

REGULATIONS FOR 2 YEAR FULL TIME MBA (DAY) PROGRAM

1. TITLE

These regulations shall be called as Academic Regulations of the MBA Degree course (Day & Evening) of Bengaluru Central University, from academic year 2019- 20 onwards, under Choice Based Credit System (BCU-PG-CBCS, 2018) of Faculty of Commerce and Management under Bengaluru Central University, Bengaluru and the Degree called as Master of Business Administration.

2. EXTENT OF APPLICATION

These regulations will apply to Post Graduate Program in Management called MBA (Master Of Business Administration) being offered by the PG Department of Management Studies, Bengaluru Central University and all the colleges affiliated to the Bengaluru Central University having obtained the approval of this university and AICTE subject to complying with all the requirements and conditions laid down by these regulatory bodies.

MASTER OF BUSINESS ADMINISTRATION (CHOICE BASED CREDIT SYSTEM) (MBA-CBCS FROM ACADEMIC YEAR - 2019 - 20 ONWARDS)

3. MINIMUM ELIGIBILITY FOR ADMISSION AND ADMISSION PROCEDURE FOR MBA (DAY & EVENING)

MBA DAY

- A graduate degree under 10+2+3, 10+2+4 or 10+2+5 pattern under any discipline securing at least 50% marks in the aggregate including languages from a recognized University of UGC in India or abroad.
- Degrees from abroad should be accepted as equivalent to the Degree offered by any University in India by the UGC and as approved by AIU and Bengaluru Central University.
- In case of SC/ST/Cat-I candidates, there will be a relaxation of 5% in the aggregate marks obtained in the under graduate Degree set as minimum eligible marks (50%) for admission into MBA Course.
- All admissions to Post Graduate Department of Management and its affiliated colleges will be made through an entrance test conducted by appropriate body duly constituted and duly approved by Government of Karnataka and State Level

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5. MEDIUM OF INSTRUCTION

The course being a professional course and having Global connotation the medium of instruction for MBA Course Day and Evening examination shall be in English medium only.

6. MINIMUM CREDITS AND MAXIMUM CREDITS

- 6.1 There shall be four categories of papers viz., Core and Compulsory paper, Soft Core paper, Specialization paper and Open Elective paper. The Open Electives are the University approved papers offered by other Departments of Bengaluru Central University and the student is required to undergo one course from other Department.
- 6.2 The credits for each of Compulsory paper and specialization paper may vary from 2 to 4 credits. In case of open electives and Soft Core, each paper shall be of 2 credits. A student is required to opt for one open elective paper in 3rd Semester. The list of papers available will be intimated from time to time.

One credit is equivalent to 15 contact hours

7. ATTENDANCE

- 7.1 The candidate who does not put in minimum stipulated attendance of 75% aggregate of all the subjects put together in a semester shall not be eligible to appear for the end exam in that semester and the candidate has to re attend the classes along with subsequent batch and satisfy the minimum requirement for appearing in that particular end semester examination.
- 7.2 The statement of attendance shall be displayed on the Notice Board by the Department/School/Institution at end of every month for information of students.
- 7.3 Five marks in Internal Assessment is earmarked for the attendance percentage as a motivation for the students to attend classes regularly.



8. SEMESTER-WISE CREDIT DISTRIBUTION:

8.1 The table shows the semester wise credit with total credits

Category	Sem 1	Sem 2	Sem 3	Sem 4	Total Credits
Compulsory Core Papers	24	24	6	-	54
Soft Core Papers	2	2	-	-	4
Specialization Subjects	-	-	20	20	40
General Open Elective	-	-	2	-	2
Industry Internship Program	-	-	2	-	2
Master Thesis	-	-	-	4	4
Total	26	26	30	24	106

9. SCHEME OF EXAMINATION

A) Internal Assessment Test

9.1A Each course will have two components as part of assessment i.e. the First Being Internal Assessment Test and Second being Semester end exams. The Internal Assessment (IA) is based on the continuous internal assessment. There shall be two internal tests conducted for each paper.

9.2A Each paper will carry 100 marks of which 30 marks will be for Internal Assessment and remaining 70 marks for written examination (UE) to be held at the end of each semester.

9.3A The components of Internal Assessment for 30 Marks are as follows:

1 st and 2 nd Semester	Marks
Attendance	5
Two Internal test	10
Assignment	5
Case Presentation	5
Quiz on Business and Current Affairs	5
Total	30
Marks for Attendance	
% of Attendance	Marks
75-79 %	1
80-84 %	2
85-89 %	3
90-94 %	4
95-100 %	5

The BOE will monitor the process of Internal assessment test (Issue of Time table, preparing and transmitting the question paper via e-mail, followed by surprise check by BOE Members). The Directors of B-Schools are required to maintain the records pertaining to internal assessment tests.

B) Final Examination

9.1B There shall be a University examination (Theory) at the end of each semester in the prescribed papers which carries 70 marks for 3 hours. (Internal Assessment: Online examination might be introduced subject to approval of appropriate Bodies of Bengaluru Central University in the course of present scheme.)

9.2 B For the employability skill development papers, the students are required to undertake the prescribed skill development exercises. The concerned institution shall submit the records of the exercises to the university. The university authority will pay surprise visits to the institutions for checking the employability skills possessed by the students by virtue of undertaking the exercises on the subject.

9.3 B Specific guidelines for practical examinations will be issued by PG Department of Management from time to time.

10. TIME LIMIT FOR COMPLETION

10.1 The candidate shall complete programme within the period as prescribed in the regulations governing the maximum period for completing MBA programmes from the date of admission. It is generally twice the number of years of the stipulated minimum duration of the programme which is 4 years.

11. MINIMUM GRADE FOR A PASS

11.1 A candidate shall be declared to have passed the MBA program if he/she secures at least a CGPA of 4.0-5.0 (Course Alpha-Sign Grade C) in the aggregate of both internal assessment and semester end examination marks put together in each unit such as theory papers / practical / internship / master thesis / viva-voce.

11.2 The candidate who pass in all the papers in first attempt in all four semesters is eligible for ranks provided they secure at least CGPA of 6.0-7.0(Alpha-Sign Grade A).

11.3 The results of the candidates who have passed the fourth semester examination but not passed the lower semester examinations shall be declared as NCL (Not Completed Lower semester examinations). Such candidates shall be eligible to receive the degree only on completion of all the lower semester examinations.

