

# FACULTY OF ECONOMICS & BUSINESS

## Syllabus

### For

## BRIDGE COURSE IN BUSINESS ADMINISTRATION (Under Credit Based Continuous Evaluation Grading System)

Session: 2014–15



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# GURU NANAK DEV UNIVERSITY AMRITSAR

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BRIDGE COURSE IN BUSINESS ADMINISTRATION  
(Under Credit Based Continuous Evaluation Grading System)

**SCHEME OF BRIDGE COURSE IN BUSINESS ADMINISTRATION**

Course No.	C/E/I	Course Title	L	T	P	Total Credits
<b>Core Courses</b>						
UBL-101	C	Strategic Management	4	--	--	4
UBL-102	C	International Business	4	--	--	4
<b>Interdisciplinary Courses (3 Credits)</b>						
	I	To be offered from the outside Department.	3	--	--	3
<b>Elective Courses (12 Credits)</b>						
	E	Elective Courses*	12	--	--	12
<b>Total Credits</b>			<b>23</b>	<b>--</b>	<b>--</b>	<b>23</b>

\*Any one of the following groups, each having three papers.

**Group A: Finance**

UBL-103	E	International Financial Management	4	--	--
UBL-104	E	Financial Markets and Financial Services	4	--	--
UBL-105	E	Corporate Tax Law and Planning	4	--	--

**Group B: Marketing**

UBL-106	E	Advertising and Sales Management	4	--	--
UBL-107	E	Brand and Retail Management	4	--	--
UBL-108	E	Services Marketing	4	--	--

**Group C: Human Resource Management**

UBL-109	E	Industrial Relations	4	--	--
UBL-110	E	Managerial Competencies and Career Development	4	--	--
UBL-111	E	International Human Resource Management	4	--	--

**Group D: International Business**

UBL-112	E	International Financial Markets and Foreign Exchange	4	--	--
UBL-113	E	International Financial Management	4	--	--
UBL-114	E	International Marketing	4	--	--

**Group E: Production and Operations**

UBL-115	E	Inventory Management	4	--	--
UBL-116	E	Logistics Management	4	--	--
UBL-117	E	Total Quality Management and Quality Control	4	--	--

**Group F: Information Technology**

UBL-118	E	Data Management Techniques	4	--	--
UBL-119	E	e-Commerce and Internet	4	--	--
UBL-120	E	Web Designing & HTML	4	--	--

BRIDGE COURSE IN BUSINESS ADMINISTRATION  
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**UBL–101: Strategic Management**

**Credits: 4-0-0**

<b>Text</b>
<ul style="list-style-type: none"> <li>• Understanding Strategy and Strategic Management: Strategic Management Process. Strategic Decision Making. Levels of Strategy. The Secret of Success of Successful Companies( Mckinsey’s 7 S model)</li> <li>• Defining Strategic Intent: Vision, Mission Goals and Objectives. Characteristics of a Good Mission Statement. Designing and Evaluating a Mission Statement.</li> <li>• External Environment Analysis: Strategically Relevant Components of External Environment. Industry Analysis – Porter’s Five Forces Model; Strategic Group Mapping; Industry Driving Forces; Key Success Factors. External Factor Evaluation Matrix.</li> </ul>
<b>First Minor Test: One Hour</b>
<ul style="list-style-type: none"> <li>• Internal Environment Analysis - Resource Based View of an Organization: VRIO Framework; Value Chain Analysis; Competitive Advantage and Core Competency. Internal Factor Evaluation Matrix.</li> <li>• Environmental Scanning Techniques – ETOP and SWOT Analysis</li> <li>• Business Level Strategies – Porter’s Framework of Competitive Strategies: Cost Leadership, Differentiation and Focused Strategies.</li> <li>• Corporate Level Strategies – Growth Strategies – Horizontal and Vertical Integration; Strategic Outsourcing; Related and Un-related Diversification; International Entry Options; Harvesting and Retrenchment Strategies.</li> </ul>
<b>Second Minor Test: One Hour</b>
<ul style="list-style-type: none"> <li>• Portfolio Strategies – BCG Model, G E Business Planning Matrix, Shell’s Directional Policy Matrix, Product Life Cycle Matrix.</li> <li>• Strategy Implementation– Strategy- Structure Fit: Developing and Modifying Organizational Structure. Leadership and Organization Culture.</li> <li>• Corporate Governance and Social Responsibilities of Business.</li> <li>• Strategy Evaluation and Control – Nature of Strategy Evaluation; Strategy Evaluation Framework; The Balanced Score Card.</li> </ul>
<b>Final Examination: Three Hours</b>

**Suggested Readings:**

1. Wheelen, Thomas L., Hungerdavid J. and Rangarajan Krish, “ Concepts in Strategic Management and Business Policy”, Pearson Education, India.
2. David, R Fred, “Strategic Management- Concepts and Cases”, Pearson Education, India.
3. Hill, Charles W L and Jones Gareth R, “ An Integarated Approach to Strategic Management” Cengage Learning
4. Thompson, Arthur A Jr.; Strickland A J III; Gamble, John E and Jain, Arun K. “ Crafting and Executing Strategy. The Quest for Competitive Advantage.- Concepts and Cases”, TMH, New Delhi.
5. Pitts, Robert A and Lei, David. “Strategic Management Building and Sustaining Competitive Advantage”, Thomson, India
6. Kazmi, Azhar. “Business Policy and Strategic Management”, TMH, New Delhi.

BRIDGE COURSE IN BUSINESS ADMINISTRATION  
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**UBL–102: International Business**

**Credits 4-0-0**

<b>Text</b>
<ul style="list-style-type: none"> <li>• International Business: International Trade and Investment: Concept, Importance and Rationale; Globalization and its Phases.</li> <li>• International Business Environment: Economic; Socio- Cultural; Political and Legal Environment Facing Business.</li> <li>• The Theories of International Trade: Mercantilism; Absolute Advantage; Comparative Advantage; Factor Proportions Theory; Country Similarity Theory, the Product-Life Cycle and Modern Theories: Global Strategic Rivalry Theory: Porter's National Competitive Advantage Theory.</li> </ul>
<b>First Minor Test : One Hour</b>
<ul style="list-style-type: none"> <li>• Government Intervention in International Business: Economic Rationale for Government Intervention; Non-economic Rationale for Government Intervention: Tariffs; Non-Tariffs Trade Barriers; Investment Barriers; Subsidies and Other Government Support Programs. Government Intervention, Economic Freedom, and Ethical Concerns.</li> <li>• The International Monetary System: the Exchange Rate System; Balance of Payments Adjustments; the trade off between Exchange Rate Stability and Domestic Autonomy: The Bretton Woods System; Creation and Collapse Contemporary International Monetary Arrangements</li> <li>• Foreign Exchange Market Mechanism and Determinants</li> </ul>
<b>Second Minor Test : One Hour</b>
<ul style="list-style-type: none"> <li>• Regional Economic Integration: Types of Regional Integration; Leading Economic Blocs, Factors Influencing Regional Integration.</li> <li>• Foreign Investments: Foreign Institutional Investments (FIIs); Foreign Direct Investments (FDIs): Motives; Types; Costs and Benefits; Trends and Implications.</li> <li>• General Agreement on Tariffs and Trade (GATT) and Evolution of World Trade Organization (WTO); Agreements at The Uruguay Round: Plurilateral Agreements and Multilateral Agreements: Agreement on Agriculture (AOA); Trade Related Investment Measures (TRIMS); Agreement on Subsidies and Counter Availing Measures; Agreement on Trade Related Aspects of Intellectual Properties Rights (TRIPS) and General Agreement in Trade and Services (GATS).</li> <li>• Ministerial Conferences of the WTO: Impact of WTO on Developing Countries.</li> </ul>
<b>Final Examination: Three Hours</b>

**Suggested Readings:**

1. Cavusgil, S. Knight Gary and Riesenberger, John R(2009), *International Business-Strategy Management and the New Realities*, Pearson Education, Dorling Kindersley (India) Pvt. Ltd, Delhi.
2. Rao, M.B and Guru Manjula (1998), *WTO and International Trade*, Vikas Publishing House Pvt. Ltd, New Delhi.

