

Sem. I Paper I: Principles of Management

- 1. Introduction:** Concept, definitions and levels, basic managerial roles, skills and functions. Evolution of management thought- F.W. Taylor & Henry Fayol contribution, Hawthorne studies, modern management- Bottom of Pyramid- Prof. C.K. Prahalad. **(8)**
- 2. Business Environment and Planning:** Concept of environment, factors of environment and changing Indian business environment, meaning, definition importance and nature of planning, steps and levels in planning process; kinds of organizational plans- strategic, tactical and operational. Objectives – management by objectives (MBO) method. Decision making-types, decision making conditions and steps in decision making **(12)**
- 3. Organizing:** Definition, basic elements of organizing and types of organizations. Organization structure and type. Departmentalization, basis for departmentalization, reporting relationships and authority distribution. Forms of organization structure -functional, flat, project & matrix etc. work from home, outsourcing, virtual organizations, and boundary less organizations **(10)**
- 4. Staffing:** Concept, elements, functions of staffing, advantages of proper staffing. **(4)**
- 5. Directing:** Concept and importance, concept of motivation, Theories of motivation -Maslow theory of human needs, Herzberg's theory of motivation, Stacy Adam's Equity theory, McGregor's theory X & theory Y, William Ouchi- Theory Z and Edwin A. Locke- Goal setting, Vrooms Expectancy theory. **(9)**
- 6. Leadership, Creativity and Innovation:** Leadership-traits, styles, behavior – Likert's four systems, Managerial Grid, Hersey-Blanchard's Situational Model, Leadership styles in Indian organizations, Transactional and transformational theory Creativity, creative thinking, characteristics of creative people, stimulating innovation in organizations. **(9)**
- 7. Controlling:** Concept, importance of controlling, controlling process, types of control, factors influencing control effectiveness **(4)**
- 8. Ethics & Social Responsibility:** Ethics, Social responsibility, Corporate Social responsibility (CSR) **(4)**

Reference books:

1. Management Text and Cases - V S P Rao, Excel Books
2. Principles of Management - P C Tripathi and P N Reddy, Himalaya Publishing House
3. Principles and Practice of Management - L M Prasad, S. Chand and Sons
4. Principles of Management - S. Soundaian, PMJ Publishers.
5. Principles of Management - T. Ramaswamy, McGraw Hill Education
6. Principles of Management - Knootz & O'Donell, Tata McGraw Hill
7. Principles of Management - Meena Sharma, Himalaya Publishing House

Sem. I Paper II: Accounting for Managers

- 1. Introduction to Accounting:** (6)
 - Meaning of Book-keeping and Accountancy
 - Objectives of Accountancy
 - Branches of Accounting
 - Users of Accounting information
 - Accounting Principles – Concepts and Conventions
 - Basic Accounting Terminologies

- 2. Accounting Process & System:** (12)
 - Concept of Accounting Process and stages
 - Classification of Accounts
 - Recording the business transactions in Journal
 - Sub-Division of Journal/Subsidiary Books
 - Maintaining different Ledger Accounts
 - Preparation of Trial Balance.

- 3. Preparation of Final Accounts** (10)
 - Introduction to different Financial Statements
 - Preparation of Final Accounts of Sole Proprietorship

- 4. Depreciation** (4)
 - Meaning of Depreciation
 - Causes of depreciation.
 - Different methods of depreciation
 - Problems on Straight Line Method, Written Down Value Method.

- 5. Introduction to Company Accounts** (10)
 - Meaning of Company
 - Features of Company
 - Types of shares
 - Types of share capital
 - Issue of shares, Subscription of shares, Forfeiture of shares.
 - Format of Company Balance sheet (Schedule III of Company Act)

- 6. Contemporary Issues in Accounting** (5)
 - Accounting Standards in India (AS-1 to AS-10)
 - IFRS (International Financial Reporting Standards)
 - Forensic Accounting
 - Environmental Reporting

7. Introduction to Cost Accounting (4)

- Meaning of Cost Accounting
- Objectives of Cost Accounting
- Advantages of Cost Accounting
- Difference between Cost Accounting and Financial Accounting.

8. Cost Concept and Classification (8)

- Classification of Cost
- Elements of Costs
- Cost Centre & Cost Units
- Cost Control, Cost Reduction and Cost Management
- Preparation of cost sheet

Problems should be covered on:

- | | |
|---|--|
| • <i>Journal</i> | • <i>Trial Balance</i> |
| • <i>Ledger</i> | • <i>Final Accounts - Sole proprietor</i> |
| • <i>Cash book- Single column, double column and three column</i> | • <i>Depreciation-SLM and WDV</i> |
| • <i>Subsidiary books</i> | • <i>Journal Entry Problems on Issue of shares</i> |
| | • <i>Cost Sheet</i> |

Reference Books:

1. Financial Accounting for Management - H.V.Shankarnarayana and H.R. Ramanath, Cengage Learning
2. Financial Accounting - Dr. Kaustubh Arvind Sontakke, Himalaya Publications
3. Financial Accounting - V. Rajasekaran and R. Laitha, Publisher Pearson
4. Essentials of Financial Accounting - Ashish K Bhattacharyya, PHI Learning Pvt. Ltd.
5. Financial Accounting - A Managerial Emphasis - Ashok Banerjee, Excel books
6. Financial Accounting and Analysis - Dr. Prashanta Athma, Himalaya Publications
7. Cost Accounting - M.N.Arora, Himalaya Publications
8. Cost Accounting - Jawahar Lal, Tata McGraw-Hill
9. Cost and Management Accounting - S.M. Inamdar, Everest Publishing House
10. Advance Accountancy - S.C. Jain and K.L. Narang, Kalyani Publishers
11. Advance Accountancy - M.C. Shukla & T.S. Grewal, S Chand
12. Accounting For Management - S.N.Maheshwari, Vikas Publishing