11.4 A candidate who passes the semester examinations **in parts** is eligible for only Class / CGPA and Alpha Sign Grade but **not be eligible for rank**.

11.5 The candidate must secure a minimum of 40% of the total marks awarded as internal components (30 marks) which shall mean there will be a minimum prescribed 12 marks which the student has to secure to pass in internal assessment.

11.6 A Candidate who fails in the Master Thesis and viva-voce exams, he/she shall re-submit and re-appear in the Master Thesis and viva-voce and pass the examination subsequently. Each student would be given a chance/attempt to clear. The supplementary examination is conducted for Odd semester along with Odd semester and Even semester with Even semester.

12. INDUSTRY INTERNSHIP

12.1 Each candidate should undertake an internship for a period of four weeks immediately On completion of the second semester examination and submit a bound copy of the report in III Semester. The student is required to select an organisation and identify a problem area and come out with solutions to the problem. A report containing the analysis of the problem and the solutions is to be carried out under the guidance of a faculty of the institution and industry. This could involve a desk study/data analysis/technology enabled assignment/enterprise resource planning/live case study/extension work or exploration of an idea or its implementation. Specific guidelines including Format of the report shall be issued by PG Department of Management Studies, Bengaluru Central University from time to time.

12.2 The industry internship program shall carry 50 marks, of which the internship report shall carry 25 marks and 25 marks for viva voce. The student has to secure a minimum of 25 marks out of 50 marks to pass in the internship program. The viva-voce and the internship report will be evaluated by the external examiners and internal examiners appointed by the BOE.

13. MASTER THESIS

13.1 Every student is required to work 45 days (30 days compulsory to attend the industry/field work) on his/her master thesis in the chosen major specialization during the 3rd and 4th semester and prepare a Master Thesis report applying research methodology under the supervision of a Faculty guide and Industry expert. The Thesis shall be based on a free-lance or industry project. Prior to the actual work, the students are required to submit a synopsis of the proposed project work incorporating the components of research design and submit the same to the PG Department of Management Studies, BCUB for approval. There is no class work during 30 days where the student is in industry/fieldwork.

Subsequent to the field work, the candidate has to involve himself/herself in writing the master thesis along with attending the classes regularly.

13.2 The students are required to submit two progress reports during the course of master thesis at the stipulated time periods.

13.3 A hard bound copy and a soft copy of the Master Thesis duly signed by the faculty guide and certified by the industry/organizations and Principal/Director/HOD has to be submitted to the PG Department Management Studies, Bengaluru Central University at the end of the fourth semester before the commencement of the end semester examination. The Master Thesis shall be evaluated for 100 marks by two examiners (One of them will be the faculty guide/member who has guided the work and other will be the external/internal examiners appointed by the BOE). A minimum of 50% marks shall be secured for a pass in the Master Thesis. There shall be a viva-voce examination for 50 marks on the Master Thesis. Viva-voce will be conducted by Board of Examiners/examiners authorized by Chairman of BOE. A minimum of 50% (25 marks) must be secured to pass in the viva-voce examination.

13.4 Academic Integrity and Plagiarism

In order to maintain the quality in preparation and presentation of internship reports/master thesis in 3rd and 4th semester. All the internship reports/master thesis should undergo the anti-plagiarism check with the support of suitable software. The Post Graduate Department of Management shall inform the B- Schools about the software and provide them guidelines thereof. The similarity index permissible will be decided from time to time.

14. SPECIALIZATION STREAMS

14.1. The MBA program has dual specialization. It consists of major specialization and minor specialization. In 3rd and 4th semester the student has to take 3 electives in the major specialization and 2 electives in the minor specialization of each semester and his/her master thesis will be on major specialisation.

14.2 For offering any specialization indicated in the MBA program, each institution shall have a minimum of 15 students.

14.3 The Board of Studies in Management could explore collaborations and partnership either with associations, industry body, individual companies and other enterprises for the purposes of curriculum design, delivery, faculty development, publication of study material and case studies. The BOS is also authorized to make necessary changes in the specialization streams as well as electives offered under

the specialization streams. Any emerging area/subject leading to specialization will be identified and offered from time to time.

15. FOUNDATION COURSES AND ADD ON COURSES

15.1 The colleges are required to organize one week to ten days of induction programme for the students admitted to the first semester before the commencement of classes, since the students come from different backgrounds such as arts, science, engineering etc, the foundation courses are intended not only to provide the basics and fundamental pre-requisite knowledge on management subjects but also include value-based and familiarise the students with management concepts. Similar induction could be planned at the time of the commencement of III Semester. A detailed report has to be submitted to university. After completion of 2nd semester, the institution shall arrange for project report preparation workshops for the students to take up the master thesis work in the 4th semester confidently.

15.2 The suggestive areas for Foundation courses are Social impact of management, Fundamentals of Management, Accounting and Finance, Sustainable development, Anti-Corruption Issues, Moral Leadership, and Business Ethics. Specific guidelines will be issued by PG Department of Management from time to time.

15.3 The students are required to undergo a non credit course(at least one) Massive Open Online Course (MOOC) each year. The list of courses will be supplied by the PG Department of Management Studies, Bengaluru Central University. Students are required to produce certification of completion of course during Viva Voce Exam.

EIGHT POINT ALPHA - SIGN GRADING SCALE under CBCS System

GRADE POINT AVERAGE	<4	4-<5	5-0.5	5.5-<6	6-<7	7-<8	8-9	9-10
ALPHA-SIGN GRADE	Re-Appeal	P	C	B	B+	A	A+	O

Note : O : Outstanding

16. CLASSIFICATION OF SUCCESSFUL CANDIDATES: SEMESTER WISE

The Grade Point Average (GPA) in a Semester and the Cumulative Grade Point Average (CGPA) at the end of fourth semester shall be computed as follows:

16.1 COMPUTATION OF GRADE POINT AVERAGE (GPA):

The grade points (GP) in a course shall be assigned based on the basis of actual marks scored in that course as per the table below. They shall be generally percentages divided by 10. The Grade Point Weights (GPW) shall then be calculated as the product of the grade points earned in the course and the credits for the course. The total GPW for a semester is obtained by adding the GPW of all the courses of the semester.

