



Near ITPB, Whitefield, Bangalore – 560067
An Autonomous Institute

Affiliated to Visvesvaraya Technological University, Belagavi
 Approved by AICTE, New Delhi,
 Recognized by UGC with 2(f) & 12(B) status
 Accredited by NBA and NAAC

REGULATIONS – 2019
CHOICE BASED CREDIT SYSTEM (CBCS)
MASTER OF BUSINESS ADMINISTRATION

PROGRAMME EDUCATIONAL OBJECTIVES (PEOs):

- a.To have a thorough understanding of the core aspects of the business.
- b.To provide the learners with the management tools to identify, analyze and create business opportunities as well as solve business problems.
- c.To prepare them to have a holistic approach towards management functions.
- d.To motivate them for continuous learning.
- e.To inspire and make them practice ethical standards in business.

PROGRAM SPECIFIC OUTCOME (PSOs)

PSO1 : To guide and channelizes the transformation process of every management graduate by providing in-depth knowledge of business management and entrepreneurship embedded with ethics and a sense of social commitment and to make them to strive towards personal victory and value creation to society.

PSO 2 : To ignite a passion for multidisciplinary approach for problem solving, critical analysis and decision making by giving due importance for lateral thinking so that management graduates see things from a perspective which are not just simple but effective.

PROGRAMME OUTCOMES (POs):

On successful completion of the programme,

- 1.Ability to apply the business acumen gained in practice.
- 2.Ability to understand and solve managerial issues.
- 3.Ability to communicate and negotiate effectively, to achieve organizational and individual goals.
- 4.Ability to upgrade their professional and managerial skills in their workplace.
- 5.Ability to explore and reflect about managerial challenges, develop informed managerial decisions in a dynamically unstable environment.
- 6.Ability to take up challenging assignments.
- 7.Ability to understand one’s own ability to set achievable targets and complete them.
- 8.Ability to pursue lifelong learning.
- 9.To have a fulfilling business career.

Programme Educational Objectives	Programme Outcomes								
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
a	√	√					√		
b				√	√	√			
c	√		√		√	√	√		
d				√		√	√	√	
e		√	√					√	√

MBA Program Structure and Credits

Year	Particulars	Credits	Total Credits
1	I Semester	24	48
	II Semester	24	
2	III Semester	17	52
	Certification Course	4	
	Internship Study	6	
	IV Semester	9	
	Project Work	16	
Total		100	100

SCHEME OF TEACHING AND EXAMINATION

I Semester										
Subject Code	Title of the Subject	Course Category	Teaching hours per week			Duration of Exam Hours	Marks for		Total Marks	Credits
			L	T	P		CIE	SEE		
MVJ19MBA11	Organisational Behaviour	PC	4	0	0	3	50	50	100	4
MVJ19MBA12	Managerial Economics	PC	4	0	0	3	50	50	100	4
MVJ19MBA13	Accounting for Management	PC	4	0	0	3	50	50	100	4
MVJ19MBA14	Principles of Management	PC	4	0	0	3	50	50	100	4
MVJ19MBA15	Business Communication	PC	4	0	0	3	50	50	100	4
MVJ19MBA16	Business Statistics & Analytics	PC	4	0	0	3	50	50	100	4
Total			24	0	0	-	300	300	600	24

II Semester										
Subject Code	Title of the Subject	Course Category	Teaching hours per week			Duration of Exam Hours	Marks for		Total Marks	Credits
			L	T	P		CIE	SEE		
MVJ19MBA21	Human Resource Management	PC	4	0	0	3	50	50	100	4
MVJ19MBA22	Financial Management	PC	4	0	0	3	50	50	100	4
MVJ19MBA23	Research Methodology	PC	4	0	0	3	50	50	100	4
MVJ19MBA24	Legal Aspects of Business	PC	4	0	0	3	50	50	100	4
MVJ19MBA25	Marketing Management	PC	4	0	0	3	50	50	100	4
MVJ19MBA26	Entrepreneurial Development	PC	4	0	0	3	50	50	100	4
Total			24	0	0	-	300	300	600	24

SUMMER INTERNSHIP TRAINING (4 WEEKS)

Internship Training – The training report along with the company certificate should be submitted within the two weeks of the reopening date of 3rd semester. The training report should be around 40 pages containing the details of training undergone, the departments wherein he was trained with duration (chronological diary), along with the type of managerial skills developed during training. The training report should be sent to the Controller of Examinations by the HOD through the Principal, before the last working day of the 3rd Semester.

