

UNIVERSITY OF LUCKNOW
BBA (MS) Programme

FIRST SEMESTER

BMS-101 BUSINESS MATHEMATICS

COURSE OBJECTIVE

This course aims to equip students with a broad based knowledge of mathematics with emphasis on management applications.

COURSE OUTLINE:

Unit I Arithmetical progression and geometrical progression. Permutation and Combination. Binomial theorem for a positive integral index. Matrix Algebra: Matrix operations ó Addition, Subtraction and Multiplication. Transpose a matrix, Determinant of a square matrix. The inverse of a matrix. Solution to a system of equations by the adjoint matrix method.

Unit II: Differential Calculus :Functions, limits and continuity. Differentiation Derivative of a function of one variable. Derivative of a power function. Derivative a product of two function. Derivative of a quotient of two functions; Derivative of a function of a function; Derivatives of Logarithmic functions. Logarithmic Differentiation. Implicit functions. Local maxima and minima. Optimisation using calculus.

Unit III Business applications: Derivative as a rate measure, elasticity of a function. Price elasticity of demand, price elasticity of supply. Marginal cost and marginal revenue.

Unit IV :Rules of integration : Integration by substitution, Integration by parts, Integration by partial fractions, Definite integral

SUGGESTED READINGS

1. Mongia	É	Mathematics for Business and Economics
1. Zamiruddin	É	Business Mathematics
1. Sunderasam and Jayseelam	É	An Introduction to Business Mathematics
1. Raghavachari	É	Mathematics for Management
1. Sancheti & Kapoor	É	Business Mathematics

BMS 102 : PRINCIPLES OF ECONOMICS

COURSE OBJECTIVE:The basic objective of this course is to familiarise the students with the concepts and tools of economics as applicable to decision making in a business environment.

Unit I : Basic Concepts and Demand Analysis

Definition, Nature and Scope of Economics, Economics as an Art Science, Relevance of Economics in Management Science. Demand Curve and Nature of Demand, Demand Elasticity, Determinants of Demand, Indifference Curve Technique.

Unit II : Production Analysis

Factors of Production, Laws of Production ó Law of variable proportion of returns to scale, cost and cost-curves, equal product curves and producers equilibrium.

Unit III: Market Analysis

Nature of Market, Types of Markets and their characteristics, price output, determination under various market conditions ó perfect competition, monopolistic competitions and monopoly. Price discrimination.

Unit IV: Theory of Factor Pricing

Factor pricing :theories of rent. Ricardian and modern theory, quasi-rent, theories of wages, old theories and productivity theory, backward bending supply curve of labour, theories of interest ó classical, loanable funds, nature and theories of profit.

SUGGESTED READINGS

1. Stonier & Hague	É	Test Book of Economics
1. Sundaram & Vaish	É	Principles of Economics
1. K.K. Dewett	É	Principles of Economics

BMS – 103: FINANCIAL ACCOUNTING

COURSE OBJECTIVE: The course aims to make a conceptual orientation and equip the students in the maintenance of financial records as well as prepare them for management applications.

COURSE OUTLINE

Unit I: Modern concept, objective and functions, accounting concepts and functions, accounting process ó System of Accounting Recording and classifying.

Unit II: Trial Balance, Accounting errors and their rectification, Preparation of Final Accounts Adjustments in recorded transactions of : Inventories Depreciation Bad and Doubtful Debts Accruals and pre-payments Problems in Financial Statements.

Unit III:Preparation of accounting records and financial statements of companies.

Unit IV:Analysis and Interpretation of Financial Statements.

SUGGESTED READINGS

Grewal, T.S. Double Entry Book-keeping Agarwal, B.B. Higher Accountancy Shukla, M.C. Advanced Accountancy Maheshwari, S.N. Introductions to Advanced Accountancy

BMS – 104 : FOREIGN TRADE OF INDIA

COURSE OBJECTIVE: This course aims to equip students with a broad based knowledge of trade practices in India.

COURSE OUTLINE

Unit –I Introduction ó Trade its meaning and types. Difference between internal and international trade. Theories of International Trade. India's Internal Trade- Characteristics and Problems. Coastal trade and trade of Uttar Pradesh. Terms of Trade. Trade : Terminology and abbreviations.

Unit-II Foreign Trade of India ó Before independence, During Planning Period, Recent trends in India's Foreign Trade. Major Items of Exports: Composition, Direction and Future Prospects, Major Items of Imports: Composition, Direction and Future Prospects.

Unit –III Free Trade and Protective trade policies, India's Major trading partners. Financing of foreign trade, National Level Financing Institutions: EXIM Bank, ECGC and other institutions in financing of foreign trade, STC, MMTC, SEZ and EPZ. Export promotions.

Unit –IV Strategy for Trade Policy in India ó General Developments during planning period. Recent World trade Scenario, Recent changes in trade policy, Trade agreements ó Bilateral and Multilateral Trade Agreements. GATT & UNCTAD, WTO. India's Balance of Trade and Balance of Payments.

Books Recommended:

- 1) Bhagwati J. Srinivasan ó Foreign Trade regimes and Economics development
- 2) Jaiswal Bimal & A.K.Singh ó Foreign Trade of India
- 3) Plaekar ó Trade of India
- 4) Salvi P.G. ó New Directions on India's Trade policy.
- 5) Cherrunilam F. ó International Trade Export Management
- 6) Singh, M ó India's Export trends
- 7) Varshney R.L. ó India's Foreign Trade

BMS 105 INDIAN SOCIETY AND CULTURE SEMESTER

COURSE OUTLINE

UNIT 1: Features of Indian social system and social institutions

- É Characteristics of Indian social system and important social institutions
- É Varna and Caste system
- É Purushartha
- É Sanskaras

UNIT 2: Evolution of culture and social change in India

- É Indian Family system
- É Impact of sanskritization, westernisation, modernisation on Indian society
- É Indian Education system
- É Indian marriage system
- É Continuity and change in India

UNIT 3: Social problems in India & National Integration

- É National Integration-A historical perspective
- É Problems of terrorism and communalism
- É Role of Religion in promotion of harmony
- É Status of women

UNIT 4: Impact of social and cultural factors on business

- É Guilds(Shrenis) and their role in business of promotion in ancient India
- É Economic development and social change
- É Human values in management
- É Indian traditions for decision making and management of stress.