BRIDGE COURSE IN BUSINESS ADMINISTRATION  
(Under Credit Based Continuous Evaluation Grading System)

3. All India Management Association (1998), *Global Trends in Finance and Opportunity for India*, Excell Books , New Delhi.
4. Rao, P. Subba (2008), *International Business, Text and Cases*, IInd edition, Himalaya Publishing House Pvt. Ltd. New Delhi.
5. Shailaja G, (2008), *International Finance*, University Press (India), Pvt. Ltd, Hyderabad, India.
6. Daniel, John D., Radebangh, Lee H. and Sulivan Daniel P., *International Business – Environment and Operations*, 19<sup>th</sup> Ed., New Delhi.
7. Czinkota Michael R., Ronbiben Iikka A. Ronkainen A. and Moffet Micheal H., *International Business*, 6<sup>th</sup> Edition, Thomson, South Western, Bangalore, 2005.
8. C. Paul Hallwood and Ronald Macdonald, *International Money and Finance*, Blackwell, Oxford U.K., 1995.
9. Sharan Vyuptakesh, *International Business – Concept, Environment and Strategy*, 2<sup>nd</sup> Edition, Pearson Education, Delhi, 2006.
10. Hill, Charles W.L. and Jain, Arun Kumar, *International Business – Competing in the Global Market Place*, 5<sup>th</sup> Edition, The McGraw Hill Publishing Co. Ltd., New Delhi, 2006.
11. Oatley, Thomas, *International Political Economy*, Pearson Education, 2004.
12. Eiteman David K, Stonehill Arthur I and Micheal H. Moffett, *Multinational Business Finance*, Addison Wesley, Pearson Education Asia, Ninth Edition, 2001.
13. World Trade Centre (ed. Arun Goyal), *WTO in the New Milennium*, Academy of Business Studies, 2000.

BRIDGE COURSE IN BUSINESS ADMINISTRATION  
(Under Credit Based Continuous Evaluation Grading System)

**Group A: Finance**  
**UBL–103: International Financial Management**

**Credits 4-0-0**

<b>Text</b>
<ul style="list-style-type: none"> <li>• Foreign Exchange System: The Internationalization of Business and Finance, Alternatives Exchange Rate System; International Monetary System, The European Monetary System.</li> <li>• Foreign Exchange Rate Determination: Introduction To Spot Market and Forward Market; Setting The Equilibrium Spot Exchange Rate; Factors Affecting Currency Value; Bop Approach And Asset Market Approach; Role of Central Bank in Determination of Exchange Rates; Parity Conditions in International Finance; Purchasing Power Parity.</li> </ul>
<b>First Minor Test: One Hour</b>
<ul style="list-style-type: none"> <li>• Foreign capital budgeting decisions of an MNP: Ascertainment of Cash Outlay and Future Cash Inflows for Parent and Subsidiary, Profitability Analysis of Project for Parent under Different Situation.</li> <li>• Country risk analysis: Country Risk Analysis, Measuring And Managing Political Risk, Firms Specific Risk; Country Risk Analysis, Study of Economic and Political Factors Posing Risk, Country Risk Analysis In International Banking</li> <li>• Measuring and Managing Various Exposures: Alternative Measures of Foreign Exchange Exposure.</li> </ul>
<b>Second Minor Test: One Hour</b>
<ul style="list-style-type: none"> <li>• Risk Hedging- An Introduction; Measuring and Managing Transaction Exposure; Measuring and Managing Operating Exposure.</li> <li>• Foreign Exchange Risk Management; Foreign Exchange Instruments, Currency Futures and Options Market; Interest Rates and Currency Swaps; Interest Rate Forwards and Futures.</li> </ul>
<b>Final Examination: Three Hours</b>

**Suggested Readings:**

1. Shapiro Allan C (2003), “Multinational Financial Management”, 7<sup>th</sup> edition, John Wiley and Sons, Singapore.
2. Apte P.G. (2009), “International Financial Management”, 5<sup>th</sup> edition, Tata McGraw Hill, India.
3. Bhalla, V.K. (2008), “International Financial Management”, 7<sup>th</sup> edition, Anmol Publications, India.
4. Eitman, Stonehill, Moffett (2004), “Multinational Business Finance”, 10<sup>th</sup> edition, Pearson Education, India.

**BRIDGE COURSE IN BUSINESS ADMINISTRATION**  
(Under Credit Based Continuous Evaluation Grading System)

**Group A: Finance**  
**UBL-104: Financial Markets and Financial Services**

**Credit: 4-0-0**

<b>Text</b>
<ul style="list-style-type: none"> <li>• Indian Financial System: Meaning, Structure, Role and Deficiencies</li> <li>• Development Banking in India: Evolution, Structure, Promotional Role, Resource Planning and Mobilisation, Project Evaluation and Follow Up, Performance Evaluation. Recent Developments in Development Banking.</li> <li>• Reserve Bank of India: Organization and Management, Monetary Policy, Technique of Monetary Control, Liquidity Adjustment Facility.</li> </ul>
<b>First Minor Test: One Hour</b>
<ul style="list-style-type: none"> <li>• NBFCs: Concepts, RBI Guidelines, Progress, problems and Prospects.</li> <li>• Banking Sector Reforms in India-Implementation Status.</li> <li>• Factoring Services in India</li> <li>• Venture Capital Financing in India.</li> <li>• CCIL: Role and Functions</li> <li>• Repos: Concept, Process and Progress in India</li> </ul>
<b>Second Minor Test: One Hour</b>
<ul style="list-style-type: none"> <li>• Govt. Securities Market in India</li> <li>• Call Money Market in India</li> <li>• Treasury Bills Market in India</li> <li>• Commercial Paper and Certificate Deposit Market in India.</li> <li>• Securitization: Concept, Process and Progress in India.</li> </ul>
<b>Final Examination: Three Hours</b>

**BRIDGE COURSE IN BUSINESS ADMINISTRATION**  
*(Under Credit Based Continuous Evaluation Grading System)*

**Suggested Readings:**

1. Indian Financial System by H.R. Machiraju, Vikas Publishing House Pvt. Ltd.
2. Indian Financial System by Varshney & Mittal, Sultan Chand & Sons.
3. Management of Indian Financial Institutions by R.M. Srivastava – Himalya Publishing House.
4. Managing Indian Banks by Vasant C. Joshi, SAGE Publications.
5. Indian Financial System by Vasant Desai, Himalya Publishing House.
6. Financial Institutions & Markets by L.M.Bhole.
7. M.Y. Khan, Financial Services, Tata McGraw Hills, New Delhi, 2007.

**Web sites: -**

1. [www.rbi.org.in](http://www.rbi.org.in)
2. [www.nsdl.com](http://www.nsdl.com)
3. [www.licindia.com](http://www.licindia.com)
4. [www.sebi.gov.in](http://www.sebi.gov.in)
5. [www.nabard.org](http://www.nabard.org)
6. [www.ifci ltd.com](http://www.ifci ltd.com)



BRIDGE COURSE IN BUSINESS ADMINISTRATION  
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**Group A: Finance**

**UBL–105: Corporate Tax Law and Planning**

**Credit: 4-0-0**

<b>Text</b>
<ul style="list-style-type: none"> <li>• <b>Introduction to Income Tax Act, 1961:</b> Definitions of Person, Assesses, Assessment Year, Previous Year, Average Rate of Tax. Capital and Revenue incomes, expenses, losses and gains</li> <li>• Agriculture Income, Concept, scope Partly Agriculture Income.</li> <li>• <b>Residential Status:</b> Determination of Residential Status of a Company Individuals, Firms. Incidence of Tax, Scope of Total Income on the Basis of Residential Status.</li> <li>• <b>Income Under the Head Capital Gains:</b> Definition of Capital Assets, Assets which are not Capital Assets, Transactions not regarded as Transfer for Computing Capital Gains Short Term/Long Term Capital Assets, Short Term/Long Term Capital Gain Taxation, Indexation, Exemptions, Computation of Capital Gains. Tax Planning for Capital Gains</li> </ul>
<b>First Minor Test : One Hour</b>
<ul style="list-style-type: none"> <li>• <b>Income Under Head Business and Profession:</b> Deductions Expressly Allowed and Expenses Disallowed for Computing Business and Profession Income. Tax Audit, Maintenance of Books of Accounts. Exemptions Available to Company Assesses Depreciation; Concept and Computation of Depreciation under Income Tax Law, Assets Eligible for Depreciation Capital, Block of Assets, Indexation and Depreciation, Tax Planning for Income under the Head Business and Profession</li> <li>• <b>Income from Other Sources;</b> Scope, Incomes Covered under the Head, Treatment of Income from Cross Words, Puzzles, Horse Races, Casual Income. Exemptions, Deductions Available to Income under this Heads.</li> <li>• <b>Assessment Procedure:</b> Voluntary Return of Income, Return of Loss, Belated Return, Revised Return, Best Judgment Assessment. Significance of Carry Forward and Set off Losses in Determining Taxable Income Hierarchy and Powers of Different Income tax Authorities.</li> </ul>