ILLUSTRATION 1 (26 CREDITS)

PAPERS	PI	P2	P3	P4	P5	P6	P7	TOTAL
MAX. MARKS	100	100	100	100	100	100	100	700
% MARKS OBTAINED	77	73	67	76	64	66	32	455
GRADE POINTS EARNED (G.P.)	7.7	7.3	6.7	7.6	6.4	6.6	6.4	-
CREDITS FOR THE COURSE (C)	4	4	4	4	4	4	2	26
TOTAL GPW = GP X C	30.8	29.2	26.8	30.4	25.6	26.4	12.8	182

Semester Aggregate Marks: $455 / 650 = 70\%$

Classification of Result: First Class with Distinction The GPA shall then be computed by dividing the total GPW of all the courses of study by the total credits for the semester, $GPA = \text{Total GPW} / \text{Total Credits} = 182 / 26 = 7$ Semester Alpha Sign Grade: A+

16.2 CALCULATION OF CUMULATIVE GRADE POINT AVERAGE (CGPA)

The Cumulative Grade Point Average (CGPA) at the end of the fourth semester shall be calculated as the weighted average of the semester GPW. The CGPA is obtained by dividing the total of GPW of all the four semesters by the total credits for the programme.

ILLUSTRATION 2

SEMESTER	I	II	III	IV	TOTAL
TOTAL MARKS PER SEMESTER	650	650	900	700	2900
TOTAL MARKS SECURED	455	560	676	570	2261
SEMESTER ALPHA SIGN GRADE	A+	A++	A+	A++	-
SEMESTER GPA	7.0	8.6	7.5	8.1	-
SEMESTER CREDITS	26	26	33	26	111
SEMESTER GPW	182	223.6	247.5	210.6	863.7

Aggregate Percentage of Marks = $2261 / 2900 = 77.96\%$

16.3 Classification of Result: First Class with Distinction Cumulative Grade Point Average (CGPA) = Total of Semester GPW / Total Credits for the programme = $863.7 / 111 = 7.78$ Programme Alpha Sign Grade: A+

These are the sample illustrations of computing semester grade point averages and cumulative grade point average and the alpha - sign grades assigned.

17 PATTERN OF QUESTION PAPER

17.1 The pattern of question paper will be decided by the Board of Studies from time to time. The Post Graduate Department of Management of Bengaluru Central University will communicate to all affiliated colleges about the pattern as well as the changes therein.

17.1. Semester End Theory University Examination with 70 Marks

Model Question Paper :

Part /Section	No of Questions Asked	No of Questions To be Answered	Marks for Each Question	Total marks
A	7	5	5	25
B	4	3	10	30
C	1(Compulsory Case Study)	1	15	15
Total				70

18 OPEN ELECTIVE

18.1 One course is offered as open elective during the III semester of MBA Programme. The open elective has to be chosen by the student from the list given by the university.

19. SCOPE/Jurisdiction

22.1 Any conflict arising out of or in relation to the regulations is subject to jurisdiction of civil court of Bengaluru.

20. COURSE MATRIX

Course Matrix of I Semester (MBA DAY)

Paper Code	Subject	Credit	Contact Hours		I.A	U.E	Total Marks
			L	P*			
1.1	Management and Organizational Behaviour	4.0	45	15	30	70	100
1.2	Managerial Accounting	4.0	45	15	30	70	100
1.3	Business Planning and Regulations	4.0	45	15	30	70	100
1.4	Economics for Business Decisions	4.0	45	15	30	70	100
1.5	Business Statistics	4.0	45	15	30	70	100
1.6	Marketing Management	4.0	45	15	30	70	100
1.7	SOFT CORE Employability Skill Development – I	2.0	15	15	30	70	100
Total		26.0	285	105	210	490	700

*Contact hours include work relating to Lecture and Practical (L-P)

Course Matrix of II Semester (MBA DAY)

Paper Code	Subject	Credit	Contact Hours		I.A	U.E (T-P)**	Total Marks
			L	P*			
2.1	Entrepreneurship and Start-up Management	4.0	45	15	30	70	100
2.2	Business Research Methods	4.0	45	15	30	70	100
2.3	Managing Human Resources	4.0	45	15	30	70	100
2.4	Business Analytics	4.0	45	15	30	70	100
2.5	Financial Management	4.0	45	15	30	70	100
2.6	Production and Operations Research	4.0	45	15	30	70	100
2.7	SOFT CORE Employability Skill Development – II	2.0	15	15	30	70	100
Total		26.0	285	105	210	490	700

*Contact hours include work relating to Lecture and Practical (L-P)

Syllabus is subject to change as necessary

Course Matrix of I Semester (MBA Evening)

Paper Code	Subject	Credit	Contact Hours		I.A	U.E	Total Marks
			L	P*			
1.1	Management and Organizational Behaviour	4.0	45	15	30	70	100
1.2	Managerial Accounting	4.0	45	15	30	70	100
1.3	Business Planning and Regulations	4.0	45	15	30	70	100
1.4	Economics for Business Decisions	4.0	45	15	30	70	100
1.5	Business Statistics	4.0	45	15	30	70	100
1.6	Marketing Management	4.0	45	15	30	70	100
1.7	Project Report (Viva & Report)	2.0	15	15	30-V	70-R	100
Total		26.0	285	105	210	490	700

*Contact hours include work relating to Lecture and Practical (L-P)

Course Matrix of II Semester (MBA Evening)

Paper Code	Subject	Credit	Contact Hours		I.A	U.E (T-P)**	Total Marks
			L	P*			
2.1	Entrepreneurship and Start-up Management	4.0	45	15	30	70	100
2.2	Business Research Methods	4.0	45	15	30	70	100
2.3	Managing Human Resources	4.0	45	15	30	70	100
2.4	Business Analytics	4.0	45	15	30	70	100
2.5	Financial Management	4.0	45	15	30	70	100
2.6	Production and Operations Research	4.0	45	15	30	70	100
2.7	Project Report (Viva & Report)	2.0	15	15	30-V	70 -R	100
Total		26.0	285	105	210	490	700

*Contact hours include work relating to Lecture and Practical (L-P)

1.1 MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR

COURSE OBJECTIVES

60 Hours

1. Present a thorough coverage of management theory, human behaviour, organizational behaviour and practice. The objective is to help the students understand the fundamental concepts and principles of management; the basic roles, skills, and functions of management. It is also intended to give an overview of the historical development, theoretical aspects and practical application of managerial process.

- To appraise the students on the application oriented case studies on functions of management and behavioural processes

LEARNING OUTCOMES

By the end of the course, the student should be able to –

- Demonstrate their conceptual skills, understanding and application of principles and functions of management, managerial actions of planning
- Demonstrate their ability in applying the managerial and behavioural concepts in real time problems.