BMS – 106: ENGLISH LANGUAGE & BUSINESS COMMUNICATION

COURSE OUTLINE

Unit I: English Language (i) Use of business jargons & colloquialism (ii) Use of idioms and phrases (iii) Grammatical aids to correct writing

Unit II: (iv) Report writing (v) Writing effective memos, minutes, notices, agenda (vi) Essentials of effective business letters (vii) Basics of e-mailing

Unit III: Business Communication (i) Definition & importance of business communication (ii) Barriers to effective communication (iii) Importance of audio-visual communication (iv) Importance of cross-cultural communication

Unit IV:

(v) Listening as an effective communication skill (vi) Strategies of a kinesthetic speaker (vii) Resume writing (viii) Audience analysis

Second Semester

BMS – 201 : STATISTICAL METHODS

COURSE OBJECTIVE: The course aims to equip the students with statistical tools and concepts that help in decision making. The emphasis is on their application in business.

Course outline

Unit I Definition, scope, importance and limitations of statistics, methods of collection and tabulation of data. Measures of Central Tendency ó Mean, median, mode, geometric and harmonic mean. Measure of Dispersion ó Range, quartile, deviation, mean deviation and standard deviation. Skewness, moments and kurtosis. Simple correlation and regression, partial and multiple correlation and regression.

Unit II Probability ó Definition - objective and subjective, addition and multiplication theorem of probability, conditional probability, Baye's theorem, probability distribution, binomial, poisson and normal.

Unit III Sampling and sampling distribution, methods of sampling, sampling and non-sampling errors, central limit theorem, sampling distribution of the mean, distribution of difference of two means, sampling distribution of the difference of two proportions.

Unit IV Tests of Hypothesis, Type I and Type II Errors, one tailed and two tailed tests, testing hypothesis about population mean, testing hypothesis about the difference between the means, testing hypothesis about population, proportion and the difference of two proportions. Small sampling theory ó Student's T test distribution ó Chi (ki) square test.

Suggested Readings

Levin, R.I. Statistics for Management Hoel and Jessen Basic Statistics for Business and Economics Croxton, Crowdon and Bolch Practical Business Statistics Spiegel, M.R. Statistics Freud, J.E. Modern Elementary Statistics Jedumns et. al. Statistical Analysis for Business Decisions Gupta, S.P. & Gupta, M.P. Business Statistics Gupta, S.P. & Gupta, M.P. Statistical Methods Elhance, D.N. Fundamentals of Statistics Elhance, D.N. Practical problems in Statistics Gupta, C.B. Introduction of Statistical Methods Yamase Statistics ó An Introductory Analysis Sancheti & Kapoor Business and Economics Statistics

BMS– 202 : BANKING OPERATIONS MANAGEMENT

Course outline

Unit I Indian financial System, Banking System in India, Financial sector reforms in India, RBI ó role, functions, monetary policy and credit control, commercial banking in India, Regulatory Environment for commercial bank in Indian core banking.

Unit II Operational Aspect of commercial banks in India, Relationship between Banker and customers, Types of customer a/c, Cheques, Endorsement, Presentment, Dishonour, Rights and liabilities of Paying and collecting Banker, Time Value of money ó calculation of interest on loan & deposits, EMIs, Present Value, future value and loan Amortization.

Unit III Negotiable Instruments, Bills of Exchange and Promissory notes, Rights and liabilities of parties, Bills discounting and Purchasing, ancillary Services of the Bankers.

Unit IV Employment of funds by Commercial Banks Financial statement analysis, Types of securities, mode of creating charge, Bank guarantees, Asset ó liability management in commercial Banks. Basel norms.

SUGGESTED READINGS

1. Shrelekhhar: Banking
2. Jaiswal Bimal : Banking Operations Management
3. Jhinghan M.L. : Banking Theory & Practice

BMS – 203 : Fundamentals of Computer Science

COURSE OBJECTIVES

The objectives of the course are to familiarise the students with the basics of the computers and its uses.

COURSE OUTLINE

Unit I : Fundamentals of Computers

Introduction to computer types (Analog, Digital and Hybrid); Characteristics of computers; Evolution of computers (History, generation), Basic components of a computer, their functions and interrelation; stores program concepts, RAM, ROM; Computer hardware and software and firmware; Computer languages, types of software, processing of a computer program, batch, time-sharing and multi programming; Computer uses, applications and capabilities; concept of data communication and networking. Types of Computer Systems; Personal, Micro, Mini, mainframe and super computer; differences and capabilities; range of applications.

Unit II : Data Representation

Binary, Octal and Hexadecimal Number Systems and their inter-conversions; Binary Arithmetic; Internal data representation; Organization of memories; Fixed point and Floating point number representation; representation of Alphanumeric character codes, ASCII codes. Introduction, types and applications of Text Processor, Word Processor, Spread Sheet.

Unit III : Data Storage

Primary storage; addressing and capacity; types of secondary storage ó magnetic tapes, disks, organisation methods (sequential and direct); floppy disk optical disk; CD-ROM. Input/Output Devices: Tape/Disks/diskettes, Light-pen, mouse and joysticks, character

readers, VDU, serial, line-printer plotters.

Unit IV : Operating System

Introduction to operating system; types of operating systems with main emphasis on Disk Operating System (DOS); Details of basic system configuration; Important terms like Director, File, Volume, Label, Drive name etc. DOS Components ó I/O Systems, BIOS, COM, IBM, DOS-COM, start-up sequence, file name, hard disk; Use of function keys; File commands; Dir, Copy, Delete, Rename, Type-Print Etc. Disk Commands ó Format, Diskcopy Backup, Restore, Chkdsk, Batch Files, Editor; Creating and editing files, commands and special editing keys, Setting up MS-DOS; System and autoexec.bat files; use of wild cards, redirecting commands; input/output fitters, pipes.

Suggested readings

Govindraju, S. Introduction to Computer Science Jain, V.K. Computer and Beginners Sinha, P.K. Fundamentals of Computers Norton, Peter Dos 5.0/6 Ram, B. Computer Fundamentals

BMS – 204 : COST ACCOUNTING

COURSE OBJECTIVES

The course aims to provide a working knowledge of the basic Cost Accounting principles to students.

COURSE OUTLINE

Unit I Basic framework of costing : Definition, Nature, Scope ,limitation and Significance, meaning and elements of cost and its classification, accumulation and ascertainment of cost centres, cost units. Accounting

Unit II Methods of Costing, unit/single/output costing, job & contract costing, operation/service costing.

