

**INDIRA GANDHI UNIVERSITY
MEERPUR, REWARI, HARYANA**

DEPARTMENT OF MANAGEMENT

**Syllabi for M.B.A
First and Second Semester
(According to CBCS)
w. e. f. 2016-17**

PRINCIPLES AND PRACTICES OF MANAGEMENT

Paper Code: MBA 101

External Marks: 80

Internal Marks: 20

Time: 3 Hr

Instructions for External Examiner: The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

Unit I

Management an Overview, Definition, Functions of Management, Managerial Roles and responsibilities, System and Contingency Approach for understanding organizations, Management Thought-Classical Perspective, Scientific Management, Administrative Management, Bureaucratic Management, Behavioural Perspective. Skills and Roles of Manager in an organization, Social Responsibilities of Business.

Unit II

Fundamentals of Planning, Types of plans, Policies & planning premises, planning process, the nature of objectives & process of MBO, Decision making (nature, process & techniques, models, groups and its decision making). Fundamentals of Organizing- Nature and purpose, Elements and process of organizing, Basic departmentation, Span of Management, line and staff concept, centralization and decentralization, Delegation of authority, Determinants of organization structure, New approaches in organization design, downsizing and its implications, organizational climate, organizational creativity and innovation.

Unit III

Direction-concept, its significance and main elements, Coordination (importance and techniques), Leadership - Meaning and Importance, transitions in leadership theories, trait theories, behavioral theories, contingency theories, leadership styles and skills, Managerial culture and leadership, Motivation – its concept, nature and theories. Communication – meaning, concept and Importance, barriers to effective communication.

Unit IV

Control- concept, nature, its process & importance, controlling techniques, control of overall performance, span of control, management control systems, behavioural implications of managerial control. Knowledge management, Total Quality Management, Business process reengineering, Management of productivity, Comparative management in selected countries, International management and MNC's, corporate governance, Management challenges.

Case discussion is compulsory at the end of every unit.

Suggested Readings:

1. Koontz & O'Donnell, Essentials of Management,
2. Wehrich Heinz and Koontz Harold, A Global and Entrepreneurial Perspective, 12th Edition, McGraw Hill
3. Stoner, Freeman & Gilbert Jr, Management Organizational Behaviour, 6th edition, PHI
4. Terry, G.R., Principles of Management
5. Peter F. Drucker, Management Task and Responsibility

ACCOUNTING FOR MANAGERS

Paper Code: 102

External Marks: 80

Internal Marks: 20

Time: 3 Hr

Instructions for External Examiner: The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks

Unit-I

Financial Accounting-concept, importance and scope, Accounting principles, journal, ledger, trial balance, depreciation (straight line and diminishing balance methods), preparation of final accounts with adjustments. Fraud and Ethical Issues in accounting.

Unit-II

Analysis and interpretation of financial statements – meaning, importance and techniques, Ratio analysis; fund flow analysis; cash flow analysis (AS-3)

Unit-III

Cost accounting-meaning, importance, methods, techniques; classification of costs and cost sheet; inventory valuation; an elementary knowledge of activity based costing.

Unit-IV

Management accounting- concept, need, importance and scope; cost volume and profit analysis. Budgetary control-meaning, need, objectives, essentials of budgeting, different types of budgets; standard costing and variance analysis (materials, labour); marginal costing and its application in managerial decision making. Responsibility Accounting and Divisional Performance.

Case discussion is compulsory at the end of every unit.

Suggested Readings:

1. Singhal, A.K. and Ghosh Roy, H.J., Accounting for Managers, JBC Publishers and Distributors, New Delhi
2. Pandey, I.M., Management Accounting, Vikas Publishing House, New Delhi
3. Horngren, Sundem and Stratton, Introduction to Management Accounting, Pearson Education, New Delhi.
4. Anthony R.N. and Reece J.S., Management Accounting Principles, Homewood, Illinois, Richard D. Irwin, 1995.
5. Hansen & Mowen, Cost Management, Thomson Learning
6. Khan, M.Y. and Jain, P.K., Management Accounting, TMH, New Delhi

QUANTITATIVE TECHNIQUES
Paper Code: MBA 103

External Marks: 80
Internal Marks: 20
Time: 3 hrs

Instructions for External Examiner: The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks

Unit-I

Construction of frequency distributions and their analysis in the form of measures of central tendency and variations; types of measures, their relative merits, limitations and characteristics; skewness: meaning and coefficient of skewness.