MODULE 1: INTRODUCTION

10 Hours

Nature of Management – The Evolution of Management – Science or Art : Functions of management- Planning and decision making, organising and Staffing, Controlling and Directing.

MODULE 2: ORGANISATION STRUCTURE, DESIGN, AND DEVELOPMENT 12 Hours

Determinants and Parameters of Organisational Design-Organisation and Environment, Organisational Strategy, Organisation and Technology, Types of Organisational Structures, Organisational Decision-Making and strategy-Formulation, Organisational Culture ,Organisational Failure and Pathology ,Organisational Learning and Transformation

MODULE 3: INTRODUCTION TO ORGANIZATIONAL BEHAVIOUR 08 Hours

Individual Behaviour and Learning – Personality – Transactional Analysis – Values & value systems – Emotions – Attitudes – ABC Model – Types of attitudes – Job related outcomes – Perception processes, Nature – Factors influencing individual decision making – Implications in the organizational Context.

MODULE 4: LEADERSHIP AND MOTIVATION

10 Hours

Introduction – Leadership versus Management – Transition in Leadership theories – Leadership theories –Expectancy and the Path-goal theory of leadership, Situational Leadership Theory, Contingency theories of leadership , Exchange theories of leadership, Transformational Leadership Theory- Leadership and change, Contemporary Leadership Theories

Motivation in work settings – Managerial issues and challenges – Theories - Maslow’s Need theory, McGregor XY Theory, Herzberg’s Two Factor Theory, Vroom’s Valence and Instrumentality, New ideas in motivation – Eustress, Strength and Hope, Positive energy and full engagement.

MODULE 5: GROUP DYNAMICS AND TEAM BUILDING

10 Hours

Group Dynamics –Individual and Group Behaviour – Norms of Behaviour, Group cohesion, social loafing, loss of individuality, Group Formation and Development – The five-stage model, Factors that influence Group Effectiveness – Work team structure, work team process, diversity, creativity – Empowerment Skills and Self-Managed Teams – Johari Window.

Team building – Working teams and Team effectiveness – Intra team dynamics – Influence of the group on individual – Group decision making – Inter group relations – Negotiation Skills - Collaboration and Conflict – Conflict management Styles – Avoiding, Accommodating, Competing, Compromising and Collaborating

MODULE 6: ORGANIZATIONAL CHANGE: DEVELOPMENT & TRANSFORMATION

10 Hours

Introduction to organisational change, forces of change, reinventing Kurt Levin, organisational routines and mental models, change need analysis, content of change, types and styles of change, building capability for change, providing leadership for change, action research and dialogue, types of change, organisational vision, cultural change, strategic planning, creating support system and managing transition, process oriented strategies, competitor oriented strategies and customer oriented strategies, emerging trends & transformation.

PEDAGOGY / METHODOLOGY

(Lectures, Case Study, Assignments, Seminar, Discussion, Role plays, Group Activity, Simulation, Business Games, Industrial and Field Visit etc.). Focus on practical exercises help students to maintain their interest levels in learning and also enhance their understanding of the subject. These activities will make the students industry ready.

SKILL DEVELOPMENT EXERCISES

1. **Leadership** – Role play, case studies
2. **Motivation** – Role play, management games, Movie
3. **Role of IT in overall organizational performance** – Group Discussion, Seminar
4. **Team work** – Management games
5. **Attitude** – Ice breakers, short exercises ex: experience sharing, case studies, role play
6. **Perception** – Group Discussion, Visual exercises, quizzes
7. **Management functions (PODL)** – Real time activities like arranging for cultural, sports and other events for the department, for an external agency like NGO etc.
8. **Change management**- Management games, case studies, Workshop, role play
9. **Decision making**- Group Discussion, case studies, management games, role play
10. **Personality Profiling Exercises**

RECOMMENDED BOOKS

1. Williams & Nelson, “Management and ORGB”, CengageLearning
2. Griffin, “Management: Principles and Practices”, CengageLearning
3. Fred Luthans, “Organizational Behaviour”, McGraw-Hill International
4. Stephen P. Robbins, “Organizational Behaviour”, Prentice Hall
5. Ashwathappa K, “Organizational Behaviour”, Himalaya Publication
6. Waddell, Creed, Cummings & Worley ; “Organisational Change : Development & Transformation”, Cengage Learning

REFERENCE BOOKS

1. Nelson, Quick and Khandelwal “ORGB – A South-Asian Perspective”, Cengage
2. Stephen P. Robbins, David A. Decenzo, Sanghmitra Bhattacharya, Madhushree Nanda Agarwal, “Fundamentals of Management”, Pearson Education
3. Kreitner, “Management Theory and Applications”, Cengage Learning
4. Stephen P. Robbins and Mary A. Coulter, “Management”, Pearson Education
5. Harold Koontz, O'Donnell and Heinz Weihrich, “Essentials of Management”, Tata McGraw Hill
6. P C Tripathi, P N Reddy, “Principles of Management”, McGraw Hill Education
7. Richard L. Daft, “Principles Of Management”, Cengage Learning

1.2 MANAGERIAL ACCOUNTING

COURSE OBJECTIVES

60 Hours

1. To enable the students to obtain knowledge about the concepts of accounting principles, techniques of accounting and to introduce students to modern accounting software and IFRS.
2. The syllabus also contains the practical components of the subject which enable the students gain more practical knowledge under each module.

LEARNING OUTCOMES

1. To familiarize the students with financial statements and principles underlying them and to develop their skills in reading Annual Reports. To lay a foundation for developing student's skills in interpreting financial statements
2. To familiarise the students with cost records / statements and principles underlying them and to develop their skills in understanding and appreciating cost information. To develop an appreciation about the utility of cost information as a vital input for management information and decision making process

MODULE 1: INTRODUCTION TO FINANCIAL ACCOUNTING

08 Hours

Purpose and objectives of accounting information – Uses and users of accounting information – Branches of accounting – Basic terminology in accounting – GAAP and the accounting environment – Accounting Concepts and Conventions

MODULE 2: RECORDING ACCOUNTING TRANSACTIONS

16 Hours

Concept of Double Entry System – Basic knowledge of Accounting Process: Journal, Ledger-subsidary books, Trial Balance (Theory and Problems), reconciliation statement – An overview of Accounting Standards in India – Preparation of Final accounts – Income statement and Balance sheet (Problems on Vertical method)

MODULE 3: MEASURING AND REPORTING ASSETS AND LIABILITIES

12 Hours

Accounting for Tangible & Intangible Assets: Fixed Assets(AS-10) and Depreciation(AS-6) – Inventory Valuation(AS-2): Valuation of Goodwill

Module 4 : Analysing and Interpreting Financial Statemetns

12 Hours

Objectives of financial statements analysis, sources of information, standards of comparision, quality of earnings, techniques of financial statement analysis, analysing financial statements using ratio analysis, cash flow statement, understanding annual reports and earnings relations

MODULE 5: COSTING

08 Hours

Meaning- Classification of Cost – Cost Sheet-cost reduction techniques, standard costing-Marginal Costing –CVP and BEP analysis (problems)– Budgetary Control—Types of budget—Problems on Flexible budget and Cash budget only.

