Unit-I: Introduction to IHRM: Difference between IHRM and Domestic HRM, Reasons for emergence of IHRM, Organizational dynamics and IHRM: Role of culture in IHRM, Organizational Processes in IHRM, Challenges of International Human Resource Management.

Unit-II: Recruitment, Selection in International context: International Managers- Parent country nationals, third country nationals, host country nationals, Recruitment methods using head-hunters, cross-national advertising, e-recruitment; Selection criteria and techniques, Selection tests, interviews for international selection..

Unit-III: Performance Management: A conceptual background, performance management cycle, models, Appraisal of expatriate, Third and host country employees, issues and challenges in international performance management.

Unit-IV: Training and development in international context: Training and development of international staff, types of expatriate training, HCN training, repatriate training, knowledge transfer in multinational companies.

Unit-V: International Compensation: Forms of compensation and factors that influence compensation policy, Key components of international compensation, global compensation: emerging issues.

### **References:**

1. Monir H. Tayeb, International Human Resource Management, Oxford University Press, 2005.
2. Peter J. Dowling, Denise E. Welch, International Human Resource Management, Cengage Learning.
3. Aswathappa K, Sadhna Das, International Human Resource Management, Mc Graw Hill.
4. Evans, Pucik, Barsoux, The Global Challenge: Framework for International Human Resource Management - Tata McGraw-Hill Irwin.
5. Tony Edwards, Chris Rees, International Human Resource Management, Person Education.
6. Rao P. L., International Human resource Management, Excel Books.
7. Chris Brewster, International Human resource Management, University Press.

## **DSC 2H (HR): Training and Development**

Unit-I: Meaning and Definition - Need for Training - Importance of Training, Objectives of Training, Responsibility for Training.

Unit-II: Steps in Training Programs, Training Policy, Training courses, support material for training, Training period, Training for Different employees principles of learning.

Unit-III: Training methods: On the Job, Vestibule Training, Training by Experience Workman, Training by Supervisors, Apprenticeship. Off the Job: Lecturers, Conference method, Seminar or Team Discussion, Case Studies, Role playing, Programmed Instruction, T-Group training.

Unit-IV: Development: Importance of Development - Management Development, Purpose and objectives of Development, Stages in development programs, Components of development program, Factors inhibiting Development.

Unit-V: Coaching and Counseling: Methods, Management syndicate, Incident process, In-Basket, Sensitivity counseling - Special Projects, Committee assignments conferences, Management games.

### **References:**

- 1.P.Subba Rao, VSP, Rao, Human Resource Management; Konark Publishing Houses, Mumbai.
- 2.SubasGurg& S C Jain, Managing Human Resource, Arihant Publications, Jaipur.
- 3.Bearddwell& LenHoldmen, Human Resource Management, Macmillan Publisher.

## **DSC 1H (IB)/(HR): Global Human Resource Management**

Unit-I: Introduction to IHRM: Difference between IHRM and Domestic HRM, Reasons for emergence of IHRM, Organizational dynamics and IHRM: Role of culture in IHRM, Organizational Processes in IHRM, Challenges of International Human Resource Management.

Unit-II: Recruitment, Selection in International context: International Managers - Parent country nationals, third country nationals, host country nationals, Recruitment methods using head-hunters, cross-national advertising, e-recruitment; Selection criteria and techniques, Selection tests, interviews for international selection..

Unit-III: Performance Management: A conceptual background, performance management cycle, models, Appraisal of expatriate, Third and host country employees, issues and challenges in international performance management, country specific performance management practices.

Unit-IV: Training and development in international context: Training and development of international staff, types of expatriate training, HCN training, Career Development, repatriate training, developing international staff and multinational teams, knowledge transfer in multinational companies.

Unit-V: International Compensation: Forms of compensation and factors that influence compensation policy, Key components of international compensation, compensation practices across the countries, social security systems across the countries, global compensation: emerging issues.