Unit-II

Correlation analysis - meaning & types of correlation, Karl Pearson's coefficient of correlation and spearman's rank correlation; regression analysis -meaning and two lines of regression; relationship between correlation and regression co-efficients. Time series analysis - measurement of trend and seasonal variations; time series and forecasting.

Unit-III

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

Unit-IV

Sampling theory and basic concepts in statistical inference; tests of significance; Hypothesis testing; Large samples, Small samples: Chi-square test, Analysis of variance.

Case discussion is compulsory at the end of every unit.

Suggested Readings:

1. Levin & Rubin, **Statistics for Business** , Prentice Hall of India, N.Delhi.
2. Gupta S.P. & Gupta M.P. **Business Statistics** , Sultan Chand & Sons, Delhi.
3. Anderson, **Quantitative Methods in Business** , Thomson Learning, Bombay.
4. Anderson, **Statistics for Business & Economics** , Thomson Learning, Bombay.
5. Chandan, J.S. **An Introduction to Statistical Methods** , Vikas Publishing House, New Delhi.
6. Gupta C.B. & Gupta, **Vijay-Business Statistics** , S.Chand & Co. Delhi.
7. Kothari C.R., **Quantitative Techniques**, Vikas Publishing House, New Delhi

ORGANISATIONAL BEHAVIOUR
Paper Code: MBA 104

External Marks: 80

Internal Marks: 20

Time: 3 hrs.

Instructions for External Examiner: The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks

Unit-I

Foundation and background of OB: contemporary challenges -workforce diversity, cross-cultural dynamics, changing nature of managerial work, ethical issues at work, emotional intelligence in contemporary business

Unit-II

Individual behaviour and processes: individual differences – values and attitudes; Perception- concept, process and applications; Personality- concept, determinants and theories applications; Learning and Reinforcement, Stress – symptoms, causes, consequences and management

Unit-III

Interpersonal and team processes: group behaviour, group development, group dynamics, social loafing; developing teams – self directed work teams, virtual teams; team building; Empowerment - concept, significance, process, prerequisites, Conflict – concept, sources, types, management of conflict, Power – concept, sources, approaches; organizational politics,

Unit-IV

Organizational processes and structure: organizational structure and design, Work and job design; organizational learning; organizational culture; organizational change and development. Meaning of change, Stages of change, Why do people resist change, Overcoming resistance to change, Meaning of OD and methods of OD

Case discussion is compulsory at the end of every unit.

Suggested Readings:-

1. Nelson, Debra L and James C Quick, **Organisational Behaviour**, Thomson Learning
2. Pareek, Udai, **Understanding Organisational Behaviour**, Oxford University Press, New Delhi
3. Robbins, S.P., **Organisational Behaviour** , Prentice Hall of India, New Delhi
4. Hellgiegel, D & J.W. Slocum, **Organisational Behaviour**, Thomson Learning
5. McSchane, **Organisation Behaviour**, TMH, New Delhi
6. Luthans, Fred, **Organisational Behaviour**, McGraw Hill, New York
7. New Storm and Keith Davis, **Organisation Behaviour**, TMH, New Delhi

BUSINESS ENVIRONMENT
Paper Code: MBA 105

External Marks: 80
Internal Marks: 20
Time: 3 hrs

Instructions for External Examiner: The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks

Unit-I

Nature, structure and glimpses of business environment; macro and micro indicators; assessing risk in business environment; emerging sectors of Indian economy; relative size and growth of public and private sectors.

Unit-II

Design and strategy of economic reforms; current state of growth and investment; interest rate structure and present monetary policy; fiscal environment; current inflationary position and its impact on business sector; competitive environment; legislation for anti-competitive and unfair trade practices; consumer and investor protection.