MODULE 6: EMERGING TRENDS

04 Hours

IFRS – Inflation accounting – Human Resource Accounting –Responsibility Accounting- Forensic Accounting – Environmental Accounting – Corporate Social Reporting- Carbon Accounting. (Only Concepts)

SKILL DEVELOPMENT EXERCISES

1. Prepare a chart of accounting cycle
2. prepare a specimen of journal, ledger and trial balance
3. Analyse any one MNC company P&L account and balance sheet
4. Draw cost sheet for manufacturing a product
5. Preparation of budget for a company
6. Preparing BEP analysis for a new product of a company

RECOMMENDED BOOKS (Latest Editions)

1. Narayanaswamy. R, “Financial Accounting: A Managerial Perspective”, Prentice Hall of India(PHI)
2. Paresh Shah, “Basic Financial Accounting For Management”, Oxford University Press
3. Ramachandran, N. & Kakani, R.K., “Financial Accounting for Management”, Tata McGraw Hill.
4. Godwin/Alderman/Sanyal, “Financial ACCT: A South-Asian Perspective”, Cengage Learning.
5. Bhattacharya, S.K “Accounting for Management : Text and Cases”, Vikas Publishing House
6. M.N. Arora, “Accounting for Managers”, Himalaya Publications
7. Bhattacharya, H., “How to Read a Balance Sheet: Adapted to Indian laws & requirements”, Oxford and IBH Publishing Company Pvt. Ltd

REFERENCE BOOKS (Latest Editions)

1. Shankarnarayan/Ramanath, “Financial Accounting for Management”, Cengage Learning
2. Grewal, T.S. Introduction to Accounting. S. Chand & Company, New Delhi

3. Horngren, Charles T., Sundem, Gary L., Elliott, John.A and Philbrick, Donna, “Introduction to Financial Accounting”, Prentice Hall International Inc, Englewood Cliffs
4. Gupta, Ambrish, “Financial Accounting for Management: An Analytical Perspective” Pearson Education
5. Maheswari & Maheswari, “Accounting for Managers”, Vikas Publishing
6. Anthony, “Robert N. et al. Accounting: Text and Cases”, Tata McGraw Hill
7. M Hanif, A Mukherjee, “Financial Accounting”, McGraw Hill Education
8. Tulsian and Tulsian, “ Financial Reporting”, S.Chand

1.3 BUSINESS PLANNING AND REGULATIONS

COURSE OBJECTIVES

1. To acquaint students with general business law issues to help them become more informed, sensitive and effective business leaders
2. To understand the basic provisions of laws concerning incorporation and regulation of business organizations
3. To provide the students with an understanding of fundamental legal issues pertaining to the business world to enhance their ability to manage businesses effectively
4. To focus on legal and statutory compliances
5. To develop the skills to interpret the laws and apply it to practical problems, affecting the operations of a business enterprise

LEARNING OUTCOMES

By the end of the course, the student should be able to:

1. Demonstrate an understanding of the Legal Environment of Business
2. Apply basic legal knowledge to business transactions

MODULE 1: INTRODUCTION TO BUSINESS PLANNING

08 Hours

Components of Business Planning – Marketing Planning, Financial Planning, HR Planning, Production Planning, R & D Planning

Module 2: CORE STRUCTURE OF INDIAN ECONOMY

10 Hours

Economic Environment: Economic Factors, Claims and Counter Claims, New Economic Policy, Make in India, The Second Generation Reforms

Agriculture: Role Of Agriculture, Extent of Farm Output, Problems, Agenda for Action, Agricultural Policy, National Commission on Farmers.

Industry: Industrial Policy Resoulution 1948, Industrial Policy 1956, Industrial Policy 1991

Services: Finance, Marketing, Banking, Insurance, Healthcare, Education, Travel and Tourism, Telecommunication, Transport

MODULE 3: CORPORATE REGULATIONS

12 Hours

Indian Contract Act: Agreement and Contract, Essential of a valid Contract, Classification of Contracts, Remedies for breach of Contract.

Negotiable Instruments: Promissory Note, Bills of Exchange

Company Act 2013 and 2017: Major principles, Formation, Memorandum and Articles of Association, Prospectus, Power, Duties and Liabilities of Directors, Winding up of Companies

Intellectual Property Right: Trade Marks, Patents, Copyright, Trade Secrets, Geographical Indications

MODULE 4: CONSUMER REGULATIONS

10 Hours

The Consumer Regulations Act 1986 and 2019, Consumer Disputes, Complaint, Unfair Trade Practices, Restrictive Trade Practices, Redressal of Consumer Disputes, State Commission, National Commission, Procedure applicable to the National Commission, Consumer Protection Councils.

Information Technology Act 2002, 2008 Amendment, Cyber Law in India, Salient features of IT Act, Digital Signature

MODULE 5: ENVIRONMENTAL REGULATIONS

08 Hours

Environmental Protection Act 1986 – Salient features of the Act, Global Warming, Sustainable Development, Carbon Credit Accounting.

MODULE 5: EMPLOYEE REGULATIONS

12 Hours

Labor Compliances in India – Laws on Wages, Social Security, Industrial Safety & Welfare and Industrial Relations, The Sexual Harassment of Women at Workplace Prevention, Prohibition and Redressal Act, 2013

PEDAGOGY / METHODOLOGY

Lectures, Case Study, Business Dilemma, Critical Analysis, Assignments, Seminar and Discussion; initially conceptual clarity should be taken up followed by case studies where student-centric method is the only solution. Websites of organizations should be referred by students to write assignments to know legal practices followed by them. Illustrate the best legal practices followed by an Indian Company with examples to each such practice

SKILL DEVELOPMENT EXERCISES

1. Companies Act: To learn the sections and case law and strategize litigation. Create a strategy to defend your client when sued by a co-shareholder. How do you create a good corporate governance system? What are the compliances under SEBI laws for listed companies?
2. Classroom discussions can be held in respect of facts of live cases.
3. Students to collect videos/audio case lets and make presentation.
4. Case laws in respects of different acts can be listed by the students.