III Semester										
Subject Code	Title of the Subject	Course Category	Teaching hours per week			Duration of Exam Hours	Marks for		Total Marks	Credits
			L	T	P		CIE	SEE		
MVJ19MBA31	International Business Management	PC	4	0	0	3	50	50	100	4
MVJ19MBA32	Strategic Management	PC	4	0	0	3	50	50	100	4
MVJ19MBA33	Elective I***	PE	3	0	0	3	50	50	100	3
MVJ19MBA34	Elective II***	PE	3	0	0	3	50	50	100	3
MVJ19MBA35	Elective III***	PE	3	0	0	3	50	50	100	3
Practicals										
MVJ19MBA36	Internship Study	EEC	-	-	2	-	50	50	100	6
MVJ19MBA37 MVJ19MBA38	2 Certification Course	EEC	-	-	4					4
Total			17	0	6	-	300	300	600	27

*** Chosen electives should be from two streams of management of three electives each.

III Semester										
Subject Code	Title of the Subject	Course Category	Teaching hours per week			Duration of Exam Hours	Marks for		Total Marks	Credits
			L	T	P		CIE	SEE		
MVJ19MBA41	Elective I***	PE	3	0	0	3	50	50	100	3
MVJ19MBA42	Elective II***	PE	3	0	0	3	50	50	100	3
MVJ19MBA43	Elective III***	PE	3	0	0	3	50	50	100	3
Practicals										
MVJ19MBA44	Project Work	EEC	-	-		-	50	50	100	16
Total			9			-	300	300	600	25

PC- Professional Core PE – Professional Electives EEC - Employability Enhancement Courses

			PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
Year 1	Sem 1	Organisational Behaviour	√		√						
		Managerial Economics	√	√						√	√
		Accounting for Management	√			√					
		Principles of Management	√	√	√		√				
		Business Communication	√		√						
	Business Statistics & Analytics	√	√								
	Sem 2	Human Resource Management	√	√		√	√		√		√
		Financial Management	√	√		√	√		√		√
		Research Methodology		√			√		√		
		Legal Aspects of Business	√								
Marketing Management			√		√	√		√			
Entrepreneurial Development	√	√						√			
Year 2	Sem 3	International Business Management				√	√				√
		Strategic Management	√	√		√	√	√	√	√	√
		Elective I	Give Below for Each Stream								
		Elective II									
		Elective III									
	Internship Study	√	√	√	√	√	√	√	√	√	√
	Sem 4	Elective I	Give Below for Each Stream								
Elective II											
Elective III											
Project Work		√	√	√	√	√	√	√	√	√	√
2 Certificate course is mandatory between 2 nd and 3 rd Semester											

ELECTIVES

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
Stream/ Specialization: Marketing Management									
Consumer Behaviour	√				√	√	√	√	√
Retail Management	√		√		√			√	√
Services Marketing	√				√	√	√		√
Marketing Research & Analytics	√		√		√				√
Business Marketing	√				√	√	√	√	√
Supply Chain Management	√				√	√		√	√
Stream/ Specialization: Financial Management									
Banking & Financial Services	√		√		√			√	√
Investment Management	√				√				√
Direct Taxation	√		√		√			√	√
Advanced Financial Management	√		√	√				√	√
Cost Management	√		√					√	√
Project Appraisal Planning & Control	√				√				√
Stream/ Specialization: Human Resource Management									
Recruitment & Selection	√		√		√			√	√
HR Analytics			√			√			√
Compensation & Reward System	√		√		√				√
Learning & Development	√		√		√			√	√
Industrial Relations & Labour Welfare	√		√		√			√	√
Conflict & Negotiation Management	√		√			√			√

SEMESTER I

I Semester, Master of Business Administration - MBA
[As Per Choice Based Credit System (CBCS)]
Effective from the Academic Year 2019 -2020

Organizational Behavior			
Course Code	MVJ19MBA11	CIE	50
No. of Contact hours / Week	4	SEE	50
Total No. of Contact	56	Total	100
Credits	4	Exam Duration	3 Hrs

COURSE OBJECTIVES:

- To understand the basic concepts and theories underlying individual behavior besides developing better insights into one's own self
- To make students aware of Individual behavior in groups, dynamics of groups and team building besides developing a better awareness of how they can be better facilitators for building effective teams as leaders themselves

UNIT - 1 FOCUS AND PURPOSE

6 hours

Definition, need and importance of organizational behaviour – Nature and scope – Frame work – Organizational behaviour models.

UNIT - 2 INDIVIDUAL BEHAVIOUR

12 hours

Personality – types – Factors influencing personality – Theories – Learning – Types of learners – The learning process – Learning theories – Organizational behaviour modification.

Misbehavior – Types – Management Intervention. Emotions - Emotional Labour – Emotional Intelligence – Theories. Attitudes – Characteristics – Components – Formation – Measurement – Values. Perceptions – Importance – Factors influencing perception – Interpersonal perception – Impression Management. Motivation – Importance – Types – Effects on work behavior.

UNIT – 3 GROUP BEHAVIOUR

10 hours

Organization structure – Formation – Groups in organizations – Influence – Group dynamics – Emergence of informal leaders and working norms – Group decision making techniques – Team building - Interpersonal relations – Communication – Control.

UNIT - 4 LEADERSHIP AND POWER

8 hours

Meaning – Importance – Leadership styles – Theories – Leaders Vs Managers – Sources of power – Power centers – Power and Politics.