Unit-III

Current industrialization trends and industrial policy; environment for the MSMEs sector; infrastructure development and policy; public sector reforms and performance; public -private partnership; intellectual property regime and the R&D environment; trends in service sector growth; banking reforms and challenges; business opportunities in the rural sector.

Unit-IV

Globalisation trends and challenges; balance of payments trends; environment for foreign trade and investment; exchange rate movements and their impact; India's competitiveness in the world economy; external influences on India's business environment.

Case discussion is compulsory at the end of every unit.

Suggested Readings:

1. Acharya, Shankar, **India's Macroeconomic Management in the Nineties**, ICRIER, New Delhi
2. Ahluwalia, I.J. and IMD Little, **India's Economic Reform and Development**, Oxford University Press, Delhi
3. Datt, R., **Second Generation Economic Reforms in India**, Deep and Deep, New Delhi
4. Khan, M.Y., **Indian Financial System**, TATA McGraw Hill, New Delhi

ECONOMICS FOR MANAGERS
Paper Code: MBA 106

External Marks: 80
Internal Marks: 20
Time: 3 hrs.

Instructions for External Examiner: The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks

Unit-I

Introduction to Economics, Kinds of Economic Decisions, Significance and applicability of Managerial Economics in decision making, Role and responsibilities of Managerial Economics, Economic principles relevant to managerial decision making, Nature and scope of managerial economics; managerial economist's role and responsibility; alternative objectives of business firms; marginal analysis; cardinal utility theory; indifference curve technique and the theory of consumer choice; consumer surplus; price, income and substitution effects; demand analysis-demand curve and demand function; demand elasticities; demand estimation and forecasting; relationship between price elasticity and marginal revenue.

Unit-II

Production function- Law of variable proportions; laws of return; optimal input combination; output-cost relations; engineering cost curves; technological change and production decisions; revenue curves of a firm; price-output decisions under alternative market structures; shut-down points; Baumol's sales maximization model; advertising and price-output decisions.

Unit-III

Product differentiation ; price-output decision in multi-plant and multi-product firms; general pricing strategies; special pricing techniques – limit pricing, peak load pricing and transfer pricing; dumping analysis; pricing of public utilities.

Unit-IV

Risk analysis; investment and capital replacement decisions; locational choice of a firm; measures of national income; business cycles; operative aspects of macroeconomic policies; inflation analysis; tariff analysis.

Case discussion is compulsory at the end of every unit.

Suggested Readings:

1. Hirschey , Mark, Managerial Economics, Thomson Learning, Bangalore
2. Monroe, Kent B., Pricing-Making Profitable Decisions, MacGraw-Hill, New York
3. Keat, Paul B., and Philip K.Y. Young, Managerial Economics – Economic Tools for Today's Decision Makers, Pearson Education, Delhi
4. Salvatore, Dominick, Managerial Economics in a Global Economy, Thomson Learning, Hyderabad

VALUE EDUCATION
Paper Code: MBA 107

External Marks: 80

Internal Marks: 20

Time: 3 hrs.

Instructions for External Examiner: The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks

Unit-1: Value Education-Meaning and Nature: Concept of Value and Value Education, Objectives of Value Education, Need and Importance of Value Education, Nature of Value Education.

Unit-2: Dimensions of Value Education: Family and Value Education, Society and Value Education, Politics and Value Education, Religious and Cultural aspects of Value Education, Economic and Environmental aspect of Value Education.

Unit-3: Sources of Value Education: Teaching of Values from Hinduism- Ved, Upnishad, Geeta, Chanakya Niti, Shukra Niti, Ram Charit Manas, Reference of Jainism, Budhism, Christianity of Islam from the Teaching of Values.

Unit-4: Leading Philosophers and Thinkers: Mahatma Gandhi, Swami Vivekananda, Lokmanya Tilak, RadhaKrishanan, Taigore, Hemchandra Vikramaditya, Rao Tularam, Bal Mukund Gupt.