Sem. I Paper III: Managerial Economics

1. Managerial Economics – Meaning, features, scope and significance of Managerial Economics, importance of managerial economics in decision making of the firm Consumer Behavior: Choice and Utility Theory, the Indifference Curve Analysis. **(6)**
2. Demand analysis, forecasting of demand, Methods, Elasticity of demand. Types of elasticity of demand. Supply analysis. Supply function, the Law of Supply, Elasticity of supply. (Numericals to be taken on demand function) **(12)**
3. Laws of variable proportions and Return to scale, Economies of scale, Isoquants and Isocost, Optimum combination of inputs, Elasticity of substitutions; Cost concepts: Kind of costs, Short run and long run cost functions, Interrelationship of cost, Cost reduction and cost control. **(10)**
4. Concept of Market equilibrium and Revenue curves, Characteristics of different market structures, Price determination and firms equilibrium under monopolistic competition, oligopoly and Price discrimination, International price discrimination and dumping, pricing methods **(8)**
5. RBI and Monetary Policy, Reforms in Banking sector, Core Banking. Trade policy and fiscal policies Public economies- public revenue, public expenditure and public debt , Budget and types of budgets. **(4)**
6. Environment - Concept, composition and importance in Indian Economy, Major problems of Indian Economy Industrial Growth and development, Role and problems of small scale industries. Industrial sickness, Liberalisation, Privatisation and Globalisation **(4)**
7. Basic concept-measurement of national income concept of GDP & GNP – Methods of measuring national income. Inflation & deflation- types, causes, effects remedial measures; Human development index **(6)**
8. Foreign Trade: Trends in India’s Foreign Trade, Impact of WTO on India’s Foreign Trade. MNCs – Role Balance of Payment- problems, disequilibrium in the BOP methods to correct adverse Balance of payment **(10)**

Reference Books –

1. Managerial Economics - D.N.Dwidevi, Vikas Publishing House Pvt. Ltd
2. Managerial Economics - P. L. Mehta, S. Chand & Sons, New Delhi
3. Managerial Economics - Theory and Applications, Dr. D.M Mithani, Himalaya Pub.
4. Indian Economy - Ruddar Datt and K.P.M Sundharam, S. Chand & Sons
5. Indian Economy - S.K. Mishra and V.K. Puri, Himalaya Publishing House
6. Managerial Economics - H. L Ahuja, S. Chand & Sons, 2011

Sem. I Paper IV: Organisational Behaviour

1. **Organisational Behaviour** - Definition, levels of OB, Approaches to OB, factors affecting individual behaviour – Environmental factors, Personal Factors. **(08)**
2. **Individual Behaviour** - Attitude – Definition, types of attitudes, Cognitive dissonance theory, Steps for attitude formation. Learning – Meaning, learning theories – classical & operant conditioning. Perception – Definition, Perceptual Process, Factors influencing perception.
Personality: Meaning, formation, determinants, traits of personality, big five and MBTI, personality attributes influencing OB. **(10)**
3. **Group Behaviour** - Definition and Classification of Groups, Formal and informal groups, why do people join groups, Group dynamics - Group cohesiveness. Stages of group development. **(08)**
4. **Group Decision Making** – Group decision making process, how do groups make decision – advantages & disadvantages, strategies to improve group decision making. **(04)**
5. **Work Teams & Emotional Intelligence (EI)** – Team Vs Group, Types of teams - Problem Solving Teams, self managed work teams, Cross functional teams, creating effective teams. Virtual Teams - meaning, scope, objectives, advantages and disadvantages. Challenges of supervision in Virtual Teams.
Emotional Intelligence (EI) –Meaning, Importance, and Models of EI: Daniel Goleman's Model and Mayer, Salovey and Caruso Model, Emotional Intelligence and its relevance in Team Building. **(10)**
6. **Organisational Change** – Definition, Forces for change – External & Internal forces. Change Process – Unfreezing, changing, refreezing. Resistance to change – Individual & organisation resistance. Managing resistance to change. **(08)**
7. **Organisational Conflict** – Meaning, concept, functional and dysfunctional conflicts, Levels of conflicts, intra personal and interpersonal conflicts, conflict process. **(06)**
8. **Stress Management** – Meaning, Importance, Understanding Stress and its consequences, potential sources of stress, Factors causing stress, Managing Stress. **(06)**

Reference Books –

1. Organizational Behaviour – P.G.Aquinas, Excel Books.
2. Organisational Behaviour – Robbins, Prentice Hall
3. Organisational Behaviour – Dr.S.S.Khanka, S.Chand
4. Organisational Behaviour – K. Ashwathappa,Himalaya Publishing.
5. Organisational Behaviour – Suja R.Nair, Himalaya Publishing.
6. Organisational Behaviour – Luthans, McGraw Hill
7. Organisational Behaviour – Rao & Narayana, Konark Publishers
8. Life Skills for Success – Dr. Alka Wadkar – SAGE Publication

Sem. I Paper V: Statistics for Management

1. **Introduction:** Role of statistics: Applications of statistics in managerial decision-making; Phases of a statistical study, Presentation of data to convey meaning - Tables, Graphs and Frequency Distribution. **(10)**
2. **Measures of Central Tendency:** Mean, Combined Mean, Median and Mode and their implications, Missing frequency problems. **(10)**
3. **Measures of Dispersion:** Range, Mean deviation, Standard deviation and Combined Standard Deviation, Coefficient of Variation, Skewness, Kurtosis. **(8)**
4. **Correlation:** Concept, Scatter Diagram, Karl Pearson's coefficient of Correlation, Rank Correlation, Multiple Correlation. **(6)**
5. **Regression:** Concept, Linear and Multiple Regressions. **(8)**
6. **Index Numbers:** Meaning, Types of index numbers, Uses of index numbers, Construction of Price, Quantity and Volume indices, Fixed base and Chain base methods **(8)**
7. **Time Series Analysis:** Introduction, Objectives of Time Series, Identification of Trend - Variations in Time Series: Secular Variation, Cyclical Variation, Seasonal Variation, and Irregular Variation **(6)**
8. **Association of Attributes:** Yule's coefficient of Association & Coefficient of colligation. **(4)**

Reference books

1. Statistical Methods - S. P. Gupta, S. Chand & Sons
2. Statistics for Management - Richard I Levin & David S. Rubin, PHI Learning
3. Business Statistics - S. C. Gupta & Indra Gupta, Himalaya Publishing House
4. Statistics for Management - T N Srivastava & Shailaja Rego, Tata McGraw Hill
5. Statistics for Management - P. N. Arora & S. Arora, S Chand & Sons