5. In respect of sale of goods in different terms and conditions of sale can be considered red as a case study.
6. Student can collect latest case laws, facts of the case and judgment in respect of different acts in Google / Newspapers.
7. Industrial visit to discuss about functional challenges/issues
8. Visit to NGO's to prepare a report

RECOMMENDED BOOKS (Latest Editions)

1. Aswathappa K, Essentials of Business Environment, Himalaya Publishing House
2. Francis Cherunilam, Business Environment, Himalaya Publishing House
3. RBI Bulletins
4. Public Sector Enterprises Survey
5. Dr. K. Ramachandra, Legal Aspects of Business
6. B.D.Singh, "Labor Laws for Managers", Excel Books
7. C.S Venkata Ratnam, "Industrial Relations", Oxford University Press
8. National Sample Survey Organization reports
9. Labour Regulations Reports

1.4 ECONOMICS FOR BUSINESS DECISIONS

COURSE OBJECTIVES

60 Hours

1. To acquaint the participants with concepts and techniques used in Economics
2. To enable them to apply this knowledge in business decision-making

LEARNING OUTCOMES

On completion of the course, the students will

1. Have micro and macro-economic perspective to understand the under pinning of management.
2. Be able to apply Economics principles and concepts in making Managerial Decisions

MODULE 1: INTRODUCTION

08 Hours

Introduction to Managerial Economics; The roles of the firm and the House hold

Decision Making in the Household - Consumer Choice. Theory of Demand; its Determination, Estimation and Forecasting. Economic principles relevant to managerial decision making. Opportunity cost, production possibility curve, concept of increments and margin, discounting principle, Theory of business firm

MODULE 2: DEMAND ANALYSIS AND CONSUMER EQUILIBRIUM

10 Hours

Demand theory and analysis, Elasticity of Demand and its role in Managerial decision making, Demand forecasting, Techniques of Demand forecasting. Consumers Equilibrium: Cardinal utility approach, Indifference curve approach, Theory of revealed preference, Consumer surplus.

MODULE 3: THEORY OF PRODUCTION

10 Hours

Production function: Laws of variable proportions and Return to scale, Economies and diseconomies of scale, Isoquants and Isocost, optimum combination of inputs, Elasticity of substitutions.

MODULE 4: COST AND REVENUE CONCEPTS

10 Hours

Cost and Revenue concepts: kind of costs, interrelationship of cost. Cost reduction and cost control, Short run and long run cost functions and Market Equilibrium, Revenue Concepts – Relationship between total, marginal and average revenue, significance of revenue curves, Relation between cost and revenue curves. Optimal Input Choice revisited: Cost Minimization vs. Output Maximization - Relation between SR and LR Costs - Economies of Scale in terms of Cost Function.

MODULE 5: MARKET STRUCTURE AND EQUILIBRIUM

12 Hours

Characteristics of different market structure, Price determination and firm's equilibrium under perfect competition, monopolistic competition, monopoly and oligopoly, price discrimination, international price discrimination and dumping, pricing methods. Theories of factor pricing, theories of interest and investment decisions.

MODULE 6: MACROECONOMIC ANALYSIS

10 Hours

Indian Economic Environment: Measurement of National Income: Basic Concepts, Components of GDP- Measuring GDP and GNP, Difficulties in measuring National Income, Growth Rate. Business Cycle – Features, Phases, Economic Indicators. Inflation: Types, causes, supply of money, fiscal and monetary Policy.

PEDAGOGY / METHODOLOGY

Lectures, Case study analysis, Exercises, Guest speakers, Videos, and Role plays

SKILL DEVELOPMENT EXERCISES

- Graphically portray consumer surplus.
- List at least five conceptually distinct factors that cause demand to change.
- Student is to choose a product, price quantity demand quantity supply and derive the demand and supply equations in real situation
- Categorize demand as being elastic or inelastic from given data.
- Explain the unique properties and reasons behind totally elastic and totally inelastic demand.
- Argue that a firm should not operate in the inelastic range of demand
- Business examples of opportunity cost.
- Demonstrate verbally and graphically that the profit-maximizing price occurs where demand is elastic if marginal cost is positive
- Distinguish the features of monopoly, oligopoly and monopolistic competition, giving two examples of each

RECOMMENDED BOOKS (Latest Editions)

1. Gethika, Piyali Ghosh & Purba Roy Choudhury, "Managerial Economics", Tata McGraw Hill
2. Pindyck Rubinfeld & Mehta, "Microeconomics", Pearson
3. Ritika Sinha, "Economics for Manager", SBPD Publishing House
4. Pannerselvam/Sivasankaran/Senthilkumar, "Managerial Economics", Cengage Learning
5. Dwivedi D.N, "Managerial Economics", Vikas Publication

REFERENCE BOOKS (Latest Editions)

1. Mankiw, "Principles of Microeconomics", Cengage Learning
2. Damodaran Suma, "Managerial Economics", Oxford University Press
3. Dominick Salvatore, "Managerial Economics", Oxford University Press
4. Petersen Lewis & Jain, "Managerial Economics", Pearson

1.5 BUSINESS STATISTICS

COURSE OBJECTIVES

60 Hours

1. To elevate students' awareness of data in everyday life and prepare them for a career in today's age of information. To develop statistical literacy skills in students in order to comprehend and practice statistical ideas to solve problems.
2. To promote the practice of the scientific method in our students: the ability to identify questions, collect evidence (data), discover and apply tools to interpret the data, and communicate and exchange results.

LEARNING OUTCOMES

1. At the end of this course, students will achieve statistical literacy and will be able to find ways to move beyond the-what of statistics to the how and why of statistics.
2. The techniques and tools used to come at different decisions.
3. The various analytical techniques that can be for decision making.

MODULE 1: INTRODUCTION TO STATISTICS:

12 Hours

Definition, Importance of Statistics; Statistical Data – Sources and Types - Classification of data, Frequency Distribution, Diagrammatic and Graphic Representation - Histograms, Frequency Polygon, Cumulative Frequency Curves or Ogives, Numerical descriptive techniques: Measures of Central Tendencies. Measures of Variability - Range, Standard Deviation, Variance, and Coefficient of Variance; Skewness—Karl Pearson's Co-efficient of Skewness, Bowley's Co-efficient of Skewness.