Unit III Cost Accounting, preparation of costing, profit & Loss A/c and its Process costing, costing methods of Joint products and by-products reconciliation with financial profit & loss A/c.

Unit IV Cost reduction, cost control, budgetary control; standard costing.

SUGGESTED READINGS

Lucey, T. Costing Bigg Cost Accounts Whelden Principles and Methods of Costing Blocker & Weltner Cost Accounting Gillepse Cost Accounting & Control Horngamme, C.T. & Foster Costing Accounting & Managerial Emphasis Bhattacharya, S.K., Deodhar, J. Accounting for Management ó Text & Cases Bhar, B.K. Cost Accounting Gupta, R.R. Cost Accounting Sengupta Cost Accounting Saxena & Vashishth Advanced Cost and Management Accounting Prasad, N.K. Cost Accounting Maheshwari, S.N. Cost Accounting

BMS - 205 BUSINESS ORGANISATION AN ENTREPRENEURSHIP

COURSE OBJECTIVE:

The course aims to provide an insight into the forms of business organization and helps in developing entrepreneurial skills in students.

COURSE OUTLINE

UNIT- 1: Meaning and definition of business, business and society, objective and characteristics of business, component of business, business system and economic system, modern business, difference between business and profession, scale of operation and size of a firm, optimum firm.

UNIT-2: Forms of business organization- Sole proprietorship, Partnership, Joint Stock Company and cooperative society. Business combination, meaning, causes and objectives. Types and forms of merger, takeover and acquisition.

UNIT-3: Definition-Nature, role, function and types of entrepreneur, intrapreneur, entrepreneurial development programme, scope of entrepreneurship, motivation theories, factors effecting entrepreneurial growth, identification of business opportunities, market survey.

UNIT-4: Project management- project formulation, selection of project, choice of technology, plant and equipment.

Financial assistance to entrepreneur. Managing men, material and machine. PERT and CPM. SWOT Analysis. Feasibility of the project. Social responsibilities and business ethics.

BMS 206 FINANCIAL MATHEMATICS

COURSE OBJECTIVES

The course aims to provide knowledge of Mathematics useful in managerial decision making and computer methods.

COURSE OUTLINE

Unit I Fundamental concepts of financial mathematics, effective rate of interest, nominal rate of interest and force of interest, rate of discount. calculation of accumulated value of a given investment using effective rate of interest, nominal rate of interest and force of interest.

Unit II Present value of a given investment using effective rate of interest, nominal rate of interest and force of interest. Equation of payments.

Unit III Valuation of Annuities. Present value of an annuity. Present value f an annuity payable time in a given time period. Deferred annuity. Present value of perpetuity- Perpetuity certain and perpetuity due. Accumulated value of perpetuity.

Unit IV Analysis of annuity- calculation of principal component, interest component and outstanding liability. Sinking fund policies.

THIRD SEMESTER

BMS 301 OPERATING SYSTEM & APPLICATION SOFTWARE

COURSE OBJECTIVES

This paper would make students learn about the latest version MS Windows operating system. The application software covered under this paper would include MS Office.

COURSE OUTLINE

Unit I Operating System-Windows

Concepts of CUI & GUI, MS-Windows as GUI operating system, parts of windows, capabilities of interface, menu driven, ready internet connectivity, easy navigation, simple keep up and management of files, inbuilt product of notepad, paint brush word pad, windows explorer.

Unit II Office Automation MS-Word

Concept and need of word processing using word as a product, creating document, apply formatting, moving around in a document, editing document, spell checker, cut, copy paste operations, header and footers, table of rows, columns, mail-merge.

Unit III MS-Excel

Concept and need of electronic spreadsheet, using excel as a product, parts of an electronic spreadsheet, screen layout, rows, columns, cells, entering data in a worksheet labels, values, formula, naming cells, protecting worksheets, creating charts, lists and databases, filter and advanced filter.

Unit IV MS-Power Point & MS-Access

Concept of graphics and presentations, power point as a product, essentials of a presentation, creating a presentation, slide types, slide layout, adding text & pictures to a slide, running a slide show, creating animation, adding sound to create a multimedia presentation.

Concept of database management and record handling, access as a product components of access, creating a table, adding, editing and deleting records, view data, create queries.

Suggested Readings

Leon, A & Leon, M : Introduction to computers with MS-Office

Russell A. Stultz : MS-Access for windows

Aitken : The point & click guide to MS-Office

Hart Davis : The ABCs of word

Hart Davis : The ABCs of office

BMS 302 : INDIAN BUSINESS ENVIRONMENT

COURSE OBJECTIVES

The aim of this course is to highlight those external factors which can effect the decision making process.

COURSE OUTLINE

Unit I The concept of Business Environment, its significance and Nature, The Interaction Matrix of Different Environmental Factors. The process of Environmental Scanning, Basic Philosophies of Capitalism and Socialism with their variants.

Unit II : The Politico-Legal Environment

The relationship between Business and Government in India. The constitutional provisions affecting Business, an introduction to some important business laws like MRTP, Industries (Development and Regulation) Act, 1951, FERA, SEBI Act, The Changing Dimension of these Laws and their Impact on Business.

Unit III : The Economic Environment

The philosophy strategy and planning in India. The concept of mixed economy, The public Sector and the private sector their changing Roles. The Industrial Policy in India in recent years. The new Economic Policy, Liberalisation and Globalisation and their impact on Business. The Monetary Policy, Fiscal Policy and Union Budget as an instrument of growth and their impact on Business. Development Financial Institutions and their Relevance to Business Operations. The Multi-National Corporations.

Unit IV : Socio-Cultural Environment in India

Salient features of Indian Cultural and Values and their Implications for Industrialisation and Economic Growth. Emergency of Middle Class, New Demand for Consumer Industries, Consumerism. Development of Business Entrepreneurship India, Social Responsibility of Business. Policy for Research and Development in India. The Problem of Selecting Appropriate Technology. The Multinationals as a source of Technology. World Trade Organisation, New Exim Policy.

SUGGESTED READINGS :

Ghos, P. & Kapur, G.K. Business & Society - A Study of Business Environment Adhikari, M. Economic Environment of Business Cherunilavam Business Environemtn Dasgupta A. & Sengupta A. Government and Business

BMS – 303 : MANAGERIAL ECONOMICS

COURSE OBJECTIVES

The objective of this course is to impart knowledge of the concept and tools of Economic Analysis as relevant for Business Decision-Making

COURSE OUTLINE

Unit I : Basic Concepts and Demand Analysis

Basic Tools - Opportunity Cost principle, Incremental principles, Equi-Marginal principle, Principle of Time perspective. Uses of Managerial Economics, Demand Theory, The concepts of Demand, Determinants of Demand, Demand Function and Demand

Elasticities, Demand Estimation and Demand Forecasting.