Sem. I Paper VI: Managerial Communication – I

- 1. Managerial Communication:** Meaning; Importance; Process of communication; Channels of Communication - Forms of communication - 7'c of effective communication - Barriers to communication - Guidelines to overcome communication barriers. **(8)**
- 2. Effective Listening:** Hearing and Listening; Process of listening; Types of listening; Barriers to listening; Listening Comprehension; Listening to structured Talks; Guidelines for effective listening. **(4)**
- 3. Effective Speaking:**
 - A. Verbal- Oral Communication:** Principles of effective oral communication- Medias of oral communication- Advantages & Disadvantages of Oral communication.
 - B. Public Speaking:** Preparation of speech - Speakers appearance and personality - Practicing delivery of the speech - Techniques of effective speech - Commemorative speeches (Welcome & Introduction speech, Inaugural speech, Vote of thanks, farewell & Send-Off, Condolence, Extempore) **(8)**
- 4. Non Verbal Communication:** Concept; Use of Non-verbal communication; Sign Language; Body language; Paralanguage (Concept and its components) **(4)**
- 5. Reading and Language Comprehension:** Reading- A communicative Process; Reading different kinds of text; Reading Skills- Vocabulary Skills, Visual Perceptual skills, Prediction techniques, Scanning, Skimming & Intensive reading skills; Reading Scientific and Technical Texts. **(8)**
- 6. Meeting & Group Discussion:** Meeting: - Concept; Types of Meeting, Notices - Agenda and Minutes of Meeting- Concept and Draft; Types & Methods of maintaining Minutes; Resolutions. Group Discussion: - Importance of Group Discussion; Areas of Evaluations in Selection Group Discussions; Group Discussion Strategies; Techniques for Individual Contribution; Group Interaction Strategies. **(8)**
- 7. Reports:** Concept - Types of reports - Structure of formal report – Parts of Reports - Drafting of Reports **(4)**
- 8. Communication Technology:** Email (Mailing List & News Groups), Teleconference & Videoconferencing (Like Skype, etc); Fax; SMS; Social Media; Chat Rooms & Forums; Web (Concept, Features, Advantages and Disadvantages) **(6)**

Note: Case Study can also be in the form of Drafting of Report, Notice-Agenda-Minutes of a Meeting

Internal Assessment

1. *Public speaking exercise in the form of debate, elocution, extempore and prepared speeches*
2. *Group discussion on current affairs / business issues*
3. *Students will submit one business document of each of the following:*
 - i. *Minutes of meeting*
 - ii. *Report*

Reference books

1. Managerial Communication – Rai, Himalaya Publishing House
2. Communication – C. S. Rayudu, Himalaya Publishing House
3. Effective Technical Communication - M Ashraf Rizvi, Tata McGraw Hill
4. Business Skills - Nageshwar Rao and Rajendra Das, Himalaya Publishing House
5. Effective Business Communication – Murphy, McGraw-Hill Publishing Co
6. Business Communication : Concepts, Cases And Applications – P. D. Chaturvedi, Mukesh Chaturvedi, Pearson Education

Sem. I Paper VII: Legal Aspects of Business

1. **Law of Contract, 1872:** Nature of contract and essential elements of valid contract, Offer and Acceptance, Consideration, Capacity to contract and free consent, Legality of object. Unlawful and illegal agreements, Contingent contracts, Performance and discharge of contracts, Remedies for breach of contract. Indemnity and guarantee. **(10)**
2. **The Companies Act, 1956:** Definition & characteristics of a company, lifting of Corporate veil, Types of Companies, Provisions relating to incorporation: Memorandum of Association, Doctrine of ultra-virus, Constructive Notice, Articles of Association, Company Meetings, Resolutions, Concept of Prospectus. Management –Appointment of Directors, Powers, duties, & liabilities of Directors. Meetings & Proceedings, Winding Up of a Company. **(15)**
3. **The Indian Partnership Act, 1932:** Law of Partnership, Meaning and definition of partnership, Characteristics' of partnership distinction between partnership and co-ownership, partnership and Joint Hindu Family Firm, partnership and company. Registration of the firm Relation of partners to one another and to the third parties, types of partners, minor's position in partnership. Incoming and outgoing partner liabilities of incoming and outgoing partner, retirement, death, expulsion, insolvency of outgoing partner. **(10)**
4. **Consumer Protection Act, 1986:** Definitions of Consumer, Goods, Service, Complaint, Complainant, Unfair Trade Practices, Restrictive Trade Practices, Rights of Consumers, Relief available against complaint, Consumer Protection Councils, Consumer Disputes Redressal Agencies. **(5)**
5. **Negotiable Instrument Act, 1881:** Definition & Characteristics of negotiable instrument, Promissory Notes, Bill of Exchange & Cheque. Negotiation (sec 46to 60), Cheque Crossing of cheque & dishonor of cheque (sec138 to 142) **(8)**
6. **Environment Protection Act, 1986:** Meaning of environment, definition, environmental law, powers of the central government, prevention, control and Abatement of environment pollution, miscellaneous. **(6)**
7. **Information Technology Act, 2000-** Object and Scope of the IT Act, digital signature-digital signature certificate, electronic Governance, Electronic records certifying authorities, penalty and adjudication. **(6)**

Reference Books -

1. Business Law - N. D. Kapoor, Sultan Chand and Sons, New Delhi
2. Business Law - K. R. Bulchandani, Himalaya Publishing House, Mumbai,
3. Business Law including Company Law - S. S. Gulshan & G. K. Kapoor, New Age International (P) Limited Publishers.
4. Legal Aspects of Business - P.Saravanel, S. Senthil Kumar, S. Bala Kumar, Himalaya Publishing House.
5. Legal Aspects of Business - R. R. Ramtirthkar, Himalaya Publishing House.