**BRIDGE COURSE IN BUSINESS ADMINISTRATION**  
(Under Credit Based Continuous Evaluation Grading System)

<b>Second Minor Test: One Hour</b>
<ul style="list-style-type: none"> <li>• <b>Tax Planning, Tax Avoidance and Tax Evasion;</b> Concept and Distinction. Use of Colourable Devices; Implications, Apex Court Judgement. Restrictions on Tax Avoidance; Gaps Covered and More Needed to Check Tax Avoidance and Tax Evasion Measures to Check Tax Avoidance in the Context of; Partnership and H.UF and Company Assesses.</li> <li>• <b>Tax Planning for a Companies;</b> Tax planning for various heads of income related to companies. Deductions allowed to company, Exemptions available for companies, Set off and carry forward of losses relevant to companies. Dividend distribution provisions with special reference to company assesses and Tax Implications. Special Economic Zones; Concept, Tax Benefits to Companies Established in SEZs.</li> <li>• <b>Deduction of Tax at Source and Advance payment of Tax:</b> Concept, Provisions of the Act for Advance Payment of Tax and Deduction of Tax at Source including Penalties and Prosecutions</li> </ul>
<b>Final Examination : Three Hours</b>

**Suggested Readings:**

1. Ahuja Girish, "Systematic Approach to Income Tax", Bharat Law House, New Delhi.
2. Gaur, Narang & Puri, "Corporate Tax Planning and Management", Kalyani Publishers, Ludhiana.
3. Mehrotra H.C., "Income Tax Law & Practice", Sahitya Bhawan Publications, Agra.
4. Singhanian K. Vinod, "Direct Tax Theory & Practice", Taxman Publications (P) Ltd.
5. Website: [www.incometaxindia.gov.in](http://www.incometaxindia.gov.in)

BRIDGE COURSE IN BUSINESS ADMINISTRATION  
(Under Credit Based Continuous Evaluation Grading System)

**Group-B: Marketing**  
**UBL–106: Advertising and Sales Management**

**Credits: 4-0-0**

<b>Text</b>
<p><b>Introduction to Advertising</b></p> <ul style="list-style-type: none"> <li>• Nature and scope and functions of Advertising, Classification of Advertising, Advertising as an element of Marketing Mix, Advertising as a Tool of Communication, Setting Advertising Objectives;</li> <li>• Behavioral Dynamics – The DAGMAR Approach, Hierarchy of Effects Model, New Adopter Model, AIDA Model;</li> <li>• Developing Segmentation and Positioning Strategies for Advertising – Segmenting on the Basis of Usage Patterns and Commitment Level, Segmenting Business Markets, Formulating Positioning Strategy, Benefit Positioning, User Positioning and Competitive Positioning;</li> <li>• Advertising and Product Life Cycle;</li> <li>• Ethical Aspects of Advertising – Misleading Advertising, Deceptive Advertising and Shock Advertising;</li> <li>• Economic Effects and Legal Aspects of Advertising;</li> </ul>
<b>First Minor Test : One Hour</b>
<p><b>Managing an Advertising Program</b></p> <ul style="list-style-type: none"> <li>• Message Structure – Appeals, Copy, Layout;</li> <li>• Advertising Media – Media Planning, Media Selection and Scheduling;</li> <li>• Measuring Advertising Effectiveness – Pre-testing and Post-testing copy;</li> <li>• Advertising Budget – Top Down Methods: Affordable Method, Percentage of Sales Method, Competitive Parity Method; Build-up Approach: Objective and Task Method;</li> <li>• Advertising Agencies – Types, Role and Functions;</li> <li>• Social and Cultural Consequences of Advertising – Advertising and Stereotyping;</li> </ul>
<b>Second Minor Test: One Hour</b>
<p><b>Sales Management</b></p> <ul style="list-style-type: none"> <li>• Nature and Scope of Sales Management, Personal Selling Objectives;</li> <li>• Sales Force Organization – Nature and Types;</li> <li>• Sales Force Recruitment – Process and Sources;</li> <li>• Sales Force Selection Process;</li> <li>• Managing Sales Training Programs – Need and Objectives;</li> <li>• Motivating Sales Personnel – Significance, Financial and Non-Financial Reward System, Sales Meetings and Sales Contests;</li> <li>• Designing Sales Territories and Sales Quotas – Objectives and Types;</li> <li>• Developing and Managing Sales Evaluation Program.</li> </ul>
<b>Final Examination : Three Hours</b>

BRIDGE COURSE IN BUSINESS ADMINISTRATION  
(Under Credit Based Continuous Evaluation Grading System)

**Suggested Readings:**

1. Belch, George E. and Belch, Michael A. “Advertising and Promotion”, Tata McGraw Hill, 6<sup>th</sup> Edition.
2. Guinn, Allen, Chris T., Semenik, Richard J. “Advertising & Integrated Brand Promotion”, Thomson – South Western, 4<sup>th</sup> Edition.
3. Batra, Rajeev, Mayers, John G., and Aaker, David A. “Advertising Management”, Pearson Education, 5<sup>th</sup> Edition.
4. Spiro, Stanton and Rich “Management of a Salesforce”, Tata McGraw Hill; 11<sup>th</sup> Edition.
5. Richard R Still, Cundiff W Edward Govoni A P Norman, “Sales Management: Decision Strategy and Cases”, Pearson Education; 5<sup>th</sup> Edition.

BRIDGE COURSE IN BUSINESS ADMINISTRATION  
(Under Credit Based Continuous Evaluation Grading System)

**Group–B: Marketing**  
**UBL–107: Brand and Retail Management**

**Credits 4-0-0**

<b>Text</b>
<p>Brand Management:</p> <ul style="list-style-type: none"> <li>• Brands and Brand Management: Meaning, Importance of Brands; Concept of Brand Equity.</li> <li>• Brand Loyalty: Meaning and Measuring, Brand Loyalty; Strategic Value of Brand Loyalty; Maintaining and Enhancing Brand Loyalty.</li> <li>• Customer Based Brand Equity: Defining Customer based Brand Equity; Brand Knowledge; Sources of Brand Equity – Brand Awareness, Brand Image; Building a Strong Brand – Brand Building Blocks, Brand Salience, Brand Performance, Brand Imagery, Brand Judgments, Brand Feelings, Brand Resonance.</li> <li>• Brand Positioning: Identifying and Establishing Brand Positioning;</li> <li>• Concept of brand personality</li> </ul>
<b>First Minor Test : One Hour</b>
<ul style="list-style-type: none"> <li>• Brand Associations: Product Attributes, Intangibles, Customer Benefits, Relative Price, Use/Application, User/Customer Leveraging Secondary Brand Association: Country of Origin, Co-branding, Licensing Celebrity Endorsement.</li> <li>• Designing and Implementing Branding Strategies: Brand-Product Matrix; Brand Hierarchy; Brand Extensions.</li> <li>• Measuring and Interpreting Brand Performance: Measuring Sources of Brand Equity; Qualitative Research Techniques: Free Association, Projective Techniques; Quantitative Research Techniques: Awareness, Image.</li> <li>• Brand Valuation Methods.</li> </ul>
<b>Second Minor Test: One Hour</b>
<p>Retail Management</p> <ul style="list-style-type: none"> <li>• Introduction to Retailing: Nature and Scope of Retailing, Types of Retail Formats, Retail Franchising: Concept, Types, Advantages and Disadvantages.</li> <li>• Retail Locations: Types of Retail Locations; Steps involved in choosing a Retail Location; Methods of Evaluating a Trading Area.</li> <li>• Retail Merchandising: Concept of Merchandising; Planning Merchandising Assortments.</li> <li>• Servicing the Retail Customer: Concept of Customer Service; Importance of Service in Retail; Customer Service as a part of Retail Strategy;</li> <li>• Retail Store Design and Visual Merchandising: Importance of Store Design; Exterior Store Design; Interior Store Design; Visual Merchandising.</li> <li>• Supply Chain Management: Concept of Supply Chain Management with reference to Retailing; Supply Chain Integration.</li> </ul>
<b>Final Examination : Three Hours</b>

BRIDGE COURSE IN BUSINESS ADMINISTRATION  
(Under Credit Based Continuous Evaluation Grading System)