Unit II : Production, Cost and Revenue Analysis

Production Function and its managerial use, Cost Concepts and classification, Cost output relationship, Traditional and Modern Theory of Cost, Meaning and Types of Revenue, Break-even analysis.

Unit III : Market Structure and Behaviour of Firms

Pricing and Output Decision under different market structures: Monopoly, Monopolistic, Oligopoly. Mergers and Acquisitions under Oligopoly, Some recent developments in price policy of firms like price penetration, price skimming and Limit pricing.

Unit IV : Macro Economic Issues in Business Decision Making

National Income Accounting, Theory of employment, IS-LM model, Economic Growth and Development.

SUGGESTED READINGS :

Richard & Brackford Business Economics Mote, Paul & Gupta Managerial Economics Joel Dean Economic Theory Baumol W.J. Operational Analysis Peterson William Managerial Economics

BMS – 304 : ESSENTIALS OF MANAGEMENT

COURSE OUTLINE

The objective for this course to provide an understanding of the tasks and functions of management and to acquaint the Participants with the developments in concept. Theories and practices in the overall field of management.

COURSE OUTLINE

Unit I : Planning

Nature and significance of Management, Contributions of Management though, Approaches of management, Contributions of Taylor, Fayol and Barnard to Management Science Functions of a Manager Social responsibility of Managers, Values in management. The Nature of significance of Planning, Objectives, Steps of Planning, Decision making as key step in planning. The process and Techniques of Decision Making. Long Range Planning, Strategies and Policies.

Unit II : Organisation

Nature and significance, Approaches, Departmentation, Line and staff relationships, Delegation and Decentralisation, Committee system, Department of effective organising, Staffing, nature and Significance, Selection, Appraisal and Development of Managers.

Unit III : Directing

Issues in managing human factors, Motivation, nature and Significance, Theories and Techniques, Communication Definition and Significance, The process of Barriers, Building effective communication system.

Unit IV : Controlling

Definition and Elements Control Techniques, Coordination, Determinants of an Effective Control system, Managerial Effectiveness.

SUGGESTED READINGS:

Koontz Harold & O'Donnel Curil & Weilrich Management, Newman Summer Warren The process of Management Concept, Behaviour Practice; Massie J.L. & Douglas J. Managing a Contemporary Introduction; Prasad, L.M. Principles and Practice of Management; Dwivedi, R.S. Management: An Integrated Approach

BMS 305 PERSONNEL MANAGEMENT

COURSE OUTLINE

The objective of this course is to familiarise the students with theories and techniques of Personnel Management.

COURSE OUTLINE

UNIT I: Introduction to Personnel Management & Manpower Planning

Personnel Management: Conceptual framework, Nature, Scope and Significance. Functions of Personnel management. Job Analysis: Concept, Objectives, Job Description and Job Specification Manpower Planning: Concept, Significance, Process and techniques of HR Demand and Supply Forecast

UNIT II: Employee Acquisition and Development

Recruitment: Concept, Objectives, and Sources of Recruitment Selection: Concept, Process and Selection Tests. Induction and Orientation Training & Development: Concept, Purpose, Methods and Techniques Motivation: Concept, Significance and techniques of Motivation including Job Design, Job Enlargement, Job Enrichment and Employee Empowerment etc.

UNIT- III: Employee Appraisal and Maintenance

Performance Appraisal: Concept, Significance, Methods and Techniques of Appraisal, Compensation & Reward Management: Job Evaluation, Concept of Wages & Salary, Wage Policy, Laws & Rules governing employee benefits, Incentives & Fringe Benefits

UNIT- IV: Industrial Relations

Discipline and Grievance Handling: Concept & Types of Discipline, Grievance Redressal Mechanism. Industrial Relations: Concept of Industrial Relations, Industrial Disputes, Techniques of Dispute Resolution, and Workers' Participation in Management Trade Unionism in India.

BMS – 306 : MANAGEMENT ACCOUNTING

COURSE OBJECTIVE

The objective of this course is to equip the students with skills to evaluate organisation performance, spot inefficiencies, areas for improvement and opportunity and provide them with decision making skills to recommend and use the best possible course of action while taking into account both long-term and short-term implication of decisions.

COURSE OUTLINE

Unit I : Focus on Decision Making

Nature of Management Accounting, The Management Process and Management Accounting, difference between Financial Accounting and Management Accounting, role and responsibilities of Management Accountant. Introduction to cost behaviour and cost volume relationship, variation of cost behaviour, relevant information and decision making.

Unit II : Capital Budgeting

Decision and Techniques, Capital Budgeting under risk and uncertainty.

Unit III : Financial Analysis and Forecasting

Understanding Financial Reports, uses of Financial Analysis, interpreting Financial Ratios, Funds Flow and Cash Flow Analysis, other Financial forecasting tools.

Unit IV : Accounting for Planning and Control & Reporting to Management

Budgetary Control, Flexible Budgets and Standards for Control, Management Control System and Responsibility Accounting, Management Reporting System.

SUGGESTED READINGS :

Anthony Management Accounting Pandey, I.M. Management Accounting Ahmad Nisar Management Accounting Simon Herbert The New Science Management Decisions Radford, K.J. Modern Managerial Decision Making Kassouf, S. Normative Decision Making Shull, F.A. Organisation Decision Making Harold Koontz Essential of Management Srivastava, U.K. Quantitative Techniques for Managerial Decision Making Wisniewski, M.I.K. Quantitative Methods for Decision Makers Richard I Levin Quantitative Approach to Management Helge Drummord Effective Decision Making

BBA (MS) 307 Foreign Language (French/German – Non credit) compulsory

FRENCH LANGUAGE

COURSE OBJECTIVES: French Language as Foreign Language Course to Under Graduate Management Students. Teaching of French as a foreign language to the management students in order to prepare them to communicate in French, to develop the four skills in French i.e. Reading, Writing, Speaking and Comprehension.

Unit-I

Articles Gender and number of nouns and adjectives. Personal and Toique pronouns, Demonstrative and Possessive Adjectives Preposition and adverbs Pronominal verbs.