Sem. I Paper VIII: IT for Management

- 1. Introduction to IT:** Concept of IT, IT Application in Management, Components of IT - IT Infrastructure : Hardware (Memory, Input/output Devices, Secondary Storage Devices), Software (System, Application, Packaged, Programming), Networking (Types – LAN; MAN; WAN, Internet, Intranet, Extranet Applications, Cloud Computing – Meaning, Benefits, Models) **(3)**
- 2. DBMS & RDBMS:** Introduction to DBMS, Data v/s. information, Database Approach, Advantages, Disadvantages, Relational Model of Database Management (RDBMS). Use of SQL – Types: DDL, DML, DCL. **(3)**
- 3. Management Information System:** Information System, Components of information System, Major roles of information systems, Types of IS, Operational MIS - Marketing, Financial, Human Resource, Production, Software Development Life Cycle (SDLC), Strategic Information System **(15)**
- 4. E-Commerce & M-Commerce:** Concept of E-Commerce & E-Business, Goals & Characteristics of E-Commerce, Types of E-commerce, Applications of E-Commerce, E-Commerce Payment Systems, (Digital Wallet, Micro-payment Systems, Smart card, e-Cash, Person-to-person payment system), M-Commerce. **(4)**
- 5. Application Software:** Working of MS Office Suite
 - a. MS Word-** Overview: Page Setup, Margins, Tabs, Header and Footer, Saving Document. Formatting the Text, Adding Columns, Tables, Mail merge **(4)**
 - b. MS Excel-** Overview, Working with spreadsheet, Formatting Cells, Formulas and Functions: Arithmetic Functions, Text Functions and Financial Functions, Graphs, Conditional Formatting, Sorting and Filtering Data. **(8)**
 - c. MS PowerPoint-** Overview, Working with themes, Charts, Graphics and Tables, Animation: Using Animation for entry, exit, motion and emphasis, Custom Animation, Transition of Slide **(5)**
- 6. Computerized Accounting Package:** Working of Tally - Features, – Accounting, Taxation. Payroll, Financial MIS. Company creation, Ledger Groups, Creation of Ledgers, Voucher Types, Voucher entry, Final Accounts Reports. Display, Printing, Export. **(10)**
- 7. Information Security:** Information Security Principles, Threats, Controls, Management, Ethical Issues in Information technology, Impact on Society. **(4)**
- 8. Knowledge Management & Intelligence System:** Introduction, Knowledge Management: Meaning, Characteristics, Advantages, components. Intelligence System – Introduction, Artificial Intelligence, Business Intelligence. **(4)**

Reference Books -

1. Information Technology for Management – Ramesh Behl, Tata McGraw Hill Education Pvt. Ltd.
2. Computer Fundamentals – Pradeep K. Sinha, Priti Sinha, BPB Publications
3. Database Management Systems – Alexis Leon & Mathews Leon, Leon Press
4. Database Management Systems (DBMS) – Er. Rajiv Chopra, S. Chand Publishing
5. Management Information Systems – Text & Cases – Waman S. Jawdekar, Tata McGraw Hill Education Pvt. Ltd.
6. Management Information System – Nitin C. Kamat, Jyotindra Zaveri, Himalaya Publishing House
7. E-Commerce - David Whiteley, McGraw Hill Education (India)
8. Microsoft Office – Laurie Ann Ulrich, McGraw Hill Osborne
9. The Compact Guide to Microsoft Office – Ron Mansfield, BPB Publications
10. Tally 9 – Vishnu Priya Singh, Computech Publications Ltd.(Asian Publishers)
11. Tally. ERP 9 in simple steps, Dreamtech Press

Sem. I Paper VIII: Taxation**Section- A: Direct Taxes- The Income Tax Act 1961**

1. **Basic Concept and Residential Status:** Definitions - Assessment Year, Previous Year, Person, Assessee, Income, Gross total income (Sec.14), Tax rate for Individual, HUF, Partnership, Company, Co-operative Society, Concept of PAN Residential status- general norms for individual, HUF, Firm and company **(8)**
2. **Exemptions:** Incomes Exempted under Section 10- Agriculture income Sec. 10 (1), Share in HUF Income Sec.10(2), Share in Profits of Partnership Sec 10(3), Gratuity Sec.10 (10), Amount received on Life Insurance Policies Sec.10 (10-D), Receipt from Provident fund Sec.10 (11), (12), Income from Sukanya Samriddhi Account Sec.10 (11 A), House Rent Allowance Sec.10 (13 A), Educational Scholarship Sec 10 (16), Dividend and Interest on units Sec. 10 (34/35), Transfer of long term capital gain on transfer of equity shares/units covered by securities Transaction tax Sec.10 (38). **(10)**
3. **Computation of Gross Total Income:** Income from Salary, Income from House Property, Profit and Gains of Business and Profession, Capital Gains (Short term and Long Term) and Income from other sources. **(10)**
4. **Deductions:** Deductions under chapter VI A Sec 80 C, 80 CCC, 80 CCD, 80 CCG, 80 D, 80 DD, 80 DDB, 80 E, 80 G, 80 TTA, 80 U **(5)**
5. **Computation of Total Income:** Computation of gross total income and total income of an Assessee (basic structure) **(10)**

Section- B : Indirect Taxes

6. **Introduction and Definitions in GST:** Concept of GST, new Tax structure in India, Salient features of GST, Definitions- Agent, Aggregate Turnover, Business, Goods, Services, Capital goods, CGST, SGST, IGST, Composite Supply, Mixed Supply, Exempt Supply, Inward Supply, Outward Supply, Intra-State Supply of Goods and Services, Person, Place of Business, Recipient, Supplier **(5)**
7. **Basic Concepts:** Meaning and scope of Supply (Schedule I, II, III, IV), Levy of, and exemption from tax, Composition levy, Taxable person, Time and Value of Supply, Registration Sec.23 and 24 (including schedule V) **(6)**
8. **Input Tax Credit:** Mechanism of Input Tax Credit- CGST, SGST, IGST. Simple Problems on computation of GST including Input Tax Credit. **(6)**

Problems should be covered on Computation of Gross Total Income and Total Income of an Individual Assessee (basic structure) and Computation of GST including Input Tax Credit

Reference Books:

1. Student's Guide to Income Tax - Singhania V.K., Taxman, Delhi.
2. Income Tax Laws & Accounts - Prasad Dhagwani , Sahitya Bhavan Agra.
3. Income Tax Law & Practice - Mehrotra H.C. , Sultan Chand & Sons, New Delhi.
4. Systematic Approach to Income Tax - Girish Ahuja and Ravi Gupta : Sahitya Bhavan, New Delhi.
5. Systematic Approach to Income Tax - Chandra Mahesh and Shukla D. C. , Pragati
6. Income Tax Law and Practice - T N Manoharan, Snow White India
7. A Complete Guide to Goods and Service Tax - Bimal Jain, Isha Bansal & Sanjiv Agarwal, Young Global's
8. Basics of GST - Nitya Tax Associates, Taxmann's