**Suggested Readings:**

1. Keller, Kevin Lane: Strategic Brand Management: Building, Measuring and Managing Brand Equity (Prentice Hall India: New Delhi), Third Edition (2008).
2. Aaker, David: Managing Brand Equity (Free Press: New York) (1991)
3. Swapna Pradhan: Retailing Management (Tata McGraw Hill: New Delhi) Third Edition, (2009)
4. Levy, Michael and Weitz, Barton A.: Retailing Management (Tata McGraw Hill: New Delhi)
5. Dunne, Patrick M; Lusch, Robert F.; and Griffith David A.: Retailing (Cengage, New Delhi)

BRIDGE COURSE IN BUSINESS ADMINISTRATION  
(Under Credit Based Continuous Evaluation Grading System)

**Group–B: Marketing**  
**UBL–108: Services Marketing**

**Credits: 4-0-0**

Text
<ul style="list-style-type: none"> <li>• <b>Evolution And Understanding of Services Marketing</b> Conceptual Framework, Service Defined, Classification of Services, Emergence of Service Economy Globally, Growth and Importance of Services Marketing in Indian Economy.</li> <li>• <b>Service Development &amp; Design:</b> Service Marketing Mix, Marketing Challenges and Opportunities Pertaining to Services Marketing, Characteristics of Services, Challenges of Service Design,</li> <li>• <b>Implementing Services Marketing</b> Differentiating Goods from Services, Goods-Services Marketing Continuum, Services Marketing Triangle.</li> <li>• <b>Consumer Behaviour in Services</b> Consumer Purchase Decision Process, Types of Service Encounters, Customer Involvement in Services Encounters, Service Behavior Based on Technology-Oriented Service Encounters.</li> <li>• <b>Understanding Customer Expectations &amp; Perceptions:</b> Model of Consumer's Expectation and Perception.</li> </ul>
First Minor Test: One Hour
<ul style="list-style-type: none"> <li>• <b>Customer Expectations of Services:</b> Meaning and Types of Services Expectations, Customers' Zone of Tolerance, Factors that Influence Customer Expectations of Services, Sources of Desired Service Expectations, Sources of Adequate Service Expectations.</li> <li>• <b>Customer Perceptions of Services:</b> Customer Satisfaction and Service Quality, e-Service Quality Dimensions for Influencing Customer Perceptions.</li> <li>• <b>Measuring Service Quality:</b> Gronroos' Perceived Service Quality Model, Measuring Services Quality Dimensions using SERVQUAL Instrument and RATER Model.</li> <li>• <b>Managing Service Quality:</b> PZB Gap Model of Services Quality, Determinants of Services Quality Gap, Factors for Addressing SQ problems.</li> </ul>

BRIDGE COURSE IN BUSINESS ADMINISTRATION  
(Under Credit Based Continuous Evaluation Grading System)

**Second Minor Test: One Hour**

• **Employees' Role in Service Delivery:**

The Critical Importance of Service Employees, Strategies for Delivering Service Quality Through People, Hire the Right People, Develop People to Deliver Service Quality, Provide Needed Support Systems, Retain the Best People and Employee Relationship Management (ERM).

• **Customers' Role in Service Delivery:**

Importance of Customers' in Service Delivery, Strategies for Enhancing Customers' Participation, Define Customers' Jobs, Recruit, Educate and Reward Customers, Manage the Customer-Mix. Customer Participation through Self-Service Technologies- Types and Customer Usage of SSTs.

• **Service Recovery And Customer Retention**

Understanding of Service Failure and Recovery, How Customers Respond to Service Failures. Why Do/Don't People Complain, Types of Customer Complaint Actions, Types of Complainers, Causes Behind Service Switching, Forms of Service Recovery Strategies, Relative Importance of Customer Retention and Customer Relationship Management in Service Organizations

**Final Examination: Three Hours**

**Suggested Readings:**

- 1) Zeithaml, V.A., Bitner, Mary Jo, Pandit, "*Services Marketing*", Tata McGraw Hill, New Delhi.
- 2) Lovelock, Christopher, Wirtz Jochen, Chatterjee, "*Services Marketing: People, Technology, Strategy*", Pearson Education, New Delhi.
- 3) Payne, Adrian, "*The Essence of Services Marketing*", Prentice Hall of India, New Delhi.
- 4) Nargundhar, Rajendra, "*Services Marketing*", Tata McGraw Hill, New Delhi.
- 5) Goncalves, Karen P., "*Services Marketing–A Strategic Approach*", Prentice Hall International, New Jersey.
- 6) Jauhari, Vinnie, Dutta, "*Services–Marketing, Operations Management*", Oxford University Press, New Delhi.
- 7) Srinivasan, R., "*Services Marketing–The Indian Context*", Prentice Hall of India, New Delhi.



BRIDGE COURSE IN BUSINESS ADMINISTRATION  
(Under Credit Based Continuous Evaluation Grading System)

**Group–C: Human Resource Management**  
**UBL–109: Industrial Relations**

**Credits 4-0-0**

<b>Text</b>
<ul style="list-style-type: none"> <li>• Labor Force in India: Growth, Composition and Trends.</li> <li>• Industrial Relations: Concept, Importance, Scope, Components of Industrial Relations System, Approaches to Industrial Relations, Industrial Relations in a Comparative Framework, Evolution of Industrial Relations; Industrial Relations System in India; Evolving Industrial Relations in India; Management of Industrial Relations; Industrial Relations and Technological Change</li> <li>• Knowledge workers and knowledge organizations: Knowledge Worker, Employee Relation Problems, Knowledge Organizations, Becoming Knowledge Oriented.</li> <li>• Workers Participation in Management: Concept, Evolution, Objectives, Forms of Worker’s Participation.</li> </ul>
<b>First Minor Test : One Hour</b>
<ul style="list-style-type: none"> <li>• Trade Unions: Concept, Features, Functions, Structure of Trade Unions, Trade Unions in India: Structure and Characteristics, Constitution of Trade Unions, Registration and Recognition of Trade Unions, Trade union finances and Funds, Privileges of Registered Trade Unions, Major National Trade Union Centers in India, Future of Trade Unions in India</li> <li>• Collective Bargaining: Concept, Features, Pre-requisites of successful Collective Bargaining, Importance, Levels of Collective Bargaining, Process of Collective Bargaining</li> <li>• Grievance: Concept, Nature, Causes, Grievance Redressal Procedure</li> <li>• Discipline: Misconduct, Various approaches to deal with indiscipline</li> </ul>
<b>Second Minor Test: One Hour</b>
<ul style="list-style-type: none"> <li>• Industrial Disputes and Strikes: Meaning, Causes, Forms of Strike, Factors Conditioning the Outcomes of Strikes and Effects of Strikes.</li> <li>• Dispute Settlement Machinery: Conciliation: Concept, Types, Qualities and Role of Conciliator, Conciliation Procedure and Practices in India; Adjudication – Concept, Types; Arbitration – Concept, Approaches and Types.</li> <li>• Labor Welfare: Concept, Features, Need, Approaches, Welfare Provisions.</li> <li>• Social Security: Introduction, Social Security System in Organized Sector, Legal Framework, Various Provisions for Medical Care, Occupational Health, Social security Reforms in India after liberalization.</li> <li>• Employment Security and Management of Redundancies: Introduction, Legal Framework, Voluntary/Early Retirement Schemes (VRS).</li> </ul>
<b>Final Examination : Three Hours</b>

BRIDGE COURSE IN BUSINESS ADMINISTRATION  
(Under Credit Based Continuous Evaluation Grading System)

**References:**

1. Venkata Ratnam, C.S. “*Industrial Relations*”, Oxford University Press, New Delhi, 2006.
2. Srivastava, S. C. “*Industrial Relations and Labour Laws*”, Vikas Publishing House Pvt Ltd, New Delhi, 2008.
3. Sinha, P.R.N., Sinha, Indu Bala and Shekhar, Seema Priyadarshini, “*Industrial Relations, Trade Unions, and Labour Legislation*”, Pearson Education, New Delhi, 2004.
4. Sen Ratna, “*Industrial Relations in India*”, MacMillan, New Delhi, 2003.
5. Mamoria, Mamoria and Gankar. “*Dynamics of Industrial Relations*”, Himalaya Publishing House, New Delhi, 2007.
6. Monappa Arun, “*Industrial Relations*”, Tata McGraw Hill Edition, New Delhi, 2007.