UNIT - 5 DYNAMICS OF ORGANIZATIONAL BEHAVIOUR

10 hours

Organizational culture and climate – Factors affecting organizational climate – Importance. Job satisfaction – Determinants – Measurements – Influence on behavior. Organizational change – Importance – Stability Vs Change – Proactive Vs Reaction change – the change process – Resistance to change – Managing change. Balancing work and Life. Organizational development – Characteristics.

UNIT – 6 MOTIVATION

10 hours

Meaning and purpose of motivation – Theories of motivation – Locke's goal setting theory – Vroom's expectancy theory – Maslow's Hierarchy need theory - Porter and Lawler's model – Adem's Equity theory – Mc Clelland's theory of needs.

COURSE OUTCOME:

Students will have a better understanding of human behavior in organization. They will know the framework for managing individual and group performance.

REFERENCE BOOKS :

1. Stephen P. Robins, "Organisational Behavior", PHI Learning / Pearson Education, Edition 17, 2016 (Global edition)
2. Fred Luthans, "Organisational Behavior", McGraw Hill, 12th Edition.
3. Mc Shane & Von Glinov, "Organisational Behaviour", 4th Edition, Tata Mc Graw Hill, 2007.
4. Nelson, Quick, Khandelwal. ORGB – "An innovative approach to learning and teaching. Cengage", 2nd edition. 2012
5. Ivancevich, Konopaske & Maheson, "Oranisional Behaviour & Management", 7th edition, Tata McGraw Hill, 2008.
6. Udai Pareek, "Understanding Organisational Behaviour", 3rd Edition, Oxford Higher Education, 2011.
7. Jerald Greenberg, "Behaviour in Organization", PHI Learning. 10th edition. 2011

Managerial Economics			
Course Code	MVJ19MBA12	CIE	50
No. of Contact hours / Week	4	SEE	50
Total No. of Contact	56	Total	100
Credits	4	Exam Duration	3 Hrs

COURSE OBJECTIVES:

- To introduce the fundamentals, tools and theories of managerial economics
- To provide an undertaking of the application of Economics in Business
- To learn the basic economic concepts
- To have an understanding of Demand, Production, Cost, Profit and Market competition with reference to a firm and industry.

UNIT – 1 INTRODUCTION TO ECONOMICS 8 hours

Managerial Economics: Meaning, Nature, Scope, & Significance, Uses of Managerial Economics, Role and Responsibilities of Managerial Economist, Relationship of Managerial Economics with Statistics, Accounting and Operations Research, The Basic process of decision making.

UNIT – 2 FUNDAMENTAL CONCEPTS OF MANAGERIAL ECONOMICS 8 hours

Opportunity Costs, Incremental Principle, Time perspective, Discounting and Equi-Marginal principles, Theory of the Firm: Firm and Industry, Forms of Ownership, Objectives of the firm, Managerial theories: Baumol's Model, Behavioral theories: Simon's Satisfying, Agency theory.

Case Study 2: Dabur India Limited: Growing Big and Global.

Source: Managerial Economics – Geethika, Ghosh & Choudhury, 2/e, McGraw Hill. 2011. Pp 64-65.

UNIT – 3 DEMAND ANALYSIS 10 hours

Law of Demand, Exceptions to the Law of Demand, Elasticity of Demand –Classification of Price, Income & Cross elasticity, Advertising and promotional elasticity of demand. Uses of elasticity of demand for Managerial decision making,. Law of supply, Elasticity of supply, Demand forecasting: Meaning & Significance, Methods of demand forecasting. (No problems)

Case Study 3: <https://www.thecasecentre.org/educators/products/view?id=150424>.

UNIT – 4 COST ANALYSIS & PRODUCTION ANALYSIS 12 hours

Concepts, Types of cost, Cost curves, Cost – Output Relationship in the short run and in the long run, LAC curve. Law of Diminishing Marginal Utility - Law of Variable Proportions and Laws of returns to scale, Least cost combination factor, Economies of scale, Diseconomies of scale.

Case Study 4: Automobile Industry in India: New Production paradigm.

Source: Managerial Economics – Geethika, Ghosh & Choudhury, 2/e, McGraw Hill. 2011. Pp 234-236.

UNIT – 5 MARKET STRUCTURE AND PRICING PRACTICES **10 hours**

Perfect Competition, Features, Determination of price under perfect competition, Monopoly: Features, Pricing under monopoly, Price Discrimination. Monopolistic Competition: Features, Pricing Under monopolistic competition, Product differentiation. Oligopoly: Features, Kinked demand Curve, Price leadership. Descriptive Pricing Approaches: Full cost pricing, Product line pricing, Product life cycle pricing, Pricing Strategies: Price Skimming, Penetration Pricing, Loss leader pricing, Peak Load pricing. Case Study 5: David Fights Goliath: The Nirma Story.

Source: Managerial Economics – Geethika, Ghosh & Choudhury, 2/e, McGraw Hill. 2011. Pp 349-351.