### **References:**

1. Monir H. Tayeb, International Human Resource Management, Oxford University Press, 2005.
2. Peter J. Dowling, Denise E. Welch, International Human Resource Management, Cengage Learning.
3. Aswathappa K, Sadhna Das, International Human Resource Management, Mc Graw Hill.
4. Evans, Pucik, Barsoux, The Global Challenge: Framework for International Human Resource Management - Tata McGraw-Hill Irwin.
5. Tony Edwards, Chris Rees, International Human Resource Management, Person Education.
6. Rao P. L., International Human resource Management, Excel Books.
7. Chris Brewster, International Human resource Management, University Press.

## **DSC 2H (IB)/(OM): Export and Import: Procedures and Documentation**

Unit-I: Exporting Preliminary Consideration -Generation of Foreign enquiries, obtaining local quotation & offering to overseas buyers scrutinizing export order, opening L/C by buyers- Export Controls and Licenses –Patent, Trade Mark, Copy Right Registrations – Confidentiality and NDA.

Unit-II: Export Sales – Selling and Purchasing- Consignment - Leases – Marine and Air Causality Insurances - Export Finance - Forex - Major currencies, Exchange rates, relations & impact - Export costing and pricing & Incoterms – Export License – Import License.

Unit-III: Export Packaging - Preparation of pre shipment documentation – Methods of Transportation – Country of Origin Marking- Inspection of Export consignment - Export by Post, Road, Air & Sea - Claiming for Export benefits and Duty drawbacks.

Unit-IV: Shipment & Shipping documents - Complicated problems in shipments & negotiation of shipping documentations - Corporate marketing strategies - 100% EOU & Free trade zone - Deemed Export –Isolated Sales Transactions.

Unit-V: Acts for export/import - Commencement - Customs Formalities - Export Documentation - Export of Services - Export of Excisable Goods - Import Documentation - Clearance - 100% export oriented units - customs house agents - import of different products - import/export incentives - import licenses etc.

### **References:**

1. C. Rama Gopal, Export Import Procedures- Documentation and Logistics, New Age International.
2. P K Khurana, Export Management.
3. Thomas E Johnson and Donna L, Export Import Management, Export and Import Procedures and Documentations.

## **DSC 1H (MM): Marketing of Services**

Unit-I: Introductions to services, growth in service sector, types of services, difference between goods and services, characteristics of services, need for service marketing and obstacles in service marketing.

Unit-II: Service Marketing Management: Marketing management process for services organizing, marketing, planning, analyzing marketing opportunities, selecting target market - developing the service marketing mix .

Unit-III: Customer expectations of service: Factors influencing customer expectation of service, issues involving customer service expectations, Customer perception of service -Service quality, Service recovery -Impact of service failure and recovery. Service recovery strategies.

Unit-IV: Service Design and Development: Challenges of service design, stages in new service development, Service blue printing - Service standards: Factors determine service standard, customer defined standards.

Unit-V Marketing of Services: Financial service marketing, Insurance, Bank, Tourism Marketing, Hospital marketing, any hotel and other relevant services marketing.

### **References:**

1. Services Marketing by - Valarie A. Zeithaml and May Jo Bitner Pub : Tata Mc Grow HIL
2. Services Marketing by - Vasont :Venugopal and Raghu N., Himalaya Publishing House.
3. Services Marketing by - P.N. Reddy and others Pub: Himalaya Publishing House.
4. Service Marketing by : Hellen wood Ruffe, Macmillan India Ltd.

## **DSC 2H (MM): Retail Management**

Unit-I: Retailing: Importance of Retailing, Factors Influencing Retailing, Functions of Retailing, Developing and applying Retail Strategy, Strategic Retail Planning Process, Retail Organization, Classification of Retail Units.

Unit-II: Setting-up Retail organization: Size and space allocation, location, factors affecting the location of Retail, Store Layout and Space planning: Types of Layouts.