BRIDGE COURSE IN BUSINESS ADMINISTRATION  
(Under Credit Based Continuous Evaluation Grading System)

**Group–C: Human Resource Management**  
**UBL–110: Managerial Competencies and Career Development**

**Credits 4-0-0**

<b>Text</b>
<ul style="list-style-type: none"> <li>• Competency: Concept; Personal Competency Framework; The Lancaster Model of Managerial Competencies; Transcultural Managerial Competencies; Issues Related to Developing Competency Models.</li> <li>• Formation of a Competency Framework: Sources of Competency Information, Position Documentation, Process Documentation, Existing Documentation, Personnel Development Resources, Interviews, Behavioural Event Interview, Behavioural Description Interview.</li> <li>• Competency Mapping and Assessment Centres: History of Assessment Centres, Use of Assessment Centres in the Industry, Types of Exercises being used in Assessment Centres; Resistance and Recommendations</li> </ul>
<b>First Minor Test : One Hour</b>
<ul style="list-style-type: none"> <li>• Career Planning, Development, and Management Career: Concept, Characteristics of present day careers; Types of Careers; Career Stages; Making Career Choices; Career Anchors; Organizational Socialization; Career Paths and Career ladders; Challenges in established careers: Career Plateau; Making Career Changes; The Glass Ceiling; Dual Careers.</li> </ul>
<b>Second Minor Test: One Hour</b>
<ul style="list-style-type: none"> <li>• Mentoring: Concept, Perspectives of Mentoring, Phases of the Mentoring Relationship, Outcomes of Mentoring Programmes, Design and Implementation of formal mentoring programmes, Barriers to Mentoring; Special issues in Mentoring: Women and Mentoring, Cross-gender Mentoring Relationships, Workplace Diversity and Mentoring; Mentoring Relationship – A strategic Approach.</li> <li>• Work–Life Integration: Changing notions of work-family relationship; Work – Life Issues; Environmental Trends Impacting Work – Life Issues; Work – Family Conflict: Concept and Types; Work – Life Balance; Work – Life Integration; Work – Life Initiatives: meaning, type and benefits; Work – Family Culture; Approaches to Work – Life Integration.</li> </ul>
<b>Final Examination : Three Hours</b>

BRIDGE COURSE IN BUSINESS ADMINISTRATION  
(Under Credit Based Continuous Evaluation Grading System)

**Suggested Readings:**

1. Seema Sanghi (2007) “*The Handbook of Competency Mapping – Understanding, Designing and Implementing Competencies Models in Organizations*”, 2<sup>nd</sup> Edition, Response Book, New Delhi.
2. Gary W. Carter, Kevin W. Cook, and David W. Dorsey, (2009) “*Career Paths- Charting Courses to Success for Organizations and Their Employees*”, John Wiley & Sons, Ltd., UK.
3. Jonathan Winterton and Ruth Winterton (2002) “*Developing Managerial Competence*”, Routledge, London
4. Jane Yarnall (2008), “*Strategic Career Management - Developing Your Talent*”, Butterworth-Heinemann, London.
5. Greenberg, Jerald and Baron, Robert A. (2010) “*Behaviour in Organizations*”, 9<sup>th</sup> edition, PHI, New Delhi.
6. Agarwala, Tanuja, (2007), “*Strategic Human Resource Management*”, Oxford University Press, New Delhi.

BRIDGE COURSE IN BUSINESS ADMINISTRATION  
(Under Credit Based Continuous Evaluation Grading System)

**Group–C: Human Resource Management**  
**UBL–111: International Human Resource Management**

**Credits 4-0-0**

<b>Text</b>
<ul style="list-style-type: none"> <li>• International Human Resource Management: Concept, Difference between Domestic and International HRM, Variables that moderate difference between Domestic and International HRM.</li> <li>• International HRM: Sustaining International Business Operations: Approaches to Staffing, Transferring Staff for International Business Activities, Role of Expatriates and Non-Expatriates, Role of the Corporate HR function.</li> <li>• Recruiting and Selection Staff for International Assignments: Concepts, Issues in Staff Selection, Factors Moderating Performance, Selection Criteria, Dual Career Couples and Role of Women in International Management.</li> <li>• Re-entry and Career Issues: Concept and Repatriation Process, Individual Reactions to Re-entry, Multinational Responses, Designing a Repatriation Program.</li> </ul>
<b>First Minor Test : One Hour</b>
<ul style="list-style-type: none"> <li>• Training and Development: Concept, Role of Expatriate Training, Components of Effective Pre-departure Training Programs, Effective of Pre-Departure Training, Developing Staff through International Assignments.</li> <li>• Compensation: Concept and Objectives of International Compensation, Key Components of an International Compensation Program, Approaches to International Compensation.</li> <li>• Performance Management: Concept, Multinational Performance Management, Performance Management of International Employees, Performance of Appraisal of International Employees.</li> </ul>
<b>Second Minor Test: One Hour</b>
<ul style="list-style-type: none"> <li>• Knowledge Transfer within a Multinational Company: Organizational Knowledge and its Significance, Sources of Organizational Knowledge; Tacit and Explicit Knowledge; HRM and Organizational Knowledge; Transfer of Knowledge between and within organizations, Transfer of Knowledge within MNCs, Transfer of Knowledge across National Borders, Transfer of Managerial Know-how and HRM across National Borders.</li> <li>• Industrial Relations: Key issues in International Industrial Relations, Trade Union and International Industrial Relations, Responses of Trade Unions to Multinationals; Regional Integration: the European Union, Issue of Social Dumping, Impact of Digital Economy.</li> <li>• National Context of HRM: HRM Practices in Japan, United Kingdom, United States, India and China.</li> </ul>
<b>Final Examination : Three Hours</b>

**Suggested Readings:**

1. Peter J. Dowling and Denice E. Welch (2007), *International Human Resource Management*, Thomson Publishers, New Delhi.
2. Monir H. Tayeb (2004), *International Human Resource Management – A Multinational Company Perspective*, Oxford University Press, New Delhi
3. Anne-Wil Harzing and Joris Van Ruysseveldt (1995), *International Human Resource Management*, SAGE Publications, New Delhi.
4. Ian Beardwell and Len Holdon (2001), *HRM: A Contemporary Perspective*, McMillan, New Delhi.

BRIDGE COURSE IN BUSINESS ADMINISTRATION  
(Under Credit Based Continuous Evaluation Grading System)

**Group–D: International Business**

**UBL–112: International Financial Markets and Foreign Exchange**

**Credits 4-0-0**

<b>Text</b>
<ul style="list-style-type: none"> <li>• <b>History of the International Financial System</b> -The rise and Fall of Bretton Woods, Globalisation and the Growth of Derivatives, The Crash of 1994-96 and Beyond, Euro-currency Market , Euro-banking and Euro-currency Centers, Deposit Dealing and the Term Structure of Euro-currency Rates, Euro-currency Futures and Options, Syndicated Euro-credits, International Bond Markets-Introduction, New Issue Procedures in the Eurobond Markets, Eurobond Valuation and Hedging, Interest Rates and Currency Swaps, Pricing Option, Features of International Bonds, Forecasting and the Image of the Future-Central Banks and the Balance of Payments,</li> </ul>
<b>First Minor Test : One Hour</b>
<ul style="list-style-type: none"> <li>• <b>The European Monetary System</b> and Other Regional Artificial Currency Areas, New Instruments in International Capital Markets, International Banking and Country RISK , International Portfolio Diversification, International Transfer Pricing.</li> <li>• <b>Types of Foreign Exchange Markets and Transactions</b>, Quoting Foreign Exchange Rates, Spread, Official and Free Market Rates, Cross Rates, Forward Rates, Quoting Forward Rates; Organisation of the Foreign Exchange Markets; Currency Futures; Currency Options; Currency Swaps; Corporate Exposure Management: Alternative Definitions of Foreign Exchange Risk, Exposure Information System, Alternative Strategies for Exposure Management,</li> </ul>
<b>Second Minor Test: One Hour</b>
<ul style="list-style-type: none"> <li>• <b>Exposure Management Techniques</b>, Organisation of the Exposure Management Function; Parameters and Constraints on Exposure Management: Theory and practice of Forecasting Exchange Rates-Economic Fundamentals, Financial and Socio-Political Factors, Technical Analysis; Tax Treatment of Foreign Exchange Gains and Losses; FEMA.</li> </ul>
<b>Final Examination : Three Hours</b>

**Suggested Readings:**

1. Aliber, R.Z. Exchange Risk and Corporate International Finance, London. Macmillan,1978
2. Bhalla,V.K. International Financial Management. 2nd ed., New Delhi, Anmol, 2001.
3. Luca Cornelius Trading in the Global Currency Markets. NJ, Prentice Hall,1995
4. Shapiro, A.C. International Financial Management. Boston.Allyn and Bacon,1979
5. Sutton.W.H. Trading in Currency Options, New York Institute of Finance,1987
6. Buckley, Adrian. *Multinational Finance*. 3rd ed., Englewood Cliffs, Prentice Hall Inc., 1996.
7. Eiteman. David K and Stonehill. Arthur I. *Multinational Business Finance*. California, Addison - Wesley, 1988.
8. Johnson and Giaccotto. *Options and Futures*. St. Paul. West, 1995.
9. Kim, Suk and Kim. Seung. *Global Corporate Finance: Text and Cases*. 2nd Ed. Miami, Florida, 1993.
10. Shapiro, Alan C. *Multinational Financial Management*. New Delhi, Prentice Hall of India, 1995.