UNIT – 6 PROFITS **8 hours**

BEP -Break Even Analysis – Meaning, Assumptions, Determination of BEA, Limitations, Uses of BEA in Managerial decisions. Inflation-Features, Factors Demand Pull Inflation, cost Push Inflation-Effect of Inflation in business

PRACTICAL COMPONENTS:

1. Assessment of Demand Elasticity – Price, Income, Cross, Advertising.
2. Demand Forecasting
3. Preparing a Project proposal for a Business Venture.

COURSE OUTCOMES:

- The student will understand the application of Economic Principles in Management decision making.
- The student will learn the micro economic concepts and apply them for effective functioning of a Firm and Industry.
- The Student will be able to understand, assess and forecast Demand.
- The student will apply the concepts of production and cost for optimization of production.
- The student will design Competitive strategies like pricing, product differentiation etc. and marketing according to the market structure.

REFERENCE BOOKS:

1. Geethika, Ghosh & Choudhury, "Managerial Economics", 2nd Edition, McGraw Hill. 2011.
2. Dominick Salvatore, "Managerial Economics", 7th Edition, Oxford Publishers, 2010.
3. Craig H Petersen, W. Chris Lewis & Sudhir K Jain, "Managerial Economics", 4th Edition, Pearson Education, 2006.
4. Samuelson & Marks, "Managerial Economics" 5th Edition, Wiley, 2009.
5. Hirschey "Managerial Economics", 2nd Edition, Cengage Learning, 2010.
6. Kaushal H, "Managerial Economics: Case Study solutions" 1st Edition, Macmillan, 2011.

ACCOUNTING FOR MANAGEMENT			
Course Code	MVJ19MBA13	CIE	50
No. of Contact hours / Week	4	SEE	50
Total No. of Contact	56	Total	100
Credits	4	Exam Duration	3 Hrs

COURSE OBJECTIVES:

- To explain fundamental accounting concepts and conventions.
- To explain and use the accounting equation.
- To prepare basic journal entries for business transactions and present the data in an accurate manner
- To present financial statements in vertical and horizontal format.
- To analyze a company's financial statements using various ratios for decision making.

UNIT - 1 INTRODUCTION TO ACCOUNTING

6 hours

Need and Types of Accounting, Users of Accounting, concepts and conventions of Accounting, Relationship of accounting with other disciplines, Accounting Equation (problems on accounting equation).

Case Study: Problems on Accounting Equation.

UNIT – 2 PREPARATION OF BOOKS OF ACCOUNTS

10 hours

Journals, three column cash book, ledgers and trial balance. Depreciation - Straight line and Written down Value Methods.

Case Study: Change of method of Depreciation.

UNIT - 3 PREPARATION OF FINANCIAL STATEMENTS

14 hours

Preparation of final accounts of sole traders in horizontal form, Preparation of final accounts of companies as per Companies Act of 2013. (Basic problems Final Accounts)

UNIT - 4 ANALYSIS OF FINANCIAL STATEMENTS

12 hours

Comparative, Common Size and Trend Analysis Ratio Analysis, Preparation of financial statements using ratios, Preparation of Cash flow Statement (only indirect method).

UNIT - 5 ACCOUNTING STANDARDS AND IFRS

8 hours

Nature and significance. Need of Accounting Standards, IFRS and proposed changes in Indian Accounting Standards.

UNIT - 6 EMERGING ISSUES IN ACCOUNTING

6 Hours

Corporate Governance, Human Resource Accounting, Forensic Accounting, Window Dressing Sustainability Reporting.

COURSE OUTCOMES:

At the end of the course students are able to:

- Acquire the knowledge about the concepts and fundamental principles of accounting.

- Demonstrate theoretical knowledge and its application in real time accounting.
- Capable of preparing financial statement of sole trading concerns and companies.
- Independently undertake financial statement analysis and take decisions.
- Comprehend emerging trends in accounting and taxation.

REFERENCE BOOKS:

1. Narayanaswamy R, " Financial Accounting : A Managerial Perspective, , 5/e , PHI, 2014
2. Tulsian P. C, "Financial Accounting", 1st Edition, Pearson Education.
3. Ambrish Gupta, " Financial Accounting for Management: An Analytical Perspective", 4th Edition, Pearson Education.
4. Gary A. Porter & Curtis L. Norton, "Financial Accounting (IFRS update)", 6th Edition, Cengage Learning.
5. Bhattacharya, "Essentials of Financial Accounting (Based on IFRS)", 3rd Edition, Prentice Hall India.
6. Jasmine Kaur, "IFRS: A Practical approach", McGraw Hill.

PRINCIPLES OF MANAGEMENT			
Course Code	MVJ19MBA14	CIE	50
No. of Contact hours / Week	4	SEE	50
Total No. of Contact	56	Total	100
Credits	4	Exam Duration	3 Hrs

COURSE OBJECTIVE:

- To make students understand fundamental concepts and principles of management, including the basic roles, skills, and functions of management
- To make students knowledgeable of historical development, theoretical aspects and practice applications of managerial process

UNIT – 1 INTRODUCTION TO MANAGEMENT

8 hours

Organization- Management- Role of managers- Evolution of management thought- Organization and the environmental factors- Managing globally- Strategies for International business. Fayol's fourteen principles of management.