Sem. II Paper IX: Marketing Management

1. **Introduction:** Marketing Management and its evolution, Scope, the Core concepts, marketing objectives, Marketing environment – macro and micro environments, components and their impact on marketing decisions. (8)
2. **Market Analysis:** Segmentation: Meaning, Need, Factors influencing segmentation, Basis for segmentation, Segmentation of Consumer/ Industrial markets; Targeting: Basis for identifying target customers, Target Market Strategies; Positioning: Meaning, Product differentiation strategies, Marketing Research: Meaning and scope of marketing research; Marketing research process; Competition Analysis. (8)
3. **Consumer Behavior:** Introduction to Consumer behavior and its importance; factors influencing Consumer behavior - economic, socio-cultural and psychological factors; comparing industrial and Consumer buying behavior; Consumer decision making process. (7)
4. **Product Decisions:** Meaning and classification of products; New product development; product line and product mix decisions; branding decisions; packaging decisions; concept of product life cycle - implications on marketing strategy (8)
5. **Pricing Decisions:** Role of pricing in marketing; factors influencing pricing; pricing objectives; different approaches to establish prices; (5)
6. **Integrated Marketing Communication and Promotion:** Concept of communication mix, communication objectives, Marketing Communication Model; Promotion Mix - factors influencing promotion mix, an introduction to different promotion tools - Advertising, Sales Promotion, Public Relations, Personal Selling (8)
7. **Distribution Decisions:** Factors influencing channel decisions, Major types of Distribution channels - channels for consumer and industrial products; channel design and channel modification decisions; Logistics Management (8)
8. **Trends in Marketing:** Retailing, Wholesaling Logistics, Social Marketing, Holistic Marketing, E-Marketing; Social Media Marketing. (8)

Reference Books:

1. Marketing Management: A South Asian Perspective - Philip Kotler, Keller, Koshy & Jha - Pearson 13th Edition
2. Marketing Management : Analysis, Planning and Control - Philip Kotler, Prentice Hall, New Delhi.
3. Marketing Management - Philip Kotler, Kevin Keller, Pearson 15th Edition .
4. Principles of Marketing - Philip Kotler , Gary Armstrong, Prentice Hall 15th Edition
5. Fundamentals of Marketing - William J. Stanton, McGraw- Hill, New Delhi.
6. Fundamentals of Marketing - Cundiff E.W., Still R.R. & Govani NAP, Prentice Hall
7. Marketing management - Arun Kumar & N. Meenakshi, Vikas publishing House
8. Marketing Management: Text and Cases- Rajagopal, Vikas Publishing House, New Delhi.

Sem. II Paper X: Financial Management

- 1. Introduction to Financial Management (5)**
 - Meaning of Financial Management
 - Objectives of Financial Management
 - Scope of Financial Management
 - Financial Decisions- Inter-relation among Financial Decisions
 - Finance and related Disciplines
 - Functional Areas of Finance Manager
 - Emerging Role of Finance Manager in India.

- 2. Time Value of Money (8)**
 - Time Value of Money Concept
 - Rationale of Time Value of Money
 - Concept of Compounding, discounting, simple interest and Compound interest
 - Future Value- Future Value of Single Cash flow, Future Value of Annuity
 - Present Value- Present Value of Single Cash flow, Present Value of Annuity
 - Doubling Period, Effective Rate of Interest
 - Equated Monthly Installment Concept & Simple Calculations

- 3. Capital Budgeting (10)**
 - Meaning of Capital Budgeting
 - Importance of Capital Budgeting Decisions
 - Difficulties in Capital Budgeting Decisions
 - Classification of Project
 - Techniques of Capital Budgeting- PBP, ARR, NPV, PI, IRR and Discounted PBP

- 4. Cost of Capital & Capital Structure (10)**
 - Cost of Capital Concept
 - Importance of Cost of Capital
 - Computation of Specific cost (debt, Preference shares, Equity Shares and R&S) and Weighted Average Cost of Capital.
 - Introduction to capital Structure
 - Factors Effecting Capital Structure

- 5. Financial Statement Analysis (10)**
 - Techniques of Financial Statement Analysis
 - Introduction to Ratio Analysis
 - Advantages and Disadvantages of Ratio Analysis
 - Classification of Ratio- –Liquidity Ratios, Leverage Ratios, Activity Ratios, Profitability Ratios, computation and comparison of ratios, Construction of balance sheet from ratios.

6. Sources of Finance (6)

- Long Term Sources of Finance- Equity Shares, Preference Shares, Debentures/Bonds, Term Loans, Venture Capital
- Working Capital Financing /Short term Source of Finance- Trade Credit, Commercial Papers, Public Deposits, Commercial Bank- Loans, Overdraft, Cash Credit, Discounting of Bill

7. Dividend Policy (5)

- Determinants, Forms of Dividends, Procedural and Legal formalities involved in the payment of dividend, Bonus Shares, Stock Split.

8. Introduction to Annual Report of Public Ltd. Company (5)**Contents of Annual Report**

- Chairman's Speech
- Management Body- Board of Directors, Management, Auditors and Bankers
- Director's Report
- Auditor's Report
- Corporate Governance Report

Standalone Financial Statements

- Balance Sheet
- Statement of Profit and Loss
- Cash Flow Statement
- Notes to the Financial Statements

Mini-Project: Student should prepare & submit an Analytical Report of Annual Report of a Public Limited Company.

Problems should be covered on:

- *Simple problems on calculation of Future Value- Future Value of Single Cash flow, Future Value of Annuity*
- *Simple problems on calculation of Present Value- Present Value of Single Cash flow, Present Value of Annuity*
- *Computation of Specific cost (debt, Preference shares, Equity Shares and R&S) and Weighted Average Cost of Capital.*
- *Capital Budgeting- PBP, ARR, NPV, PI, IRR and Discounted PBP*
- *Ratio Analysis simple problems and Construction of Balance Sheet problems*

Reference Books:

1. Financial Management- Text Problems & Cases - M.Y. Khan and P.K.Jain, McGraw Hill
2. Financial Management - P.V. Kulkarni & B.G. Satyaprasad, Himalaya Publishing House
3. Financial Management Principles & Practices - G.Sudarsana Reddy, Himalaya Publishing House
4. Financial Management - I.M. Pandey, Vikas Publications

5. Financial Management - Prasanna Chandra, Tata McGraw Hill
6. Financial Management - S.C..Kuchal , Chitanya Publishing House
7. Financial Management & Policy - R.M.Shrivastava, Himalaya Publishing House
8. Financial Management – Bhalla, S.Chand
9. Financial Management Theory and Practice - Prasanna Chandra, McGraw Hill.