BRIDGE COURSE IN BUSINESS ADMINISTRATION  
(Under Credit Based Continuous Evaluation Grading System)

**Group–D: International Business**  
**UBL–113: International Financial Management**

**Credits 4-0-0**

<b>Text</b>
<ul style="list-style-type: none"> <li>• <b>Foreign Exchange System:</b> The Internationalization of Business and Finance, Alternative Exchange Rate Systems; International Monetary System, The European Monetary System.</li> <li>• <b>Foreign Exchange Rate Determination:</b> Introduction to Spot Market and Forward Market; Setting the Equilibrium Spot Exchange Rate; Factors Affecting Currency Value: BOP Approach &amp; Asset Market Approach; Role of Central Bank in Determination of Exchange Rates; Parity Conditions in International Finance: Arbitrage and Law of One Price; Purchasing Power Parity; Fisher Effect; Fisher Effect in International Context.</li> </ul>
<b>First Minor Test : One Hour</b>
<ul style="list-style-type: none"> <li>• <b>Currency Forecasting:</b> Interest Rate Parity Theory, The Relationship between Forward and Future Spot Rate ,Currency Forecasting;</li> <li>• <b>Balance of payments:</b> Balance of Payment Categories: Current Account, Capital Account, Official Reserves Account; Balance of Payment: The International Flow of Goods, Services and Capital, Coping with Current Account Deficit.</li> <li>• <b>Country Risk Analysis:</b> Country Risk Analysis, Measuring &amp; Managing Political Risk, Firm Specific Risks; Country Risk Analysis: Study of Economic &amp; Political Factors Posing Risk, Country Risk Analysis in International Banking.</li> <li>• <b>Measuring &amp; Managing Various Exposures:</b> Alternative measures of foreign exchange exposure, Risk Hedging-An Introduction; Measuring &amp; Managing Transaction Exposure</li> </ul>
<b>Second Minor Test: One Hour</b>
<ul style="list-style-type: none"> <li>• <b>Measuring &amp; Managing Operating Exposure;</b> Measuring &amp; Managing Translation Exposure.</li> <li>• <b>Foreign Exchange Risk Management:</b> Foreign Exchange Instruments, Recent Developments in Derivatives Markets in India; Currency Futures &amp; Options Market; Interest Rate &amp; Currency Swaps; Interest Rate Forwards &amp; Futures.</li> </ul>
<b>Final Examination: Three Hours</b>

**Suggested Readings:**

1. Shapiro Allan C (2003), “Multinational Financial Management”, 7<sup>th</sup> Edition, John Wiley & Sons, Singapore
2. Apte P.G. (2009) International Financial Management, 5<sup>th</sup> Edition, Tata McGraw Hill, India
3. Bhalla, V. K (2008), “International Financial Management”, 7<sup>th</sup> Edition, Anmol Publications, India
4. Eiteman, Stonehill, Moffett(2004), “ Multinational Business Finance”,10<sup>th</sup> Edition, Pearson Education, India

BRIDGE COURSE IN BUSINESS ADMINISTRATION  
(Under Credit Based Continuous Evaluation Grading System)

**Group–D: International Business**  
**UBL–114: International Marketing**

**Credits 4-0-0**

<b>Text</b>
<ul style="list-style-type: none"> <li>• International Marketing- Definition, Concept And Setting; Distinctions between International Trade, Marketing and Business; Economic Environment of International Marketing; International Institutions-World Bank, IMF, UNCTAD, GATT, Customs Union, Common Markets, Free Trade Zones, Economic Communities; Constraints on International Marketing -Fiscal and Non-Fiscal Barriers, Non-Tariff Barriers; Trading Partners.</li> </ul>
<b>First Minor Test : One Hour</b>
<ul style="list-style-type: none"> <li>• Bilateral Trade Agreements, Commodity Agreements and GSP; India and World Trade, Import And Export Policy, Direction and Quantum of India's Exports; Institutional Infrastructure for Export Promotion; Export Promotion Councils,</li> <li>• Public Sector Trading Agencies, ECGC, Commodity Boards etc.; Procedure and Documents-Registration of Exporters, Export Quotations, Production and Clearance of Goods for Exports.</li> </ul>
<b>Second Minor Test: One Hour</b>
<ul style="list-style-type: none"> <li>• Shipping and Transportation, Insurance, Negotiation of Documents; Instruments of Payments-Open Account, Bills of Exchange; Letter of Credit -Export Finance; International Marketing Mix-Identification of Markets, Product Policy, International Product Life Cycle, Promotion Strategy, Pricing Strategy and Distribution Strategy; Various Forms of International Business; Marketing of Joint Ventures and Turnkey Projects.</li> </ul>
<b>Final Examination : Three Hours</b>

**Suggested Readings:**

1. Bhattacharya, B., *Export Marketing: Strategies for Success*. New Delhi, Global Business Press, 1991.
2. Johri. Lalit M., *International Marketing: Strategies for Success*. University of Delhi, Faculty of Management Studies ,1980.
3. Keegan, Warren, *Global Marketing Management*. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1995.
4. Onkvisit, Sak and Shaw, J J, *International Marketing: Analysis and Strategy*. New Delhi Prentice Hall of India, 1995.
5. Terpstra, Vern and Sarathy. R, *International Marketing*. Orlando, Dryden Press, 1991.
6. Walter, I and Murray, T, *Handbook of International Business*. New York, John Wiley, 1988.

**NOTE: The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of the course.**



BRIDGE COURSE IN BUSINESS ADMINISTRATION  
(Under Credit Based Continuous Evaluation Grading System)

**Group–E: Production and Operations**  
**UBL–115: Inventory Management**

**Credits 4-0-0**

<b>Text</b>
<ul style="list-style-type: none"> <li>• Types and functions of inventories and their importance, Identification of Stores, Codification and Specification. Factors Affecting Inventory, Various Costs. Nature of Lead Time and Requirement of Material Requirement Planning and Demand Forecasting. ABC Concept: 80/20 Analysis.</li> <li>• Inventory Costs: Types of Control System.</li> <li>• Inventory Control Levels, Order Point, Re – order Level, Maximum and Minimum Level, Standard Order Quantity, Safety Stocks.</li> </ul>
<b>First Minor Test : One Hour</b>
<ul style="list-style-type: none"> <li>• Inventory control models; static, dynamic and deterministic; EOQ concept.</li> <li>• Probabilistic Models: Determinations of EOQ under various conditions of demand and lead time analysis.</li> <li>• Application of techniques in inventory control, cycle order system and fixed order quantity system and theory variations.</li> <li>• Feedback inventory information system.</li> </ul>
<b>Second Minor Test: One Hour</b>
<ul style="list-style-type: none"> <li>• Warehouse &amp; Stores Management: Responsibility of Receiving &amp; Stores. Receiving Procedures and Control. Bar Coding. External and External Identification Systems. Stores Systems and Procedure. Closed and Open System. Storage Method and Equipment. Layout. Organisation. Carrier selections and Routing. Types of carriers. Domestic and International shipping terms. Expediting and tracing shipment. Demurrage. Transportation Strategy. Strategic Alliance with Carriers.</li> </ul>
<b>Final Examination : Three Hours</b>

**Suggested Readings:**

1. P. Gopal Krishan and M.S. Sandelya – Inventory Management: Text and Cases, Macmillan, New Delhi.
2. R.J. Bunchas & E – Keeingsberg : Scientific Inventory Management Prentice Hall, New Delhi.
3. Marge J.F. Production Planning & Inventory Control, New York, McGraw Hill.
4. Buff E.S. and W.H. Tauber: Production Inventory Systems – Planning & Control Richard D. Irwin, Homewood, Illinois.
5. R.S. Chadha – Inventory Management in India. Allied Publishers, New Delhi.
6. Donald W. Dobler and David N. Burt, Purchasing and Supply Management. Tata McGraw Hill, New Delhi.