UNIT– 2 PLANNING

9 hours

Nature and purpose of planning- Planning process- Types of plans- Objectives- Managing by Objective (MBO) strategies- Types of strategies – Policies – Decision Making- Types of decision, Process of decision making - Rational decision making process- Decision making under different conditions.

UNIT – 3 ORGANISING

10 hours

Nature and purpose of organizing- Organization structure- Line and staff authority Departmentation- Span of control- Centralization and decentralization- Delegation of authority Staffing- Selection and Recruitment- Career development- Career stages- Training- Performance appraisal.

UNIT – 4 STAFFING**10 hours**

Definition of staffing, Purpose of staffing, An overview of the staffing functions: Situational factors affecting staffing, Skills and personal characteristics needed by managers, Recruitment, Selection, Promotion, Demotion and transfer.

UNIT – 5 DIRECTING**9 hours**

Managing people: Communication; Hurdles to effective communication; Organization culture; Elements and types of culture- Managing cultural diversity.

UNIT – 6 CONTROLLING**10 hours**

Process of controlling- Types of control- Budgetary and non-budgetary control techniques, Managing productivity- Cost control- Purchase control- Maintenance control- Quality control- Planning operations.

COURSE OUTCOMES:

- The students should be able to describe and discuss the elements of effective management,
- Discuss and apply the planning, organizing and control processes,
- Describe various theories related to the development of leadership skills, motivation techniques, team work and effective communication,

REFERENCE BOOKS:

1. Andrew J. Dubrin, "Essentials of Management", Thomson South western, 9th Edition, 2012.
2. Samuel C. Certo and Tervis Certo, "Modern management: concepts and skills, Pearson education", 12th edition, 2012.
3. Harold Koontz and Heinz Weh rich, "Essentials of management: An International & Leadership Perspective", 9th Edition, Tata McGraw-Hill Education, 2012.
4. Charles W.L Hill and Steven L Mc Shane, "Principles of Management", McGraw Hill Education, Special Indian Edition, 2007.
5. Don Hellriegel, Susan E. Jackson and John W. Slocum, "Management- A competency-based approach", Thompson South Western, 11th Edition, 2008.
6. Heinz Weh rich, Mark V Cannice and Harold Koontz, Management- "A global Entrepreneurial perspective", Tata McGraw Hill, 12th Edition, 2008.
7. Stephen P. Robbins, David A. De Cenzo and Mary Coulter, "Fundamentals of management", Prentice Hall of India, 2012.

BUSINESS COMMUNICATION			
Course Code	MVJ19MBA15	CIE	50
No. of Contact hours / Week	4	SEE	50
Total No. of Contact	56	Total	100
Credits	4	Exam Duration	3 Hrs

COURSE OBJECTIVES:

- To enable the students to become aware of their communication skills and sensitize them to their potential to become successful managers.
- To enable learners with the mechanics of writing and also help them to draft business letters in English precisely and effectively.
- To introduce the students to some of the practices in managerial communication those are in vogue.
- To prepare students to develop the art of business communication with emphasis on analyzing business situations.
- To train Students towards drafting business proposals.

UNIT – 1 INTRODUCTION

8 hours

Meaning & Definition, Role, Classification – Purpose of communication – Communication Process – Characteristics of successful communication – Importance of communication in management – Communication structure in organization – Communication in conflict resolution – Communication in crisis. Communication and negotiation – Communication in a cross-cultural setting.

UNIT – 2 ORAL COMMUNICATION

9 hours

Meaning – Principles of successful oral communication – Barriers to communication – Conversation control – Reflection and Empathy: two sides of effective oral communication. Modes of Oral Communication – Listening as a Communication Skill, Nonverbal communication.

UNIT - 3 WRITTEN COMMUNICATION

10 hours

Purpose of writing – Clarity in writing – Principles of effective writing – Approaching the writing process systematically: The 3X3 writing process for business communication: Pre writing – Writing – Revising – Specific writing features – Coherence – Electronic writing process.

UNIT – 4 BUSINESS LETTERS AND REPORTS

10 hours

Introduction to business - Business Letters – Writing routine and persuasive letters – Positive and Negative messages **Writing Reports:** Purpose, Kinds and Objectives of reports – Organization & Preparing reports, short and long reports writing.

CVs, Group Discussions and Personal Interviews: Preparing for job- guidelines for good CV- Drafting an application letter - Participating in GD – Discussion Techniques - Interview - Job Interviews – Strategies for success at Interview - Communication skills.

UNIT - 5 PRESENTATION SKILLS

9 hours

What is a presentation – Elements of presentation – Designing & Delivering Business Presentations – Advanced Visual Support for managers. **Business Etiquette:** Meaning – Telephone Etiquette – Business Dining – Managing Customer Care

Case Methods of learning: Understanding the case method of learning.