Unit-III: Emergence of Organized Retailing: Traditional Retailing, Organized Retailing in India, Retailing in rural India, Retail Environment in India, FDI in retailing.

Unit-IV: Retail Pricing: Factors influencing retail pricing, Retail pricing strategies, Retail promotion strategies: Management and Evaluation of relationships in Retailing

Unit-V: Case Studies: Practical:

(i) Interview a salesperson and write a brief report about what they like and dislike about their jobs, their salary, travelling allowances, sales quotas, etc.

(ii) Go to a Kirana store and a supermarket and compare the: (a) store arrangement (b) No of brands carried (c) pricing policies (d) Service – personal.

### **References:**

1. Levy & Weitz, Retail Management, TMH, 2012.
2. Swapana Pradhan, Retailing Management, TMH, 2012.
3. David Gilbert, Retail Marketing Management, Pearson Education.
4. A. J. Lamba, The Art of Retailing, McGraw Hill.
5. Barry Berman, Joel R. Evans, Retail Management: A Strategic Approach, Pearson.
6. S.L. Gupta, Sales and Retail Management: An Indian Perspective, 2007, Excel Books.
7. Rosemary Varley, Mohammed Rafiq, Principles of Retail Management, Palgrave Macmillan, 2009.
8. Chetan Bajaj, Retail Management, Oxford University Press.
9. Sinha, Piyush Kumar and Uniyal, Managing Retailing, Oxford University Press, 2010.

## **DSC 1H(OM): Logistics and Supply chain Management**

Unit-I: Logistics Management: Origin and Definition – Types of Logistics – Logistics Management – Ware House Management – Automation and Outsourcing - Customer Service and Logistics Management – A Perspective - Concepts in Logistics and Physical Distribution - Distribution and Inventory- Logistics in 21st Century.

Unit-II: Types of Inventory Control - Demand Forecasting - Warehousing and Stores Management – Routing - Transportation Management - Some Commercial Aspects in Distribution Management – Codification - Distribution Channel Management - Distribution Resource Planning (DRP) -

Unit-III: Supply Chain Management: Nature and Concept - Importance of Supply Chain - Value Chain - Components of Supply Chain - Understanding the Supply Chain Management - Participants in Supply Chain – Global Applications.

Unit IV: Role of a Manager in Supply Chain - Supply Chain Performance Drivers - Key Enablers in Supply Chain Improvement - Inter-relation between Enablers and Levels of Supply Chain Improvement-Systems and Values of Supply Chain.

Unit-V: Aligning the Supply Chain with Business Strategy - SCOR Model –Outsourcing and 3PLs – Fourth Party Logistics – Bull Whip Effect and Supply Chain – Supply Chain Relationships – Conflict Resolution Strategies - Certifications.

### **References:**

1. G Raghuram& N Rangaraj, Logistics and Supply Chain Management - Cases and Concepts. McMillan.
2. Martin Christopher, Logistics & Supply Chain Management: Creating Value-Adding Networks, FT Press.
3. Janat Shah, Supply Chain Management: Text and Cases, Pearson.
4. D K Agrawal, Textbook of Logistics and Supply Chain Management, MacMillan 2003.



## **DSC 2H (OM)/(IB): Export and Import: Procedures and Documentation**

Unit-I: Exporting Preliminary Consideration -Generation of Foreign enquiries, obtaining local quotation & offering to overseas buyers scrutinizing export order, opening L/C by buyers- Export Controls and Licenses –Patent, Trade Mark, Copy Right Registrations – Confidentiality and NDA.

Unit-II: Export Sales – Selling and Purchasing- Consignment - Leases – Marine and Air Causality Insurances - Export Finance - Forex - Major currencies, Exchange rates, relations & impact - Export costing and pricing & Incoterms – Export License – Import License.

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2. P K Khurana, Export Management.
3. Thomas E Johnson and Donna L, Export Import Management, Export and Import Procedures and Documentations.