FINANCIAL MANAGEMENT
PAPER CODE: MBA 201

External Marks: 80
Internal Marks: 20
Time: 3 Hr

Instructions for External Examiner: The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

Unit-I

Financial management-scope finance functions and its organisation, objectives of financial management, modern approaches of financial management, key strategies of financial management; time value of money; sources of funds-short term ,medium term and long term; financial forecasting.

Unit-II

Investment decisions importance, difficulties, determining cash flows, methods of capital budgeting; risk analysis (risk adjusted discount rate method and certainty equivalent method); cost of different sources of raising capital; weighted average cost of capital.

Unit-III

Capital structure decisions-financial and operating leverage; capital structure theories - NI, NOI, traditional and M-M theories; determinants of dividend policy and dividend models -Walter, Gordon & M.M. models.

Unit-IV

Working Capital- meaning, need, determinants; estimation of working capital need; management of cash, inventory and receivables.

Case discussion is compulsory at the end of every unit.

Suggested Readings:

1. Pandey, I.M., Financial Management, Vikas Publishing House, New Delhi
2. Khan M.Y, and Jain P.K., Financial Management, Tata McGraw Hill, New Delhi
3. Keown, Arthur J., Martin, John D., Petty, J. William and Scott, David F, Financial Management, Pearson Education
4. Chandra, Prasanna, Financial Management, TMH, New Delhi
5. Van Horne, James C., Financial Management and Policy, Prentice Hall of India
6. Brigham & Houston, Fundamentals of Financial Management, Thomson Learning, Bombay.
7. Kishore, R., Financial Management, Taxman's Publishing House, New Delhi

MARKETING MANAGEMENT

Paper Code: MBA 202

External Marks: 80

Internal Marks: 20

Time: 3 Hr

Instructions for External Examiner: The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

Unit-I

Nature and scope of marketing: Importance of marketing, Core marketing concepts, Company orientation towards market place, Marketing management tasks, Marketing strategies and plans, SWOT analysis, Marketing environment, Competitive dynamics corporate orientation towards marketplace; building and delivering customer value and satisfaction; retaining customers; marketing environment; marketing research and information system .

Unit-II

Analysing consumer and business markets and buying behaviour; Customer value, satisfaction and loyalty, Customer relationships, Life time value of customers, Customer databases, Buying decision process, Market segments and targets, Product life cycle strategies, Brand positioning, Brand equity market segmentation, positioning and targeting; tools of product differentiation; marketing strategies in the different stage of the product life cycle

Unit-III

New product development process; product mix and product line decisions; branding and packaging decisions; pricing strategies and programmes; managing marketing channels; wholesaling and retailing

Unit-IV

Advertising and sales promotion; public relations; personal selling; evaluation and control of marketing effort; web marketing; green marketing; reasons for and benefits of going international; entry strategies in international marketing

Case discussion is compulsory at the end of every unit.

Suggested Readings:

1. Kotler Philip and Keller; Marketing Management; PHI, New Delhi
2. Kotler, Philip, Kevin Keller, A. Koshy and M. Jha, Marketing Management in South Asian Perspective, Pearson Education, New Delhi
3. Kerin, Hartley, Berkowitz and Rudelius, Marketing, TMH, New Delhi
4. Bansal, S.P., Marketing Management, Kalyani Publishers
5. Etzel, Michael J, Marketing: Concepts and Cases, TMH, New Delhi

HUMAN RESOURCE MANAGEMENT

Paper Code: MBA 203

External Marks: 80

Internal Marks: 20

Time: 3 Hr

Instructions for External Examiner: The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

Unit-I:

Conceptual foundations; Human aspect of management, Human Relations; Human Resource Management- Concept, Scope and Importance; objectives of HRM; challenges to HR professionals; role, responsibilities and competencies of HR professionals; HR department operations; human resource planning – objectives and process; human resource information system, TQM, Managing ethical issues

Unit-II

Talent acquisition: recruitment and selection strategies, career planning and management, succession planning, socialization and induction of new employees; training and development, investment in training, training need assessment, designing and administering training programme; executive development programme, evaluation of T & D programme

Unit-III

Appraising performance: developing and instituting performance appraisal system, assessment and development centres, potential appraisal; rewarding performance: linking rewards to organizational objectives, determine compensation structure, pay for performance and incentive plans, ESOP, executive compensation, designing and administering benefits and services. Measuring intellectual capital

Unit-IV

HR in knowledge era: HR in knowledge industry, HR in virtual organizations, HR in mergers and acquisitions, outplacement, outsourcing HR functions, employee leasing, HR audit, international HRM.