Unit-II

Conjugation of verbs of all the Groups in Present Tense and Introduction to Past and Future Tense. Intetrogation, Negotion and Imperatives.

Unit-III

Name of days, seasons, months, colours, garments, body parts and numbers. Conversational French between known and unknown people. Telephonic conversation with friends and clients.

Unit-IV

Topical writing, self Introduction, Biodata, Description of person, place or things as family, house, class, city, country etc. Letter writing. Profession and nationality. To reply question in French based on comprehension of a French text.

GERMAN LANGUAGE

COURSE OUTLINE:

Unit-1

Introduction to Germany, Basic grammar structure, Nouns(singular , plural), Numbers, Days, Months, Seasons, Colours.

Unit-2

Personal Pronouns, Verbs, Conjunctions, Prepositions, Articles, Adjectives, Prepositions.

Unit-3

Tenses, Sentence construction, Interrogative sentences, Affirmative sentences, Negative sentences.

Unit-4

Comprehension Texts, Paragraph writing

FOURTH SEMESTER

BMS 401 MARKETING MANAGEMENT

COURSE OBJECTIVE: The purpose of this course is to develop an understanding of the underlying concepts, strategies and the issues involved in the exchange of products and services.

COURSE OUTLINE

Unit I : Introductory

Concept of marketing, difference between marketing and selling, marketing function, marketing mix, market segmentation, marketing planning, strategy and approaches.

Consumer Behaviour

Concept of consumer behaviour, buying motives, study of consumer behaviour and motivational research ó its types, nature, scope and role. Method of conducting marketing research, sales promotion and advertising.

Unit II : Product Management

Nature and scope of product policy decisions, product-mix, product-line and product-life cycle, product planning and development, product diversification, product improvement, product dronning. Branding and Trade Marks, packaging.

Unit III : Product Pricing

Concept, nature and scope of product pricing decisions; price policy considerations, objectives and strategies of pricing, selling below cost, price dumping, price discrimination, resa-price maintenance, government regulation of pricing.

Unit IV : Distribution Management

Decisions relating to channels of distribution, Functions of distribution channel ,sales promotion, sales planning and forecasting, management of sales force, analysis of sales performance and marketing of services, Integrated marketing communication(IMC).

BMS 402 Business laws

COURSE OBJECTIVE: The objective of the course is to familiarize the participants with legal perspective of the business legal perspectives of the business administration in an enterprise.

COURSE OUTLINE

Unit-1 (Law of Contracts –I) :Definition, kinds and Essential Elements of a Valid contract, offer and acceptance ,consideration, capacity of contract, free consent, legality of objects, Performance and discharge of contract.

Unit-2 (Law of Contracts- II) : Contract of indemnity and guarantee: meaning and its distinction, rights and duties of indemnifier, indemnified and surety, discharge of surety's liability. Bailment and pledge :meaning and distinction ,Rights and duties of bailor and bailee, pawnor and pawnee.

Unit-3 (Law Relating to Sale of Goods) :The sale of Goods Act.1930:formation of contract of sale, conditions and warranties, Caveat empeter, Ownership of goods and transfer, unpaid seller and his rights.

Unit-IV (Law relating to patnership and negotiable instrument) : definition and nature of patnership, rights and duties of patners, types of patners, dissolution of patnership, definiton and elements of Negotiable Instruments, Holder and holder in due course.

Suggested Readings:

Gulsan & Kapoor : Business Law including Company Law.

Singh, Avtar : Principles of Mercantile Law

Pandiya , R.S. : Principles of Mercantile Law

Shukla M.C. : A Manual of Mercantile Law

Bare Acts. : Indian Contract Act, 1872. Sale of Goods Act, 1930 Partnership Act, 1932. The Negotiable Instruments Act, 1881 .

BMS 403: INSURANCE AND PUBLIC FINANCE

COURSE OBJECTIVE:The objective of this paper is to generate awareness among student about monetary and fiscal policies and the effects they can cause on firms decision making as well as the economy in general.

COURSE OUTLINE

Unit I : Concept of Insurance óDefinition and classification, History of insurance in general and in India in particular, principles of insurance, types of insurance ó life, fire, marine and others ó characteristics and policy conditions, institutions ó L.I.C. and G.I.C., IRDA Act 1999.

Unit II

Principles of Life insurance and its impact on insurability. Morality tables and its kind. Basic elements in computation of premium. Peculiarities of life insurance product and the classification Nature of group insurance and types of group Insurance covers Policy claims and its procedures for settlement of various type of claims. Policy document and its various components including conditions and privileges under the policy.

Unit III

Nature and scope of public finance, principles of maximum social advantage, public expenditures, principles of taxation ó canons incidence and effects etc.

Unit IV

Public debt, public expenditures, Indian public finance, budgets, fiscal policy, expenditures and revenues of the union government, finance commissions and centre state finances.

SUGGESTED Readings

Dalton, H. : Public Finance

H.L.Bhatia : Public Finance

B.P.Tyagi : Public Finance

Musgrave & Musgrave : Public Finance

Mohd. Arif Khan : Insurance

O.P.Agarwal : Insurance & Risk Management

BMS 404 : COMPANY LAW AND SECRETARIAL PRACTICE

COURSE OBJECTIVE

The objective of the course is to familiarize the students with the various laws and procedures pertaining to a company.

COURSE OUTLINE

Unit I : Company ó Definition, OBJECTIVES AND SCOPE OF THE COMPANY LAW 2013, classification, incorporation and commencement of business, memorandum of association, articles of association, effects of registration, doctrine of constructive notice and doctrine of indoor management. Prospectus ó Law and procedures relating to issue and allotment of shares, calls, forfeiture, surrender, transfer and transmission of shares, shares certificate and share warrant.

Unit II Company Management ó Directors, Managers and Secretary ó Appointment, rights and obligations.

Unit III Meetings and Proceedings ó Law relating to board meetings and company meetings.

Winding up ó Compulsory, Voluntary and under Supervision of Court.

Unit IV Secretarial Practice ó Duties and Responsibilities of company secretary, secretarial duties relating to allotment of shares, calls forfeiture and transfer of shares, specimen of certificate of incorporation, certificate of commencement of business, share certificates and share warrants. Company meeting and board meetings ó Secretarial duties relating to meetings, types of meetings, notice, agenda, proxy motion, resolution, minutes and reports.

SUGGESTED READINGS :

Sherlerkar Company Law and Secretarial Practice Avtar Singh Company Law .