BRIDGE COURSE IN BUSINESS ADMINISTRATION  
(Under Credit Based Continuous Evaluation Grading System)

**Group–E: Production and Operations**  
**UBL–116: Logistics Management**

**Credits 4-0-0**

<b>Text</b>
<ul style="list-style-type: none"> <li>• Introduction to logistics and its Interface with Production and Marketing: Measures of Logistics; Physical Distribution and Logistics; Logistics System Analysis and Design; Warehousing and Distributing Centers; Location; Transportation systems: Facilities and Services; Dispatch and Routing Decisions and Models;</li> </ul>
<b>First Minor Test : One Hour</b>
<ul style="list-style-type: none"> <li>• Customer Services in Logistics: Customer Service Defined, elements and their relative importance. Order cycle time; Importance Logistics/Customer service; Defining Sales-Service Relationship; Determining Optimum Service Levels; Service Variability.</li> <li>• Order Processing: Defining Order Processing; Other Factors affecting Order-Processing Time, Different Types of Order Processing: Industrial Order Processing, Retail Order Processing, Customer order processing, Web-based Channel Order Processing.</li> </ul>
<b>Second Minor Test: One Hour</b>
<ul style="list-style-type: none"> <li>• Inventory Management Decisions; Logistics Audit and Control; Packaging and Materials Handling; International Logistics Management; Logistics Future Directions. Logistics Information System.</li> </ul>
<b>Final Examination : Three Hours</b>

**Suggested Readings:**

1. Ballau, Renald H. Business Logistics Management. Englewood Cliffs, New York, Prentice Hall Inc,1992.
2. Bear K. A Management Guide to Logistics Engineering. U.S.A, Institute of Production Engineering, 1990.
3. Benjamin S B. Logistics Engineering and Management. Englewood Cliffs, New York, Prentice Hall Inc., 1996.
4. Bowersox, D J and Closs, D J. Logistics Management: A System Integration of Physical Distribution. New York. MacMillan. 1986.
5. Christopher, M. Logistics and Supply Chain Management: Strategies for Reducing Costs and Improving Services. London, Pitsman, 1992.
6. James, C J. and Wood, Donald F. Contemporary Logistics. New York, Macmillan, 1990.
7. Shapiro, R. Logistics Strategy: Cases and Concepts. St. Paul, West, 1995.

**The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.**

BRIDGE COURSE IN BUSINESS ADMINISTRATION  
(Under Credit Based Continuous Evaluation Grading System)

**Group–E: Production and Operations**  
**UBL–117: Total Quality Management and Quality Control**

**Credits 4-0-0**

<b>Text</b>
<ul style="list-style-type: none"> <li>• Basic Concept of Total Quality (TQ); Evolution of Total Quality Management; Components of TQ Loop; Conceptual Approach to S.Q.C. Acceptance Sampling and Inspection Plans; Statistical Process Control; Process Capability Studies; Humanistic Aspects of TOM Management of Q.C. and Z.D. Programmes; Quality Improvement Teams; Q-7 tools.</li> <li>• Quality Costs; Taguchi Loss Function; Functional Linkage of Quality with Reliability and Maintainability; Failure Analysis</li> </ul>
<b>First Minor Test : One Hour</b>
<ul style="list-style-type: none"> <li>• Optimum Maintenance Decisions; Total Productive Maintenance (TPM); Quality Audits; Lead Assessment and, ISO-9000 Standards– Marketing Aspects of T.Q: Total Quality of Services; Total Quality and Safety; Six Sigma.</li> <li>• Quality function, meaning of control quality. Characteristics inspection and its Importance, difference between Inspection and quality control.</li> <li>• Organising for Quality; Objectives and Nature of Organization. Principles of Organization; Quality Organization, Types of Quality Control Organization. Responsibilities of Quality Manager.</li> </ul>
<b>Second Minor Test: One Hour</b>
<ul style="list-style-type: none"> <li>• Economics of Quality; Quality; Quality Costs, Types of Quality Costs, Control of Quality Costs, Cost Studies and Optimization, Economics of Quality of Design and Quality of Confirmation</li> <li>• Statistical Quality Control, Basic Statistical Methods; Techniques of Quality Control; Charts of Attributes and Variables.</li> <li>• Acceptance Sampling; Sampling Theory, Sample Size on Crating Characteristics and Curve for Single Sampling, Double Sampling and Sequential Sampling Plans, Use of Dodge Raming and MILSD - 15 tables.</li> </ul>
<b>Final Examination : Three Hours</b>

**Suggested Readings:**

1. Dale. H. Bosterfield: Quality Control, Prentice Hall, New Jersey,
2. Grant F.L. & R.S Leaven Worth, Statistical Quality Control, McGraw Hill., New York.
3. Krikpauck F.G. Quality Control for Manager and Engineers, John Wiley.
4. Dunchan, A.J. Quality Control & Industrial Statistics, Richard D. Irwin, Home, Illinois.
5. Carruba. Eugene R and Gorden, Ronald D. Product Assurance Principles: Integrating Design Assurance & Quality Assurance. New York, McGraw Hill, 1991.
6. Granl, Eu-gene Land Leavenworth. Richards. Statistical Quality Control, McGraw Hill, New York. 1991.
7. Ireson, W G. and Coombas, C P. Handbook of Reliability Engineering & Management. New York. McGraw Hill, 1988.
8. Lochner, Robert H. and Matar. Joseph E. Designing for Quality. London. Chapman & Hill, 1990.
9. Pike. John and Barnes. Richard. TQM in Action. London. Chapman & Hill, 1994.
10. Schmidt. Warren H. and Finnigan, Jerome P. TQ Manager. San Francisco, Jossey Bass, 1993.
11. Spenly, Paul. World Class Performance Through TQ, London, Chapman & Hall, 1992.

BRIDGE COURSE IN BUSINESS ADMINISTRATION  
(Under Credit Based Continuous Evaluation Grading System)

**Group–F: Information Technology**  
**UBL–118: Data Management Techniques**

**Credits 4-0-0**

<b>Text</b>
<ul style="list-style-type: none"> <li>• Introducing the FoxPro Menu Structure: Making Menu Selections, A Quick Tour of the Menu System</li> <li>• Introducing FoxPro Dialog Boxes: Dialog Box Controls, Using Dialog Boxes.</li> <li>• Working with FoxPro's Windows: Controlling Windows in FoxPro for Windows, Window Controls in FoxPro for DOS</li> <li>• How to use the Editor: The Edit Menu, Fonts.</li> <li>• Working with the Command Window: Other Features: Getting Help, Quitting.</li> <li>• Creating a Database Structure: Creating a Sample Database File: How to Create a New File, How to Define the Structure of a Database, Entering the Field Names and Types, Saving the Database File.</li> <li>• The Database File in the Background: Opening and Closing a Database File.</li> <li>• Copying and Modifying the Structure of a Database File.</li> </ul>
<b>First Minor Test : One Hour</b>
<ul style="list-style-type: none"> <li>• Adding, Editing, and Viewing Data: Appending Data: Appending Data with the Change Display, Appending Data with the Browse Display, Ending the Data Entry Session.</li> <li>• Change (or Editing) Data, Browsing through the Data; Resizing and changing the order of Fields, Partitioning the Window. Additional Features of a Browse Menu.</li> <li>• Deleting a Record: Moving the Pointer: GOTO commands.</li> <li>• Shortcuts using the Command Window</li> <li>• Understanding Indexes and Expressions.</li> <li>• Types of Index: Single Index files, compound; index files, structural command indexes, compact indexes.</li> <li>• Using Some Simple Indexes: An Overview of the Index Dialog box, Creating Simple Indexes using the Index, Dialog Box, Indexing Commands, Creating Simple Indexes using the Structure Dialog Box.</li> <li>• Understanding Expressions: Constants, Functions and Operators.</li> <li>• Using Expressions in Indexes: Alphabetizing by Name, Indexing in Descending Order.</li> <li>• Using Indexes: Selecting the Controlling Indexes, A Review of the Setup Dialog Box.</li> <li>• Sorting.</li> <li>• Using Queries and Logical Expressions.</li> <li>• Working with Logical Expressions: Logical Functions, Relational Operators, Logical Operators.</li> <li>• To Index or not to Index: FOR and WHILE clauses, preparing to use WHILE, Rushmore Technology.</li> </ul>