Case discussion is compulsory at the end of every unit.

Suggested Readings:

1. Ivancevich, John M ., Human Resource Management , Tata McGraw Hill, New Delhi
2. Gomez. Megia, Luis, David Balkin, and RobertyCardy, Managing Human Resources, Pearson Education
3. Dessler, Gary, Human Resource Management, Pearson Education

INTERNATIONAL BUSINESS

Paper code: MBA 204

External Marks: 80

Internal Marks: 20

Time: 3 Hr

Instructions for External Examiner: The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

Unit-I

Recent global trends in international trade and finance; dimensions and modes of IB; structure of IB environment; risk in IB; motives for internationalization of firms; organizational structure for IB; world trading system and impact of WTO; exchange rate systems; global financial system; barriers to IB; international business information and communication.

Unit-II

Foreign market entry strategies; country evaluation and selection; factors affecting foreign investment decisions; impact of FDI on home and host countries; types and motives for foreign collaboration; control mechanisms in IB.

Unit-III

Decisions concerning global manufacturing and material management; outsourcing factors; managing global supply chains; product and branding decisions; managing distribution channels; international promotion mix and pricing decisions; counter trade practices; mechanism of international trade transactions.

Unit-IV

Harmonizing accounting difference across countries; currency translation methods for consolidating financial statements; the LESSARD-LORANGE Model; cross cultural challenges in IB; international staffing decisions; compensation and performance appraisal of expatriate staff; ethical dilemmas and social responsibility issues.

Case discussion is compulsory at the end of every unit.

Suggested readings:

1. Hill, Charles W.L., **International Business -competency in the Global Marketplace** (New Delhi: Tata McGraw Hill)
2. Sundaram, Anant K and Steward J Black, **The International Business Environment: Text and Cases** (New Delhi: Prentice Hall of India)
3. Sharan, V., **International Business: Concept, Environment and Strategy** (New Delhi: Pearson Education)
4. Beth V. Yarbrough and Robert H. Yarbrough, **The World Economy – Trade and Finance**, Thomson Learning, Singapore

BUSINESS RESEARCH METHODS

Paper Code: MBA 205

External Marks: 80

Internal Marks: 20

Time: 3 Hr

Instructions for External Examiner: The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

Unit-I

Business research; its concept, nature, scope, need and managerial value of business research; components of theory – definitions, concepts, constructs, variables, hypothesis, process of research and structure of research proposal

Unit-II

Research design – concept and types – exploratory, descriptive, diagnostic and experimental; sampling design; techniques, factors influencing sample size, measurement – concept, measurement scales – types and construction of scales and reliability and validity aspects in measurement

Unit-III

Methods of data collection – questionnaire/schedule; questionnaire designing, interview and observational methods; data analysis and interpretation, editing, coding, content analysis and tabulation; hypothesis 2 testing – an overview of parametric and non-parametric tests (analysis of variance, F-test, t-test, X^2 test, Wilcoxon Matched – pairs signed – rank test, Mann – Whitney test, Kruskal – Wallis H-test)

Unit-IV

An overview of dependent and interdependent methods (multiple regression, discriminant analysis, conjoint analysis, factor analysis, cluster analysis); ingredients and constructions of research report; procedure of preparation of reference and bibliography

Case discussion is compulsory at the end of every unit.