BMS 405 – Research Methodology

COURSE OBJECTIVE: The course aims to make students understand the technicalities involved in a research work.

COURSE OUTLINE

Unit I: Introduction to Research Methodology; Meaning, Objectives, Categories of Research, Features of good research studies, Types of Research Studies, Scientific & Non-Scientific Methods, Research Methods & Research Methodology, Importance of Research in Management Decisions, research process and its various steps.

Unit II :Research Design: Types of Research Design, Research Design in case of different research studies

Sampling and sampling distribution: Importance of sampling, methods of sampling, sampling errors Types of Data, Methods and Techniques of data collection, Attitude measurement and scales: various methods to measure attitude.

Unit III :Data preparation and presentation: Editing, coding and organizing the data. Techniques of data presentation, Data analysis and Interpretation: preliminary analysis using statistical tools, measures of central tendency, dispersion, correlation and regression.

Unit IV:Parametric and non parametric tests: z-test, t-test and chi- square test

Report writing & presentation: writing & formatting of reports, presenting your research reports & talks, graphical presentation.

SUGGESTED READINGS:

C R Kothari ó Research Methodology

Prashant Sharangi-Research Methodology

Dr. Priti R. Majhi-Research Methodology

BMS 406 FINANCIAL MANAGEMENT

COURSE OBJECTIVE: To introduce the participants with the basic fundamentals and tools and techniques of Corporate Financial Management in a changing, challenging and competitive global economic environment.

COURSE OUTLINE

Unit I : Introduction

Nature, scope and significance of Financial function for the organisation's success. Objectives of Corporate Financial Management, Organisation structure to carryout finance function in Corporate enterprises. Financial Planning and Financial Forecasting.

Unit II : Capital Structure Planning - Financing Decision

Capitalisation and capital structure, Financial Planning - long and short term sources of corporate funds, objectives of an optimal Capital structure, Financial and operating leverage analysis, cost of capital and capital structure decision.

Unit III : Investment Decisions - Time Value of Money

Nature of Investment Decisions, Investment Evaluation criteria, process of capital budgeting decisions, risk analysis and investment decisions, capital budgeting practices of Indian companies.

Unit IV : , Working Capital Management and Dividend Decision

Concepts of working capital. The needs of working capital and Its determinants. Dimensions and trends In working capital management. A brief analysis of the management of components of working capital. Sources of working capital finance and their relative utility. Dividend Policy Models.

SUGGESTED READINGS

Horne, James Van Financial Management & Policy

Soloman Ezre The Theory of Financial Management

Hunt William and Donaldson BasIc Business Finance ,

Kuchal, S.C. Financial Management

Bradley Fundamentals of Corporation Finance

Pandey, I.M. Financial Management

Fred, Weston J. The Scope & Methodology of Finance

Weston & Brigham Essentials of Management Finance

FIFTH SEMESTER

BMS 501 : ORGANISATIONAL BEHAVIOUR

COURSE OBJECTIVE: The course aims at to sharpen human skills and also decision making skills of the students.

COURSE OUTLINE

Unit I : Introduction to Organisational Behaviour

1. An overview of organisational behaviour
2. Managing people and organisations.
3. Main types of organisation
4. OB in global context.

Unit II : Individual Process in Organisations

5. Personality
6. Learning, perception and attribution
7. Individual Differences
8. Basic concepts of motivation
9. Advanced concepts of motivation
10. Goal setting and rewards
11. Career dynamics

Unit III : Interpersonal Process in Organisations

12. Group dynamics
13. Intergroup dynamics
14. Leadership in organisations
15. Power, politics and conflict
16. Interpersonal communication
17. Decision making and creativity

Unit IV : Enhancing Individual and Interpersonal Process

18. Managing stress
19. Managing innovation and technology in changing environments
20. Organisation culture.
21. Organisation change and development

BMS 502 MANAGEMENT INFORMATION MANAGEMENT

Course Objective: The course aims to develop the basis understanding of the information systems and their role in business organizations.

Course outline:

UNIT – I: Meaning and Role of Information Systems. Types of Information Systems: Operations Support Systems, Management Support Systems, Expert Systems, and Knowledge Management Systems. Information Systems for Strategic Management: Competitive Strategy Concepts, Strategic Role of Information Systems. Integrating Information Systems with Business Strategy, Value Chain

Analysis, and Strategic Information Systems Framework.

UNIT – II: Planning for Information Systems: Identification of Applications, Business Planning Systems and Critical Success Factors, Method of Identifying Applications, Risks in Information Systems. Resource Requirements for Information Systems: Hardware and Capacity Planning, Software Needs, Procurement Options ó Make or Buy decisions, Outsourcing as an Option.

UNIT – III: Emerging Concepts and Issues in Information Systems: Supply Chain Management, Customer Relationship Management, Enterprise Resource Planning.

UNIT – IV: Data Base Management Systems: Concept, Components, Classification and application. Introduction to Data Warehousing, Data Mining and its Applications, Emerging Concepts in Information System Design and Application.

Text Books:

1. Kenneth, Laudon and Jane Laudon (2005). MIS: Managing the Digital Firm. Pearson Education.
2. James, A. O'Brien (2005). Introduction to Information Systems. Tata McGraw Hill.
3. Turban, E., McLean, E. and Wetherbe, J. (2001). Information Technology for Management: Making Connections for Strategic Advantage. John Wiley and Sons.
4. Jawadkar, W. S. (2004). Management Information Systems. Tata McGraw Hill.

BMS – 503 : PRODUCTION & MATERIALS MANAGEMENT

COURSE OBJECTIVES

The course aims to equip the students with basic management decisions to production function and designing decisions relating to production, function and designing of a production system.

COURSE OUTLINE

Unit I

Nature and scope of production management, production analysis and planning, production functions, objective and functions of production management, responsibilities of the production manager, types of manufacturing processes and plant layout, plant location,

routing, scheduling, plant location and plant layout, assembly line balancing. Production Planning and Control (PPC).

Unit II

Manufacturing processes, routing, scheduling and assembly line balancing, Materials management its scope and importance. Purchasing function and procedure, store-keeping, material planning function, Inventory control, relevant costs, economic lot size, reordering point, ABC analysis.

Unit III

Productivity its definition and concept, factors affecting productivity, productivity measurement, productivity improvements, Product development and design, stages of product development, techniques of product development (standardization, simplification and specialization, automation).