Sem. II Paper XI: Human Resource Management

1. **Human Resource Management:** Introduction, meaning, nature, scope of HRM. Importance and Evolution of the concept of HRM. Functions of HRM, Role of HR Manager. HRM's evolving role in the 21st century. **(8)**
2. **Job Analysis:** Meaning, process of Job Analysis, methods of collecting job analysis data, Job Description and Job Specification.
Human Resource Planning: Objectives, Importance and process of Human Resource Planning, Effective Human Resource Planning. **(8)**
3. **Recruitment:** Definition, Constraints and Challenges, Sources and Methods of Recruitment, New Approaches to recruitment.
Selection: Definition and Process of Selection.
Placement: Meaning, Induction/Orientation, Internal Mobility, Transfer, Promotion, Demotion and Employee Separation. **(8)**
4. **Training and development:** Training v/s development, Training v/s Education, Systematic Approach to Training, Training Methods, Executive Development, Methods and Development of Management Development, Career and Succession Planning. **(8)**
5. **Performance Appraisal:** Concept of Performance Appraisal, the Performance Appraisal Process, Methods of Performance Appraisal, Essential Characteristic of an Effective Appraisal System. **(5)**
6. **Compensation:** Objectives of Compensation Planning, Job Evaluation, Structure in India, Wage and Salary Administration, Factors Influencing Compensation Levels, Executive Compensation. **(5)**
7. **Employee Welfare:** Introduction, Types of Welfare Facilities and Statutory Provisions.
Employee Grievances: Employee Grievance procedure, Grievances Management in Indian Industry.
Discipline: Meaning, approaches to discipline, essential of a good disciplinary system, managing difficult employees. **(8)**
8. **Industrial Relations:** Overview of industrial relations and industrial conflict.
Industrial disputes: preventive and settlement machinery, collective bargaining, industrial relations scenario: current issues and future challenges. **(8)**

Practical Component:

1. Give a case and ask the students to prepare the recruitment advertisement for a newspaper.
2. Expose students to standard selection questions asked in Interviews.
3. Exploring training and development practices.
4. Exploring performance appraisal practices in various sectors.

5. *Give a job analysis case and ask the students to prepare job description and job specification.*

Reference Books:

1. Human Resource Management – Rao V. S. P, Excel Books.
2. Human Resource Management & Industrial relations - P.Subba Rao, Himalaya Publishing House, Mumbai.
3. Human Resources Management: A South Asian Perspective - Snell, Bohlander, & Vohra, Cengage Learning.
4. Human Resource Management - Lawrence S. Kleeman, Biztantra.
5. Human Resource Management – Aswathappa K., Himalaya Publishing House
6. Human Resource Management - John M. Ivancevich, 10th Edition, McGraw Hill.
7. Human Resource Management in practice - Srinivas R. Kandula, PHI.
8. Human Resource Management - Cynthia D. Fisher, 3rd Edition, AIPD, Chennai.

Sem. II Paper XII: Production Management and Operations Research

1. **Production Management and Layouts:** Concept, Nature & scope, activities, Plant Location, Concept and Basic Layouts, Concept and Types of Production Process (6)
2. **Production Planning & Control and Emerging Production Trends:** Functions of PPC, Quality Certifications and Standards, Flexible Manufacturing System, Lean Manufacturing System, Supply Chain Management, Network Analysis with PERT/CPM, Maintenance Management, Inventory Techniques ABC, VED (12)
3. **Operation Research:** Concept, Characteristics, Necessity, Scope in Management , Limitations, Applications in business and Industry (3)
4. **Linear Programming:** Formulation, Graphical Solution, Maximization and Minimization Problems (10)
5. **Transportation Model:** Initial Basic Feasible Solution – North West Corner Method, Least Cost Method, Vogel’s Approximation Method, Degeneracy, Unbalanced Problems, Optimization by MODI Method, Maximization Problems (10)
6. **Assignment Model:** Hungarian Method, Minimization and Maximization Problems, Unbalanced Problems, Problems with Restrictions. (7)
7. **Decision Theory:** Decision Making environments a) Under Certainty(concept) b) Under Uncertainty – Numericals on Maximax, Maximin, Minimax, Hurwicz Alpha Criterion, Laplace Criterion, Regret Criterion c) Under Risk – Numericals on Expected Monetary Value (EMV) and Expected Value of Perfect Information (EVPI) (7)
8. **Other Theories:**
 - a. Queuing – Concept of Single server and Multiple Server, Numericals on Single Server
 - b. Markov Chains – Concept
 - c. Monte Carlo Simulation – Random Numbers Concept
 - d. Game Theory – Concept (5)

Reference Books:

1. Production and Operations Management – S.A. Chunawala and D. R. Patel, Himalaya Publishing House
2. Production and Operations Management – K. Ashwathappa and K. Shridhar Bhat, Himalaya Publishing House
3. Industrial Engineering and Management – O. P. Khanna, Dhanpat Rai Publications
4. Operations Research – Er. P.K. Gupta and Dr. D.S. Hira, S. Chand & Co.
5. Operations Research – Prof. K. Shridhar Bhat, Himalaya Publishing House
6. Quantitative Techniques - L.C. Jhamb (Vol. I & II), Everest Publishing House
7. Statistical and Quantitative Methods - M. G. Dhayagude, Everest Publishing House
8. Operations Research – S. Kalavathy, Vikas Publishing House Pvt. Limited

Sem. II Paper XIII: International Business

- 1. International Business: An Overview:** Evolution of IB, Drivers of Globalization, Influences of IB, Stages of Internationalization, Difference between domestic & international business, IB approaches, Advantages & Problems of IB. **(5)**
- 2. Globalization & International Business Policy:** Integrated globalization, emerging global economy, drivers of economic globalization, globalizations of markets, production, investment and technology, globalization in India-policy issues. **(6)**
- 3. Multinational Corporations & Global Strategic Management:** Definition & concept, factors contributing growth of MNC's, control over MNC's, relationship between headquarters & subsidiaries, MNC in India, peculiarities of Global Strategic Management, Global Strategic Management process and ethics in international business **(8)**
- 4. Theories of International Trade:** Introduction, Mercantilism Theory, Absolute Cost Advantage Theory, Comparative Cost Advantage Theory, Product Life Cycle Theory, Porter's diamond model **(5)**
- 5. Foreign Direct Investment:** Meaning, international investment theory, factors influencing FDI, reasons for FDI, trends in FDI, Costs & Benefits of India, FDI in India **(5)**
- 6. International Trade Policies and Relations:** Introduction, Tariffs, Subsidies, Import Quotas, Voluntary export restraint, Administrative policies, Government intervention in formulating trade policies, International trade relations, International law and business firms. **(8)**
- 7. International Institutions and Business Centers:** WTO, World Bank, European Union(EU), European Free Trade Association, Asia-Pacific Economic Corporation(APEC), Economic and Social Commission of Asia & Pacific (ESCAP), International Finance Corporation **(10)**
- 8. Future of International Business - Special Emphasis on India & China:** Introduction, Virtual International Business, Position and Importance of China & India in international business, China: Threat or Opportunity to India, Indo-China collaboration, Role of China & India in global market. **(10)**