**BRIDGE COURSE IN BUSINESS ADMINISTRATION**  
*(Under Credit Based Continuous Evaluation Grading System)*

**Second Minor Test: One Hour**

- Making Queries for Single and Multiple records: Un-indexed Queries for a Single Record, Indexed Queries for a Single Record, Queries for Multiple Records, Querying with other Data Types, Dealing with Deleted Records.
- Special Techniques: Setting a Filter, Building a Query into an Index.
- Restricting the query: Scope, Fields, The Easiest Possible Report: LIST with options.
- Generating Reports and Mailing Labels.
- The process of Producing Reports: Designing the Report Form.
- Designing the Report: Working with Report Queries: Report Objects in FoxPro for Windows, Object Dialog Boxes in FoxPro for Windows, Field Expressions in Reports in FoxPro for Windows, Report Objects in FoxPro for DOS, Object Dialog Boxes in FoxPro for DOS.
- The Report Menu: Page Layout in FoxPro for Windows, Page Layout in FoxPro for DOS, Page Preview, Layout Tools, Title/Summary, Data Grouping, Variables, Quick Report.
- Working with Objects: Special Techniques: Selecting Multiple Objects, Copying and Pasting Objects.’’
- A Sample Report: A Report in FoxPro for Windows, A Report in FoxPro for DOS.
- Creating Mailing Labels: Label Layout in FoxPro for Windows, label layout in FoxPro for DOS Producing Labels.

**Final Examination : Three Hours**

**Suggested Reading:**

Mastering FoxPro 2.5”, Charles Siegel, BPS Publications.

BRIDGE COURSE IN BUSINESS ADMINISTRATION  
(Under Credit Based Continuous Evaluation Grading System)

**Group–F: Information Technology**  
**UBL–119: e–Commerce and Internet**

**Credits 4-0-0**

Text
<ul style="list-style-type: none"> <li>• <b>Overview of E-Commerce:</b> Definition, Benefits of E-Commerce, Role of Internet in E-commerce, Impact of E-Commerce on Business Models (Goal Congruence, Value Chain, ICDDT Business Strategy Model), E-Commerce Security, Implications for Accounting Profession.</li> <li>• <b>The Regulatory Environment:</b> Cryptography Issues, Privacy Issues (Children’s Issues, Adults Rights) Web Linking (Inappropriately Referencing a Linked Site, Displaying Information Without Proper Rights, Linking using Framing, Linking using Trademarks in Key Meta Tags, Unauthorized Display of a Registered Trademark Linking to Illegal Files), Domain Name Disputes, Internet Sales Tax, Electronic Agreements &amp; Digital Signatures, Internet Service Providers &amp; International Libel Laws.</li> <li>• <b>EDI, E-Commerce &amp; Internet:</b> Traditional EDI systems (Origin, Non EDI Systems, Value Added Networks, Partially &amp; Fully Integrated EDI Systems, Benefits of EDI Systems, Data Transfers &amp; Standards, Financial EDI, EDI Systems &amp; Internet, Internet Trading Relationship &amp; its Benefits, Impact of EDI – Internet on the Accounting Profession.</li> </ul>
First Minor Test : One Hour
<ul style="list-style-type: none"> <li>• <b>Risks of Insecure Systems:</b> Risks Associated with Internet Transactions. Internet Associated Risks (Risks to Customers, Risks to Selling Agents), Intranet Associated Risks (Sabotage by Former Employees, Threats from Current Employees), Social Engineering, Risk Associated with Business Transaction Data Transferred between Trading Partners, Risks Associated with Confidentially-Maintained Archival, Master File &amp; Reference Data, Risks Associated with Viruses &amp; Malicious Code Overflows.</li> <li>• <b>Risk Management:</b> Control Weakness vs. Control Risk (Security Gaps, Culture Management, Excessively Tight Controls), Risk Management Paradigm, Disaster Recovery Plans, Role of Internet Controls in Risk Management.</li> </ul>

BRIDGE COURSE IN BUSINESS ADMINISTRATION  
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- **Cryptography & Authentication:** Messaging Security Issues (Confidentiality Non-Repudiation, Access Controls), Encryption Techniques (Symmetric Encryption Asymmetric Cryptography, Public Private Key Pairs, Elliptic Curve Cryptography, Integrity Check Values & Digital Signatures, on Time Pads), Good Encryption, Practices, Additional Authentication Methods. Additional Non-Repudiation Techniques.

**Second Minor Test: One Hour**

- **Fire Walls:** Definition, TCP/IP, Open Systems Interconnect (OSI), Components of a Fire Wall, Typical Functionality of Firewalls, Securing the Fire Wall, Factors to Consider in Firewall de Design, In-House Solutions vs. Commercial Firewall Software, Limitations of the Security Prevention provided by Firewalls.
- **E-Commerce & Payment Mechanisms:** Set Protocol, SET vs. SSL, Magnetic Strip Cards, Smart Card:. E-checks, E-Cash.
- **Intelligent Agents:** Definition, Capabilities of Intelligent Agents, Agent Societies, Intelligent Agents & E-Commerce (Online Information Chain, Business to Business Transaction Negotiation). Limitations of Agents.
- **Web Based Marketing:** 'Business, Marketing & IT Strategy, Congruence, The 4Ps Applied to Internet Marketing, 5<sup>th</sup> P. Internet Marketing Techniques. Online Advertising Mechanism', Web Site Design Issue Impact of Intelligent Agents on Marketing Techniques.

**Final Examination: Three Hours**

**Suggested Readings:**

1. E-Commerce by S. Pankaj, A.P.H. Publication, New Delhi.
2. E-Business Revolution by Daniel Amar.
3. E-Commerce, A Manager, Guide by Ravi Kalakota and Andrew B. Whinston.
4. New Directives in E-Commerce by Charles Steinfield, Jaico Publication House, New Delhi.
5. E-Commerce in Indian Banking by T.M. Bhasin Authors Press, New Delhi.

BRIDGE COURSE IN BUSINESS ADMINISTRATION  
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**Group–F: Information Technology**  
**UBL–120: Web Designing and HTML**

**Credits 4-0-0**

<b>Text</b>
<ul style="list-style-type: none"> <li>• <b>Virtual Functions</b> Protected Members, Overloading (Method, Function and Operator) Method Overriding Field Shadowing. Multiple Inheritance, Template Classes and Functions. Virtual Base Classes, Exception Handling.</li> <li>• <b>Java Fundamentals:</b> Programme Structure, Syntax and Layout Conventions, Classes Instance and Objects.</li> </ul>
<b>First Minor Test: One Hour</b>
<ul style="list-style-type: none"> <li>• <b>Java Elements:</b> Data types, literals and variables operators expressions. Control exceptions arrays strings streams.</li> <li>• <b>Programming with Java:</b> Client Server Applications, Exception Handling.</li> </ul>
<b>Second Minor Test: One Hour</b>
<ul style="list-style-type: none"> <li>• <b>HTML:</b> Building Executing HTML Documents, Formatting and Aligning Text, Tags, Attributes and Values, Adding Units, Linking Pales, Working with Images, Fonts, Creating Tables, Working with Frames and Building Forms.</li> <li>• Practicals Relating to Web Designing and HTML</li> </ul>
<b>Final Examination: Three Hours</b>

**Suggested Readings:**

1. Gilbert. Stephan D. and William B. Heeaerthy, “Object Oriented Programming in Java 1997. The Waite Group Press.
2. Mary Compione and Kathy Walrath.” Java Tutorial. Addison-Wesley 1996.
3. Tunothy Budd. “An Introduction to Object Oriented Programming,” 2<sup>nd</sup> Edition. Addison-Wesley 1997.
4. Horstmann. Cay. S and Gray Comell. “Core Java I.I.: Fundamentals”, Addison- Wesley 1997.
5. Mark Lorenz, “Object Oriented Software Development.” Prentice Hall 1993.
6. Lemay, Laura, ‘Tech. Yourself Web Publishing with HTML 3.0 in a Week.’ 2<sup>nd</sup> Edition, Sams net 1996.
7. Special Edition-Using HTML 4, Mills. E. Hilzschlag – VI edition (2000) Prentice Hall of India.