Unit IV

Development of efficient work methods, material flow process chart, manflow process chart, principles of motion economy, comparison of alternate work methods, maintenance of production facilities, quality control and inspection, sampling inspection, control charts for attributes and variables charts.

SUGGESTED READINGS

Mayers Production Management Buffa Modern Production Management Buffa Operations Management Starr Operations Management Cook and Russel Contemporary Operations Management Goel & Gupta Production Management Hedge Production Management

BMS-504: ADVERTISING AND SALES PROMOTION

COURSE OBJECTIVE: To provide and exposure to the innovations in advertising as an effective technique of sales promotion.

COURSE OUTLINE

Unit I Concept and nature of advertising its importance, evolution, advertising and marketing, effectiveness of advertising an production, market consumers, industrial growth and the society as a whole.

Unit II : Advertising Planning

Determining objectives environment and analysis of consumer behaviour, selection of strategy, advertising budget its media selection and advertising agency, advertising process its communication, persuasion personal influence, ethics in advertising its measuring advertising effectiveness, advertising research its advertising messages.

Unit III : Sales Promotion & Personal Selling

Concept, significance of sales promotional, objectives strength and limitations, forms of sales promotion, sales promotion programmes and strategies. The Modern concept of salesmanship, features and types of salesmanship, qualities of a good salesman its physical social, mental and moral qualities. The sales process its collaborative selling, Personal selling process its Types of personal selling.

Unit IV

Measuring effectiveness of advertising and sales promotion measures, Sales promotion measures in a globally competitive environment.

SUGGESTED READINGS

1. Mishra, M.N. : Sales Promotion and Advertising Management
2. Kazmi & Badra : Advertising management
3. Ayker & Mayer : Advertising management
4. Ayker & Batra : Advertising management

BMS-505: ESSENTIALS OF E-COMMERCE

COURSE OBJECTIVE: This paper would provide adequate exposure to the students with practice and usage of internet as well as make them learn various tools and techniques of E-Commerce.

COURSE OUTLINE

Unit I E-Commerce concept: Meaning, definition, concept, features, function of E-Commerce, E-Commerce practice v/s traditional practices, scope and basic models of E-Commerce, limitations or E-Commerce, precaution for secure E-Commerce, proxy services.

Unit II Electronic Data Interchange: Concept of EDI, difference between paper based business and EDI based business, advantages of EDI, application areas for EDI, action plan for implementing EDI factors influencing the choice of EDI, software concept of electronic signature, access control.

Unit III Types of E-Commerce: Meaning of B2C, B2B, C2C and P2P. Applications in B2C, E-Banking, E-Trading, E-Auction its Introduction and overview of these concepts. Application of B2B, E-distributor, R2B service provider, benefits of B2B on procurement, just in time delivery. Consumer to consumer and peer to peer business model introduction and basic concepts.

Unit IV Internet: Concept of internet, use of internet, requirements of internet, internet domain, internet server, establishing connectivity on the internet, types of internet provides, constituents of internet protocol, browsing the internet, tools and service on internet, procedure of opening e-mail account on internet.

Suggested Readings

- E-Commerce : Bharat Bhaskar
E-Commerce: The cutting edge of business : K. Bajaj & D. Nag
E-Commerce : Ritendra Goel

BMS – 506: OPERATIONS RESEARCH

COURSE OBJECTIVES: The basic objectives of this course is to impart knowledge of different quantitative methods & operations

research techniques used in business decisions and management.

COURSE OUTLINE

Unit I

Introduction, advent & scope of operations research techniques their fields of specialized applications along with an overview of different techniques. Decision theory ó introduction, structure of decision making problems, decision under uncertainty & decision under risk. Game theory ó introduction, basic terminology, difference between pure strategy games & mixed strategy games, principle of dominance, solution of mixed strategy games.

Unit II : Replacement decisions

Introduction, methodology of replacement decisions, replacement of items that deteriorate with time (with & without change in money value). Group replacement problems.

Unit III : Queuing (Waiting Line) Theory & Simulation

Introduction characteristics of elementary queuing systems, management aspects of queuing theory, patterns of arrivals & departures. Single channel service system with Poison Arrivals & Poisson departure. Introduction, advantages & simple applications of statistical simulation techniques.

Unit IV : Network Analysis

Introduction, objectives & advantages of network analysis & time estimates. Critical Path Method (CPM), Programme Evaluation & Review Technique (PERT), Time Cost tradeoff in network analysis & crashing.

SUGGESTED READINGS

Kapoor, V.K.: Operations Research

Sharma, J.K. :Operations Research

Taha, Hamdy A.: Operations Research, An Introduction

Kothary, C.R.: An Introduction to Operational Research

Gupta & Sharma: Operations Research

SIXTH SEMESTER

BMS 601 Income Tax Laws and accounts

Course Objective: The objective of the course is to acquaint students will the provisions of tax act 1961 and their effects on personal as well as business finance.

Course Outline

Unit I : Income Tax Law an overview, Definition of important terms likes Agricultural Incomes. The Concept of Income, Assessee, Previous year, Assessments year, Company, Resident & Tax Liability, Charge of Income, Head of income, Exemptions Income Under the head Salaries Scope, perquisites their valuation, profits in lieu of Salary, provident funds and their tax implication & deductions.

Unit II : Income From House Property, Annual Value, Its Computations and deduction, profits & Gains from business or profession- scope- basis of charge, deduction, expenses expressly disallowed, Computation of Income , Clubbing of Income Under the head profit and gains of business.

Unit III: Capital Gains, Basis of charge, Long Terms & Short Term Capital assets, Exemptions and deductions, Income from other sources- basis of charge, scope , deductions and computation of income aggregation of Income, clubbing of Income, set-off & carry forward & set-off losses. Deduction from total income.

Unit IV: Assessment of Individual , Hindu undivided family and partnership, firms and association of persons. Procedure of a assessments, Income Tax Authorities and their powers, appeals and penalties.

SUGGESTED READINGS

1.H.C. Mehrotra - Income Tax Laws & Accounts

2.Singhania- Law & Practice of Income Tax.

3. Income Tax Act- 1961

4. Income Tax Rule-1962

BMS 602 RELATIONAL DATA BASE MANAGEMENT

COURSE OBJECTIVE

Objective of including 'SQL' and 'PL/SQL' as a structured query language in this course is to make students ware of the terms and concepts used in Relational Database. Most companies are deciding to move away from flat-file data and are now using a relational database.