UNIT - 6 EMPLOYMENT COMMUNICATION

10 hours

Introduction – Composing Application Messages–Writing CVs Group discussions– Interview skills - Impact of Technological Advancement on Business Communication– Technology-enabled Communication–Communication networks – Intranet – Internet – E-mails – SMS –teleconferencing – videoconferencing.

Self-Study Component: group activity-Develop a mini case on a small business such as a restaurant or a book store.

COURSE OUTCOMES:

- Students will be learning about of various methods of communication in an organization.
- Students will learn the skills of oral communication to enhance their interpersonal relationship, listening and speaking skills.
- Students will be able to apply the principles of effective written communication in their transaction at work.
- Students will be able to respond to the employment opportunities in an effective manner.
- Students will be able to conduct team meetings and handle media communication better.
- Students will be able to appreciate the case method of learning.

REFERENCE BOOKS:

1. P D Chaturvedi, Mukesh Chaturvedi, "Business Communication: Concepts, Cases and Applications", -, Pearson Education
2. Mary Ellen Guffey, "Business Communication Process and Product", - Thomson Learning.
3. Lesikar, Flatley, " Basic Business Communication"- TMH
4. M Ashraf Rizvi, "Effective Technical Communication" - TMH,2005.
5. Scot Ober, "Contemporary Business Communication" - Biztantra, 5th Edition.
6. Krizan, Merrier, Jones, "Business Communication", Thomson Learning, 6th Edition, 2005.

BUSINESS STATISTICS & ANALYTICS			
Course Code	MVJ19MBA16	CIE	50
No. of Contact hours / Week	4	SEE	50
Total No. of Contact	56	Total	100
Credits	4	Exam Duration	3 Hrs

COURSE OBJECTIVES:

- To introduce statistics as a tool for business decision making.
- To provide an analytical foundation for dealing business situations.
- To learn how to take decision under various situations.
- To familiarize the use of linear programming and project management evaluation techniques.
- To orient the students with statistical tools.

UNIT – 1 INTRODUCTION TO STATISTICS: 10 hours

Meaning and Definition, functions, scope and limitations, Collection and presentation of data, frequency distribution, measures of central tendency - Mean, Median, Mode, Geometric mean, Harmonic mean.

Measures of dispersion: Range – Quartile Deviation – Mean Deviation -Standard Deviation – Variance-Coefficient of Variance - Comparison of various measures of Dispersion.

UNIT – 2 CORRELATION AND REGRESSION 8 hours

Scatter Diagram, Karl Pearson correlation, Spearman's Rank correlation (one way table only), simple and multiple regression (problems on simple regression only).

UNIT – 3 PROBABILITY DISTRIBUTION 8 hours

Concept and definition - Rules of probability - Random variables –Concept of probability distribution – Theoretical probability distributions: Binomial, Poisson, Normal and Exponential – Baye's theorem (No derivation) (Problems only on Binomial, Poisson and Normal).

UNIT – 4 SAMPLING THEORY AND HYPOTHESIS TESTING 10 hours

Interval estimates of population parameters of large and small samples, formulation of hypothesis, Parametric and Non-Parametric Tests- t-test, z-test, f-test, u-test, K-W Test and Chi Square test. Design of experiments – ANOVA one way and two way.

UNIT – 5 TIME SERIES ANALYSIS 10 hours

Introduction - Objectives of Studying Time Series Analysis - Variations in Time Series – Methods of Estimating Trend: Freehand Method - Moving Average Method – Semi - Average Method - Least Square Method. Methods of Estimating Seasonal Index: Method of Simple Averages - Ratio to Trend Method - Ratio to Moving Average Method.

UNIT - 6 LINEAR PROGRAMMING 10 hours

Structure, advantages, disadvantages, formulation of LPP, solution using Graphical method. **Transportation problem:** basic feasible solution using NWCM, LCM, and VAM unbalanced, restricted and maximization problems.

COURSE OUTCOMES:

At the end of the course students are able to:

- Understand & applying descriptive statistical tools in business situations.
- Exhibit the skills in developing and applying probability distribution concepts in business and real time scenario.
- Develop the skills of decision making using Decision Theory.
- Develop mathematical models using Linear Programming technique.
- Illustrate the use of network techniques for successful project implementation

REFERENCE BOOKS:

1. S. P Gupta, "Statistical Methods", Sultan Chand & sons, New Edition
2. N D Vohra, "Quantitative Techniques in Management", 4th Edition, Tata McGraw Hill, 2010.
3. S.C Gupta, "Fundamentals of Statistics" 6th Edition, Himalaya PublishingHouse, 2007.
4. J K Sharma, "Operations Research – Theory & Applications", 5th Edition, Macmillan publishers, 2013.
5. Anderson, Sweeney and Williams, "Quantitative Methods for Business", Thomson, 2005.
6. James Latin, Douglas Carroll and Paul Green, "Analyzing Multivariate Data", Thomson Learning, 2003..