MODULE 2: TIME SERIES ANALYSIS AND INDEX NUMBERS

10 Hours

Time Series: Introduction, Objectives of Time Series, Identification of Trend - Methods of measuring: Semi averages, Moving averages, Method of Least squares, Non-linear trend. Application of time series in business.

Index numbers: Meaning, types and uses of Index numbers, Construction of Price, Quantity and Value indices, fixed base and Chain base method. TRT & FRT test. Consumer price index.

MODULE 3: CORRELATION AND REGRESSION ANALYSIS

10 Hours

Introduction and significance, Scatter diagram, Karl Pearson's coefficient of Correlation for Uni-variate and Bi-variate series, Spearman's Rank Correlation. Regression analysis: Regression equations.

MODULE 4: HYPOTHESIS TESTING, PARAMETRIC & NON PARAMETRIC TESTS

14 Hours

Hypothesis Testing, Formulation of Hypotheses, Type I and II error, z-test, t-test, f-test and Chi-Square test, Analysis of Variance (ANOVA) -one and two way. Design of experiments, Non-parametric tests – Sign test, Wilcoxon test, Mann-Whitney U test, Median test, Run test and Kolmogorov –Smirnov one sample test

MODULE 5: THEORY OF PROBABILITY

08 Hours

Concept and Definition - Relevance to Management Decisions law of independence - Sample Space and Events – Union of events, Relevance of Permutations and Combinations to Probability - Rules of Probability, Bayes' theorem & its applications, basics of Random Variables and Concept of Probability Distribution. Theoretical Probability Distributions: Binomial, Poisson and Normal.

MODULE 6: DECISION THEORY

Decision Theory – Decision under certainty, Decision making under risk (EMV criteria) and Decision making under uncertainty. Decision tree (Problems).

SKILL DEVELOPMENT EXERCISES

Students are expected to perform these activities or find the following parameters for a given dataset using MS Excel and SPSS.

- Exp 1. Draw all types of Diagrams and Graphs
- Exp 2. Construction of one way and two way tables
- Exp 3. Arithmetic Mean
- Exp 4. Geometric Mean
- Exp 5. Harmonic Mean
- Exp 6. Median, Mode
- Exp 7. Minimum, Maximum, Range
- Exp 8. Quartile Deviation, Mean Deviation, Standard Deviation, Variance, Coefficient of Variance
- Exp 9. Co-efficient of Skewness: - Karl- Pearson, Bowley, Kelly,
- Exp 10. Correlation coefficient
- Exp 11. Regression coefficient - Slope (b in $y = a + bx$)
- Exp 12. Regression Constant - Intercept (a in $y = a + bx$)

RECOMMENDED BOOKS (Latest Editions)

1. James R. Evans, “Business Analytics – Methods, Models and Decisions”, Prentice Hall
2. T N Srivastava, ShailajaRego, “Statistics for Management”, Tata McGraw Hill
3. SP Gupta, “Statistical Methods”, Sultan Chand & Sons
4. Glynn Davis and Branko Pecar, “Business Statistics using excel”, Oxford University Press
5. J K Sharma, “Fundamentals of Business Statistics”, Vikas Publication

REFERENCE BOOKS (Latest Editions)

1. Keller/Arora, “BSTAT: A South-Asian Perspective”, Cengage Learning
2. S C Gupta, “Fundamentals of Statistics”, Himalaya Publications
3. N D Vohra, “Business Statistics”, Tata McGraw Hill

4. Levin & Rubin, “Statistics for Management”, Prentice-Hall
5. Richard I. Levin, David S. Rubin, Masood H. Siddiqui, Sanjay Rastogi, “Statistics for Management”, Pearson India
6. Amir D Aczel, Jayavel Sounderpandian, Palaniswamy Saravanan, Rohit Joshi, “Complete Business Statistics”, McGraw Hill Education

1.6 MARKETING MANAGEMENT

COURSE OBJECTIVES

60 Hours

1. The course will help the learner understand the basic concepts, tools and techniques relevant to marketing management and its application.
2. Student should be able to analyse basic marketing environment and marketing mix components, construct consumer profiles using understanding of buyer behaviour, and develop marketing plans and strategies.

LEARNING OUTCOMES

At the end of this course the students should be able to:

1. Demonstrate the basic concepts about marketing management and the marketing process and describe the environmental forces that affect the company's ability to serve its customers.
2. Use a company's resources to increase its customer base, improve customer opinions of the company's products and services and increase the company's perceived value.

MODULE 1: INTRODUCTION TO MARKETING ENVIRONMENT

8 Hours

Fundamentals of Marketing, Evolution of Marketing – different orientations; The Need for analysis of the marketing environment, Micro and Macro factors impacting marketing, Situation analysis and market opportunity identification; Designing and managing services, New trends in marketing

MODULE 2: MARKETING MIX & STRATEGIES

14 Hours

Market Segmentation, Targeting and Positioning, Components of marketing mix for Products and Services; The Fundamentals of product management - Introducing New Products, Product Life Cycle - concept and relationship with marketing strategies.

Marketing Channels, Distribution Strategy, Channel Management, Introduction to pricing strategies, Promotion: Integrated Marketing Communications, advertising and public relations, Personal Selling, Sales Management.

MODULE 3: CONSUMER BEHAVIOUR AND SELECTING SEGMENTS

10 Hours

Understanding Consumer Behaviour in Indian and Global context: Factors influencing buyer behaviour – Cultural, Social, Individual and Psychological influences, understanding buyer behaviour models- Applications, Consumer buying and business buying.

MODULE 4: SALES FORECASTING AND SALES MANAGEMENT

08 Hours

Sales Forecasting Methods - analytical and statistical methods; Introduction to Marketing Information systems and marketing audit

Sales Management – Sales Process, sales management strategies – Business to Consumer (B2C), Business to Business (B2B).