Suggested Readings:

1. Zikmund, Millian G., Business Research Methods , Thomson Learning , Bombay
2. Cooper, Donald R- and Pamela Schindler, Business Research Methods , Tata McGraw Hills, New Delhi
3. Geode, Millian J.& Paul K. Hatl, Methods in Research, McGraw Hills, New Delhi
4. Sekran, Uma, Business Research Method, Miley Education, Singapore
5. Kothari, C.R., Research Methodology
6. Research Methodology, Himalayan Publication External

BUSINESS COMMUNICATION

Paper Code: MBA 206

External Marks: 80

Internal Marks: 20

Time: 3 hrs.

Instructions for External Examiner: The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks

Unit-I

Communication; meaning, objectives and role, myths and realities of communication, process of communication, level and types of communication, barriers to communication; Overcoming Communication Barriers, principles of effective communication ; Business communication- role , importance and types of business communication, Ethics in communication

Unit-II

Verbal communication: Oral Communication, Skills and effectiveness, noise, listening – listening process, types of listening, deterrents to listening process, essentials of good listening; spoken communication; telephonic communication, oral presentation , planning presentation, delivering presentation; Assertiveness –indicators of assertive behaviour

Unit-III

Written communication ; Techniques of business writing – Business correspondence – Report writing , business letter format, style of letter arrangement, types of letters, telex manages, facsimiles, Memos & agenda – Circulars & notices –Business proposals & report writing ,minutes; orders & replying to them, sales letters, Job applications & resume writing electronic mail; diary writing

Unit-IV

Non-verbal communication, body language, kinetics, proxemics, Para-language, gestures, handshakes, gazes, smiles, hand movements, voice modulations, Group Discussion & Interviews, Meetings, business etiquettes: business dining, business manners of people of different cultures; Visual communication - use of AVAs, Technology and communication - Communicating digitally - Fax, Electronic mail, Video conferencing.

Case discussion is compulsory at the end of every unit.

Suggested Reading:

- 1.Heta A Murphy and Charles E Peck, **Effective Business Communication**
- 2.Pal, Rajendra and Korlahalli, J.S., **Essentials of business communication**, Sultan Chand & Sons, New Delhi, 2009, 11th ed.
- 3.Kaul, Asha, **Business Communication**, PHI, New Delhi

4. Chaturvedi, P.D., and Mukesh Chaturvedi, **Business Communication** , Pearson Education

FUNDAMENTALS OF COMPUTER AND E- COMMERCE

Paper Code: 207

External Marks: 60

Internal Marks: 40

Time: 3 hrs.

Instructions for External Examiner: The question paper shall be divided in two sections. **Section ‘A’** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section ‘B’** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

Unit I

Computer fundamentals: An introduction; Elements of Computer system; Generations of Computers, Computer languages; Compiler, Interpreter and Assembler, Number system, Components of systems: - Input-Output devices, Types of Memory. An Introduction to Operating System, Hardware and software,

Unit II

Computer Network: Analog and Digital Signals, Band width, Network Topology, Network Applications. Introduction to MS-Office: - MS-Word, MS-Excel, MS-Power Point and MS-Access.

Unit III

Introduction to E-Commerce, Benefits, Impact of E-Commerce, Classification of E-Commerce, Application of E-Commerce Technology, Business Models, Framework of E-Commerce., Business to Business, Business to Customer, Customer to Customer.

Unit II

Electronic Payment Systems: Online Electronic Payment Systems, Prepaid and Post Paid Electronic Payment Systems. Inter-organizational commerce & intra—organizational commerce, EDI, value-added network, digital library.

Case discussion is compulsory at the end of every unit.

Suggested Readings:

1. Kienam, Managing Your E-Commerce Business, Prentice Hall of India, N. Delhi.
2. Kosiur, Understanding E—Commerce, Prentice Hall of India, N. Delhi.
3. Kalakota, Whinston, Frontiers of Electronic Commerce, Addison Wesley.
4. Schneider P. Grey, Perry T. James : E—Commerce, Thomson Learning, Bombay.
5. Napie, Creating a Winning E-business, Vikas Publishing House, New Delhi.
6. Didar Singh , E-Commerce for Manager, Vikas Publishing House, New Delhi.
7. Electronic Commerce -Framework, technologies and Applications - Bharat Bhasker TMH Publications.