COURSE OUTLINE

Unit I: Introduction to SQL & Manipulating Data

Introduction to SQL, Select Statement, Expression, Conditions and operators, Functions ó Molding data retrieved, Clauses in SQL ó where, order by, Creating tables, Inserting records, Altering tables, Table constraints, Creating views and indexes

Unit II : Joins and Sub-queries

Multiple tables in single select, Equi-joins, non-equi joins, Outer and inner joins, Self join, Building a Subquery, Nested subquery

Unit III : PL/SQL ó An Introduction

Structure of PL/SQL block, Data types in PL/SQL, Conditional statements, Loops, Break and continue command

Unit IV : Advance PL/SQL

Creating procedures, Creating functions, Creating triggers, Exception raising and handling

SUGGESTED READINGS

Ryan K. Stephens, Ronald R. Plew : Teach Yourself SQL in 21 days
Brayan Morgan, Jeff Perkins.

BMS-603 International Business

Objective: To expose the students to the challenges faced and strategies adopted when conducting international business.

Course Outline

UNIT I Introduction to International Business: Nature, scope and challenges in International business. Need for international business. Market entry strategies, difference between domestic and international business. Theories of international trade by Adam Smith, Ricardo and Ohlin & Heckler.

UNIT II Important institutions: WTO, UNCTAD, IMF, European Union, NAFTA SAFTA etc., regional economic integration. MNCs

UNIT III International business environment factors affecting business. International Product Decisions, International Pricing, International channels of distribution and Promotion

UNIT IV India's Foreign trade, Recent trends in India's foreign trade, India as an emerging global market, Export houses, Government Institutional set up for exports, Export promotion council and agencies, Export procedures and documentation.

Recommended Books

Justin Paul, International business, Prentice hall of India

Jaiswal B, International Business, Himalaya publication

Alan M. Rugman and Richard M. Hodgetts, International Business by Pearson Education.

Subbha Rao. P- International Business.

Varshney & Bhattacharya- International Marketing Management.

BMS – 604 : PROJECT MANAGEMENT

COURSE OBJECTIVE

The basic objectives of this course is to equip the students with entrepreneurial skills like project formulation, evaluation, monitoring and control etc.

COURSE OUTLINE

Unit I : Basic Concept

Concept of a Project, categories of projects, project development cycle. The concept of project management, tools & techniques of project management. Forms of Project organisations.

Unit II : Project Formulation

Project identification, Project formulation and preparation : Market and Demand estimation, market survey, demand forecasting. Cost of project, means of financing, estimates of cost, financial projections.

Project Appraisal Criteria

Payback period, ARR, NPVI, IRR and risk analysis.

Unit III : Process of Project Appraisal

Technical, economic, financial, legal and social appraisal of the industrial projects.

Unit IV : Implementation, Monitoring and Control of Projects

Project scheduling, network techniques for resource, project management teams and coordination. Monitoring and post implementation, evaluation of the projects.

SUGGESTED READINGS

Prasanna Chandra Project : Preparation, Appraisal, Budgeting and Implementation P.K. Matto Project Formulation in Developing Countries Chitale Project Viability in Inflationary Condition Dass Gupta & Sen Guidelines for Project Evaluation Cleland and Kind System Analysis and Project Management Nagendra P. Singh Emerging Trends in Entrepreneurship Development D.K. Jain Project Planning and Appraisal in Planned Economy M. Mohsin Project Planning and Control

BMS-605 Mathematical Modeling

COURSE OBJECTIVES: The basic objective of this course is to impart knowledge of mathematical modeling techniques to be used for business decisions & management.

Unit I Need, basic outlines & techniques of mathematical modeling. Mathematical modeling through geometry, algebra, trigonometry & calculus. Limitations of mathematical modelling techniques.

Unit II Linear Programming : Introduction, formulation & solution of simple linear programming problem through graphical & simplex method. Concept of duality in linear programming.

Unit III Transportation Problem : Introduction & mathematical modelling of transportation problems & its solution through North-west corner rule, Least cost method, Vogel's method & Stepping stone method.

Unit IV Assignment Problem : Introduction & mathematical models for assignment. Hungarian method of assignment problem, special cases in assignment problems : maximisation case in assignment problem and prohibited assignment, unbalanced assignment

problem.

SUGGESTED READINGS

1. Kapoor, V.K. : Operations Research
2. Sharma, J.K. : Operations Research
3. Taha, Hamdy A. : Operations Research, An Introduction
4. Kothary, C.R. : An Introduction to Operational Research
5. Gupta & Sharma : Operations Research

BMS-606 Strategic Management

COURSE OBJECTIVE: The main objective of this course is to develop students' understanding of the increasing competition and the practice of strategies in organizations to stay in the hunt.

Unit I : Introduction & Concept of Strategy

Corporate Policy as a field of study, Nature, Importance, purpose and objective of business policy, Chief Executive job, roles and responsibilities of board of Directors, An overview of strategic management ó its nature and process, Formulation of strategy, Environment, Nature of company's environment, environment appraisal, identifying corporate competence & resource.

Unit II : Relating Corporate Strategy, Personal & an Ethical Values

Industry structure, Reconciling divergent values, Modification of values, moral components of corporate strategy, review of management's concern for responsibility, choice of strategic alternatives for social action.

Unit III : Strategic Choice

Corporate portfolio analysis, competitor & SWOT analysis, strategic choice, strategic plan, routes to competitive advantage.

Unit IV : Implementation of Strategy

Structural implementation, organisational design and change, behavioural implementation, leadership, corporate culture, business ethics, corporate politics and use of power, functional implementation ó financial, marketing, operations, personnel policies and their integration, strategic evaluation and control.

SUGGESTED READINGS

1. Kazmi, Azhar : Business Policy
2. Shirley, Perters, Ansary : Strategy and Policy Formulation Multi Functional Orientation
3. Keneth, A. Andrews : Concept of Corporate Strategy
4. Igor, M. Ansoff : Corporate Strategy
5. Igor, M. Ansoff : Business Strategy
6. Christensen : Business Policy Text and Cases
7. Gluhck, William F. : Business Policy _ Strategy
8. Anoft, Russel, L. : A Concept of Corporate Planning
9. Prasad, L.M. : Business Policy and Strategy
10. Alfred, D. Chandler : Strategy and Structure
11. R.M. Srivastava : Corporate Strategy and Planning

LU 601 Viva Voce