SEMESTER II

II Semester, Master of Business Administration - MBA
[As Per Choice Based Credit System (CBCS)]
Effective from the Academic Year 2019 -2020

HUMNA RESOURCE MANAGEMENT			
Course Code	MVJ19MBA21	CIE	50
No. of Contact hours / Week	4	SEE	50
Total No. of Contact	56	Total	100
Credits	4	Exam Duration	3 Hrs

COURSE OBJECTIVES:

- To understand the HRM concepts and theory
- To obtain an overview of various HRM functions and practices
- To gain an insight into the various statutory provisions

UNIT – 1 HUMAN RESOURCE MANAGEMENT 8 hours

Introduction, meaning, nature, scope of HRM - Importance and Evolution of the concept of HRM - Major functions of HRM - Principles of HRM – Roles & Function of the HR Manager.

UNIT – 2 JOB ANALYSIS 10 hours

Meaning, process of Job Analysis, methods of collecting job analysis data, Job Description and Job Specification, Role Analysis. **Human Resource Planning:** Objectives, Importance and process of Human Resource Planning, Effective HRP.

UNIT – 3 RECRUITMENT 10 hours

Definition, Constraints and Challenges, Sources and Methods of Recruitment, process of recruitment, Recent trends and New Approaches to recruitment.
Selection: Definition and Process of Selection. **Placement:** Meaning, Induction/Orientation, Internal Mobility, Transfer, Promotion, Demotion and Employee Separation.

UNIT – 4 TRAINING AND DEVELOPMENT 8 hours

Training v/s development, Process of Training, Training v/s Education, Systematic Approach to Training, Training Methods.
Case Study on “ Training Program at ABC Cement”, Human Resource Management, Angelo S Denis / Ricky W Griffin / Anita Sarkar, Cengage Learning, Page 140.

UNIT – 5 PERFORMANCE APPRAISAL 10 hours

Concept of Performance Appraisal, the Performance Appraisal Process, Methods of Performance Appraisal. **Employee Turnover & Employee Retention:** Meaning, Strategies to manage employee turnover, Employee retention strategies
Compensation: Objectives of Compensation Planning, Job Evaluation, Compensation Pay Structure in India.

UNIT – 6 EMPLOYEE WELFARE

(10 hours)

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.

COURSE OUTCOME:

At the end of the course student will be able to:

- Synthesize information regarding the effectiveness of recruiting methods & selection procedures
- Identify the various training methods and design a training program
- Design a job description and job specification for various levels of employees.
- List out the regulations governing employee benefit practices.

REFERENCE BOOKS:

1. Human Resource Management - John M. Ivancevich, 10/e, McGraw Hill.
2. Human Resource Management in practice - Srinivas R. Kandula, PHI, 2009
3. Managing Human Resources - Luis R Gomez-Mejia, David B. Balkin, Robert L. Cardy, 6/e, PHI, 2010.
4. Human Resource Management & Industrial relations, P.Subba Rao, Himalaya Publishing House, Mumbai.
5. Human Resource Management – Aswathappa K HPH

FINANCIAL MANAGEMENT			
Course Code	MVJ19MBA22	CIE	50
No. of Contact hours / Week	4	SEE	50
Total No. of Contact	56	Total	100
Credits	4	Exam Duration	3 Hrs

COURSE OBJECTIVES:

- To familiarize the students with basic concepts of financial management.
- To understand time value of money and cost of capital.
- To analyze capital structure, capital budgeting and dividend decision.
- To understand the short term and long term financing and working capital management.

UNIT - 1 FINANCIAL MANAGEMENT

12 hours

Introduction to financial management, objectives of financial management –profit maximization and wealth maximization. Changing roles of finance manager in India. Interface of Financial Management with other functional areas. **Indian financial system:** Functions of financial system, Types - Primary market, Secondary market, stocks & commodities market, Money market, Forex markets. **Sources of Financing:** Shares, Debentures, Term loans, Lease financing, Hybrid financing, Venture Capital, Angel investing and Private equity, Warrants and convertibles. **Emerging Issues in Financial management:** Risk management and Derivatives, Behavioral Finance, Financial Modeling, Financial Engineering.

UNIT - 2 TIME VALUE OF MONEY

8 hours

Simple interest & Compound interest, Concepts of Future value& Present value of single cash flow & annuities & perpetuity, Effective interest rates, loan amortization (Theory & problems).

Case 1: Concepts in Time Value of Money :Shyam Lal and Associates **Source:** Cases in Financial Management by I M Pandey, Ramesh Bhat 3e Case No -24 PP.165- 168.

UNIT - 3 INVESTMENT DECISIONS

10 hours

Capital budgeting process, project classification, Investment evaluation techniques – Net present value, Internal rate of return, Modified internal rate of return, Profitability index, Payback period, discounted payback period, accounting rate of return. Estimation of cash flow for new project & replacement projects (Theory & problems)

UNIT - 4 COST OF CAPITAL

8 hours

Basic concepts, Cost of debenture capital, cost of preferential capital, cost of term loans, cost of equity capital (Dividend discounting and CAPM model). Cost of retained earnings. Determination of Weighted average cost of capital (WACC) and Marginal cost of capital(Theory & problems).