Reference Books:

1. International Business - P. Subba Rao, Himalaya Publishing House
2. International Marketing - Francis Cherunilam, Himalaya Publishing House
3. International Business & Management - Professor Pervez N. Ghauri, Emerald Publication
4. Global Marketing Management - Warren J. Keegan, Pearson Publishing
5. International Business Management - Subhash Jain.- PWS, Kent Publishing Company
6. International Business- Micheal - R Czinkota, Ilkka A. Ronkainen, Wiley Publishing

Sem. II Paper XIV: Managerial Communication – II***Section A: Professional Speaking***

1. **Employment Communication- Presentation:** Role of Business Presentation; Advantages & Disadvantages of Oral Presentation; Process of making a business presentation; Planning the presentation; Organizing the Presentation; Video Presentation; Visual aids for Business Presentation; Audience handouts; Developing Visual Aids; Practicing the presentation; Delivering the presentation (8)
2. **Job Interviews:** Interview process; Characteristic of Job Interview; Types of interviews; Pre interview techniques; Interview Questions; Answering Strategies; Frequently asked interview questions; Projecting a positive image; Alternative Interview Formats (8)

Section B: Professional Writing

3. **Managerial Writing:** Purpose of writing; Principles of Effective Writing; Form and Structure of Business Letter; Parts of Letter; Style of Business Letters (4)
4. **Business Letters:** Enquiry letter, Quotation; Letters placing Orders; Complaint Letter; Adjustment Letters; Sales letter; Collection letters.
Job Related Communication: Concept; Bio-data/Curriculum Vitae/Resume; Writing resume (Parts of Resume); Job Application Letters - Covering letter; Placement – Campus, Consultancy firms, Job Portals. (10)
5. **Business Memos:** Meaning; Letters V/S Memos; Characteristics of Effective Memos; Forms and Structure of Memo- Parts of memos; Writing Strategies (4)

Section C : Applications of Business Communication

6. **Business Etiquettes:** Meaning; Etiquettes in Introductions; Telephone/Cell phone Etiquettes; Business Dining; Business Manners in Different Organizations; Email Etiquettes (4)
7. **Soft Skills:** Concept; Importance; Attributes of Soft Skills; Soft Skills Categories- Social, Thinking, Negotiation; Practicing Soft Skills (4)
8. **Business Communication and the Global Context:** Introduction; Concept of culture; National Cultural; Variables; Individual Cultural Variables; Communication styles; Developing Cultural Intelligence; Guidelines for Intercultural communication (8)

Practical Orientation:

6. Chapter 1: Students are expected to give Presentations
7. Chapter 2: Arrangement of Mock Interview
8. Chapter 3: Practice of Application and leave letter
9. Chapter 4: Practice of drafting of various Business letters

Note: Case Study can also be in the form of Drafting of a Business Letter.

List of Assignment

Students will present to a group from the following ideas:

- a. Multimedia based presentation*
- b. Appearing for mock interview*

Reference Books:

9. Business Communication : Concepts, Cases And Applications - P D Chaturvedi, Mukesh Chaturvedi, Pearson Education
10. Effective Technical Communication - M Ashraf Rizvi, Tata McGraw Hill
11. Managerial Communication – Rai, Himalaya Publishing House
12. Communication – C S Rayudu, Himalaya Publishing House
13. Effective Business Communication – Murphy, Tata McGraw-Hill Education
14. Business Skills - Nageshwar Rao and Rajendra Das, Himalaya Publishing House
15. Business Communication - Pradhan H, Pradhan N. S., Himalaya Publishing House
16. Professional Communication – Koneru, Tata McGraw-Hill Education

Sem. II Paper XV: Business Research Methods

1. **Introduction:** Meaning, Objectives, Motivation and Types, Application of Research in Business Decisions. Research Process, Features of good research study, problems encountered by researcher and Ethics in business research. (6)
2. **Problem Identification & Formulation:** Management problem, defining the research problem, formulating the research Hypothesis, Errors in Hypothesis. (4)
3. **Types of Data:** Primary and Secondary data Primary data collection methods - Secondary data -Sources – advantages and disadvantages. (3)
4. **Research Design:** Meaning, Need and Types- Exploratory and Conclusive Research Design
Exploratory Research: Meaning, purpose, methods –secondary resource analysis, comprehensive case methods, expert opinion survey, focus group discussions. **Conclusive research Design - Descriptive Research -** Meaning, Types – cross sectional studies and longitudinal studies. – **Experimental research design** – Meaning and classification of experimental designs- Pre experimental design, Quasi-experimental design, True experimental design, statistical experimental design. (8)
5. **Sampling:** Concepts- Census Vs Sampling, Concepts of Statistical Population, Sample, Sampling Frame, Sampling Error, Sample Size, Non Response. Characteristics of a good sample. Types of Sampling - Probability Sampling – simple random sampling, systematic sampling, stratified random sampling, cluster sampling -Non Probability Sampling – convenience sampling- judgmental sampling, snowball sampling- quota sampling – Errors in sampling. (6)
6. **Questionnaire Design and Measurement Scaling:** Meaning - process of designing questionnaire. Pilot test, validity and reliability of Questionnaire. Basic measurement scales- Nominal scale, Ordinal scale, Interval scale, Ratio scale. Classification of Scales - Single Item v/s Multi Item Scales, Comparative v/s Non-Comparative scales, Continuous Rating Scales, Criteria for Good Measurement (8)
7. **Data Collection and Analysis** Observations, survey, Interview and Questionnaire, Qualitative Techniques of data collection. Editing, Coding, Classification, Tabulation, Validation Analysis and Interpretation. **Parametric and Non Parametric Test:** T-Test, Z-Test, F-Test, U-Test, and K-W Test (Theory Only) **Statistical Analysis:** Bi-variate Analysis (Chi-Square only) (10)
8. **Report Preparation:** Report Structure, Types of Research Report, Report Writing. (5)