MODULE 5: CUSTOMER RELATIONSHIP MANAGEMENT (CRM)

10 Hours

Customer relationship management(CRM) – CRM Cycle, implementing a CRM system, Identify customer relationship, understand interactions of current customer base, capture customer data, store and integrate customer data, identify the best customers – data mining and customer segmentation, leverage customer information – campaign management, cross-selling, retaining loyal customers, designing targeted marketing communications, reinforcing customer purchase decisions, improving customer service, privacy concerns and CRM

MODULE 6: DIGITAL MARKETING

10 Hours

Social Media – Social media and integrated marketing communications, creating and leveraging a social media campaign, evaluation and measurement of social media, social behaviour of consumers, social media tools – blogs, microblogs, social networks, media sharing sites, social new sites, review sites, virtual worlds and online gaming, Social media and mobile marketing.

PEDAGOGY / METHODOLOGY

Lectures, case discussions, class /group activities and role plays can be used in the class room. Student presentations of specific brands and their marketing strategies or components thereof, after every unit will provide exposure to practical aspects.

SKILL DEVELOPMENT EXERCISES

1. A number of exercises are suggested in the following websites and all the students must be asked to complete two exercises suggested by the faculty for every unit and the same needs to store after providing feedback to students

- <http://www.greatideasforteachingmarketing.com/>
- http://www.swlearning.com/web_resources/marketing_topics.html
- <http://www.marketingteacher.com/>

2. Prepare a market strategy for an product of your choice
3. Using 4P's, draw a blue print
4. Meet few consumers and try to analyse their buying behaviour
5. Take some product and re-examine the pricing strategy

RECOMMENDED BOOKS (Latest Editions)

1. Lamb/Hair/Sharma/McDaniel, "MKTG: A South-Asian Perspective", Cengage Learning
2. Philip Kotler, Kevin Lane Keller, Abraham Koshy and MithileshwarJha "Marketing Management"; Pearson Education
3. Etzel, Walker, Stanton & Pandit "Marketing", Tata McGrawHill

REFERENCES (Latest Editions)

1. Paul Baines, Chris Hill and Kelly Page, "Marketing Management", Cengage Learning
2. Philip Kotler, Gary Armstrong, Prafulla Agnihotri, "Principles of Marketing", Pearson India
3. William D Perreault and Jerome McCarthy, "Basic Marketing: A Global Managerial Approach", Tata McGraw Hill
4. Gary L. Lilien, Philip Kotler, K. Sridhar Moorthy, "Marketing", Prentice-Hall
5. Rama Bijapurkar, "We are like that only ", Penguin India
6. Rama Bijapurkar, "Winning In the Indian Market", Wiley

1.7 EMPLOYABILITY SKILL DEVELOPMENT – I

COURSE OBJECTIVES

45 Hours

1. To impart employability skills with activities.
2. To bridge the gap between the skill requirements of the employer or industry and the competency of the students

LEARNING OUTCOMES

1. Demonstrate Employability skills required for business situations.
2. Inculcate potential skills to communicate effectively, take initiative, solve problems, and demonstrate a positive attitude, inter-personal skills so as to hold a good impression and positive impact

MODULE 1: INTRODUCTION

06 Hours

Employability skills, Learning about yourself: self-appraisal, peer-appraisal and teacher/mentor appraisal, SWOC Analysis, Analyse how self-concept can affect job performance, Relating personal priorities to professional priorities, Employer perception on employability skills

MODULE 2 : COMMUNICATION SKILL DEVELOPMENT

13 Hours

Understanding the basics of verbal communication, Types of verbal communication, Effective interaction skills, Professional telephonic conversation skills-telephone etiquette – placing and receiving telephone calls, leaving professional messages- Using digital skills- Networking through social media, Online profile management.

Non-verbal Communication – paralinguistic and proxemics - body language of a good presenter and listener

Writing effective e-mail – main elements of e-mail messages, creating professional e-mail messages, Business meetings: Pre-meeting and Post-meeting documentation, Preparation of agenda, Resolution drafting, proceedings and minutes of the meeting.

MODULE 3: INTERPERSONAL SKILLS

05 Hours

Importance of inter-personal skills – analysis of ego states and transactions- positive relationship – positive attitude – empathise: comprehend others opinions, points of views, and face them with understanding , trust – emotional bonding – handling situations.

MODULE 4: TIME MANAGEMENT AND STRESS MANAGEMENT

10 Hours

Time Management – importance of time management – Creating and using a to-do list using mobile phone apps to plan and keep track of progress of tasks planned and completed-identifying time wasters—day to day time management techniques– time management tools- using time management apps.

Stress Management – causes of stress and its impact – personality and stress- how to manage - stress busters - Components of Emotional Intelligence- self-awareness, self- regulation, internal motivation, empathy and social skills.

MODULE 5: RESUME WRITING

06 Hours

Cover Letter – building careers and crafting resumes – essentials of an effective resume – planning, writing, and completing resume – sending follow-up messages

MODULE 6: CAREER PLANNING

05 Hours

Understanding career planning, researching your options, long term career plan, short term career goals, pursuing training opportunities, planning your promotions, making career changes, preparing to leave a job, career and job websites

PEDAGOGY

Ice- breaking, Brainstorming and simulation exercises, movie clips, videos, Educational games, examples, story/sharing questionnaire/role play/exercises/ Task, Video/Audio recording, Group talk, presentations, team building exercises, mock meetings

Record Books to be maintained by students

1. Record book for communication – Vocabulary and Sentences

Maintain a record book of new words, phrases, idioms or sentence structures learnt.

2. Record book for Business News – develop understanding of the business environment by recording the latest business news stories in brief.

RECOMMENDED BOOKS (Latest Editions)

1. Philips R. Hunsaker, “Training in Interpersonal Skills”, Tata McGraw Hill
2. Butterfield, “Soft Skills for Everyone”, Cengage Learning
3. Career Development Centre, “Soft Skills”, Green Pearl Publications
4. Alex K, “Soft Skills – Know Yourself & Know the World”, S.Chand & Company Ltd

REFERENCE BOOKS (Latest Editions)

1. B N Ghosh, "Managing Soft Skills for Personality Development", McGraw Hill Education
2. Raman/Upadhyay, "Soft Skills – Key to Success in Workplace and Life", Cengage Learning
3. Monippally, Matthukutty. M, "Business Communication Strategies", Tata McGraw-Hill
4. M Ashraf Rizvi, "Effective Technical Communication", McGraw Hill Education
5. Peter W Cardon, Business Communication, McGraw Hill Education
6. Suzanne C. Janasz, Karen O. Dowd, Beth Z. Schneider, "Interpersonal Skills in Organisation", Tata McGraw Hill Education
7. Gopaldaswami Naresh, "The Ace of Soft Skills", Pearson
8. Shivkera – Personality Development (You Can Win)