Reference Books:

1. Research Methodology concepts and Cases - Deepak Chawla & Neena Sondhi, Vikas Publishing House Pvt. Ltd.
2. Research Methodology - C R Kothari, Vishwa Prakashan
3. Business Research Methods - Naval Bajpai, Pearson Education
4. Business Research Methods - Donald Cooper & Pamela Schindler, Tata McGraw Hill.
5. Business Research Methods - Alan Bryman & Emma Bell, Oxford University Press.
6. Business Research Methodology - J K Sachdeva, Himalaya Publishing House.
7. Marketing Research - Naresh K Malhotra & Satyabhushan Dash, Pearson Education
8. Marketing Research - G. C. Beri, Tata McGraw Hill

Sem. II Paper XVI: Banking & Insurance

1. **Banking Sector in India** : Concept of Banking, Development of Banking in India, Functions of Bank, Structure of Indian Banking System, types of banks, Banking Sector in India, Banking Sector Reforms, Introduction to NBFC, Difference between Bank and NBFC, Different Types of NBFC (7)
2. **Deposits and Advances** : Types of Deposits, Process of Opening Bank Account, Types of Consumer Loans, Loan Procedure on consumer loan, Principles of Sound Lending, Evaluating Consumer Loans, Credit Analysis, Credit Scoring a Consumer Loan, Priority Sector Lending, NPA, Categories of NPA, Causes (10)
3. **Electronic Banking** : Meaning of E-banking, Automated Teller Machine, Internet Banking, Telephone Banking, Electronic Clearing Service, Electronic Funds Transfer (EFT), NEFT and RTGS Credit Cards, Smart cards (Credit cards, Debit cards), Risks in E-banking, Introduction to M-Banking, IMPS (8)
4. **Banking Rates:** Introduction to Bank Rate, CRR, SLR, REPO RATE, REVERSE REPO RATE, CALL RATE, BASE RATE, MARGINAL STANDING FACILITY RATE (MSF), MARGINAL COST OF FUND LENDING RATE (MCFL) (8)
5. **Insurance** : Meaning of Insurance, History of Insurance in India, Importance of Insurance, Principles of Insurance, types of insurance, Insurance Sector Reforms, Insurance industry in India (6)
6. **Life Insurance** : Meaning of Life Insurance, Types of Life Insurance- Endowment Plan, Money-back Policies, Whole Life Policies, Term Insurance Policy, Joint Life Policy, Single Premium Policy, Unit Linked Insurance Policies, Group Insurance, Principles of Life Insurance Policy, LIC – Establishment, Subsidiaries, Achievements (8)
7. **General Insurance:** Meaning of General Insurance, Types of General Insurance- Fire, Marine, Motor Vehicle, Health, Burglary, Crop Insurance, Principles of General Insurance Policy, GIC – Establishment, Subsidiaries, Achievements (8)
8. **Regulatory Bodies:** RBI - Establishment, Organization Structure and Functions, IRDA - Establishment, Organization Structure and Functions (5)

Reference Books:

1. Elements of Banking and Insurance - Jyotsa Sethi and Nishwan Bhatia, PHI Learning Pvt. Ltd.
2. Fundamental of Insurance - P.K.Gupta, Himalaya Publishing House
3. Principles & Practice of Insurance - Dr. Periasamy, Himalaya Publishing House
4. Banking Theory Law and Practice - Gordon and Natarajan Himalaya Publishing House

5. Principles & Practice of Banking and Insurance - O.P. Agarwal, Himalaya Publishing House
6. Management of Indian Financial Institutions - R.M. Srivastava and Divya Nigam, Himalaya Publishing House
7. The Indian Financial System & Development - Vasant Desai, Himalaya Publishing House
8. Indian Financial System - Phatak, Pearson Education India
9. Indian Financial System - H.R. Machiraju, Vikas Publishing
10. Indian Financial System - M.Y. Khan, Tata McGraw Hill.

Sem. II Paper XVI: Event Management

- 1. Introduction to Event Management** - Event – Meaning – Why Event Management? – Analysis of Event, Scope of Event, Decision Makers – Event Manager, Technical Staff – Establishing of Policies and Procedure – Developing Record Keeping Systems. **(12)**
- 2. Event Management Procedure** - Principles for Holding an Event, General Details, Permissions – Policies, Government and Local Authorities – Phonographic Performance, License, Utilities – Fire Brigade, Ambulance, Catering, Electricity, Water, Taxes Applicable. **(12)**
- 3. Conduct of an Event** - Preparing a Planning Schedule, Organizing Tables, Assigning Responsibility, Communication and Budget of Event – Checklist, Computer Aided Event Management, Roles and Responsibilities of Event Managers for Different Events. **(12)**
- 4. Public Relations** - Introduction to Public Relations – Concept – Nature – Importance – Limitations – Media – Types of Media – Media Management, Public Relation Strategy and Planning. Brainstorming Sessions – Writings for Public Relations. **(10)**
- 5. Corporate Events** - Planning of Corporate Event, Job Responsibility of Corporate Events Organizer, Arrangements, Budgeting, Safety of Guests and Participants, Creating Blueprint, Need for Entertainment in Corporate Events and Reporting. **(10)**
- 6. Career Opportunities in Event Management** – Job Opportunities, Various Roles and Responsibilities **(4)**

Students are supposed to carry out activities like –

- a) Preparation of Event Plan for Wedding, Annual General Body Meeting of an MNC.*
- b) Preparation of Budget for Conduct of National Level Intercollegiate Sports Events.*
- c) Preparation of Event Plan for College Day Celebrations.*
- d) Preparation of Budget for Conducting Intercollegiate Commerce Fest*
- e) Event Plan for small events like Birthdays, Get together, Family function etc.*

Reference Books:

1. Principles of Event Management – Annie Stephen & Hariharan, Himalaya Publishing House
2. Event Management – Annie Stephen & Hariharan, Himalaya Publishing House
3. Event Marketing and Management – Sanja Singh Gaur & Sanjay V. Saggere, Vikas Publications
4. Event Management – Lynn Van Der Wagen & Brenda R. Carlos, Pearson Higher Education
5. Event Management- Principles & Practice – Razaq Raj, Paul Walters, Tahir Rashid, SAGE Publications Ltd