UNIT – 5 CAPITAL STRUCTURE AND DIVIDEND DECISIONS

8 hours

Planning the capital structure. (No capital structure theories to be covered) Leverages – Determination of operating leverage, financial leverage and total leverage.

Dividend policy – Factors affecting the dividend policy - dividend policies- stable dividend, stable payout (No dividend theories to be covered).(Theory & problems)

Case 2: AMR Paints (Operating, financial and combined Leverage)

Source: Financial Management by Khan M Y & Jain P K , 6/chapter 18 -Operating , Financial and Combined Leverage PP 18.38-18.39

UNIT - 6 WORKING CAPITAL MANAGEMENT

10 hours

Factors influencing working capital requirements, Working capital Policy, Determination of operating cycle and cash cycle, Estimation of working capital requirements of a firm (Does not include Cash, Inventory & Receivables Management). **(Theory & problems)**

Case 3: Estimation and financing of working capital –Reliable Texa mill

Source: Cases in Financial Management by I M Pandey, Ramesh Bhat 3e Case No -18, PP101.

(QUESTION PAPER- 60% Problems, 40% Theory)

COURSE OUTCOME:

- Understand the basic financial concepts
- Apply time value of money
- Evaluate the investment decisions
- Analyze the capital structure and dividend decisions.
- Estimate working capital requirements.

REFERENCE BOOKS:

1. Financial Management,V K Bhalla ,1st Edition- S.Chand 2014,
2. Fundamentals of Financial Management,Brigham & Houston, 10/e, Cengage Learning.
3. Corporate Finance,Damodaran , 2/e, Wiley India (P) Ltd., 2004
4. Financial Management,Paresh P., Shah 2/e, Biztantra.
5. Fundamentals of Financial Management,Sheeba Kapil ,Pearson,2013
6. Financial Management, Sumit Gulati & Y P Singh,McGraw Hill, New Delhi – 2013
7. Financial Management – Prasanna Chandra, 8/e, TMH, 2011.

RESEARCH METHODOLOGY			
Course Code	MVJ19MBA23	CIE	50
No. of Contact hours / Week	4	SEE	50
Total No. of Contact	56	Total	100
Credits	4	Exam Duration	3 Hrs

COURSE OBJECTIVES:

- To understand the basic components of research design
- To Gain an insight into the applications of research methods
- To equip students with various research analytical tools used in business research

UNIT – 1 BUSINESS RESEARCH

8 hours

Business Research – Meaning, types, process of research- management problem, defining the research problem, formulating the research Hypothesis, developing the research proposals, research design formulation, sampling design, planning and collecting the data for research, data analysis and interpretation. Research Application in business decisions, Features of good research study.

UNIT – 2 BUSINESS RESEARCH DESIGN

10 hours

Business Research Design: Meaning and significance - **Types:** Exploratory and Conclusive Research Design.

Exploratory Research: Meaning, purpose, methods- Literature search, experience survey, focus groups and comprehensive case methods.

Conclusive Research Design - Descriptive Research - Meaning, Types – Cross sectional studies and longitudinal studies.

Experimental Research Design – Meaning and classification of experimental designs- formal and informal, Pre experimental design, Quasi-experimental design, True experimental design, statistical experimental design.

UNIT – 3 SAMPLING

8 hours

Sampling: Concepts- Types of Sampling - Probability Sampling – simple random sampling, systematic sampling, stratified random sampling, cluster sampling -Non Probability Sampling.

UNIT – 4 DATA COLLECTION

12 hours

Data Collection: Primary and Secondary data Primary data collection methods - Observations, survey, Interview and Questionnaire, Qualitative Techniques of data collection,

Questionnaire design – Meaning - process of designing questionnaire. Secondary data -Sources – advantages and disadvantages.

Measurement and Scaling Techniques: Basic measurement scales-Nominal scale, Ordinal scale, Interval scale, Ratio scale. Attitude measurement scale - Likert's Scale, Semantic Differential Scale, Thurstone scale, Multi-Dimensional Scaling

UNIT – 5 HYPOTHESIS

10 hours

Hypothesis - types, characteristics, source, formulation of hypotheses, errors in hypotheses. Parametric and Non-Parametric Tests- t-test, z-test, f-test, u-test, K-W Test (problems on all tests) Statistical analysis- Bivariate and Multivariate Analysis- (only theory). ANOVA- one-way and two-way classification (theory only)

UNIT – 6 DATA ANALYSIS AND REPORT WRITING

8 hours

Data Analysis and Report Writing: Editing, Coding, Classification, Tabulation, Validation Analysis and Interpretation- **Report writing and presentation of results:** Importance of report writing, types of research report, report structure, guidelines for effective documentation.

COURSE OUTCOME:

At the end of the course students are able to:

- Understand various research approaches, techniques and strategies in the appropriate in business.
- Apply a range of quantitative / qualitative research techniques to business and day to day management problems
- Demonstrate knowledge and understanding of data analysis, interpretation and report writing
- Develop necessary critical thinking skills in order to evaluate different research approaches in Business.

REREFERENCE BOOKS:

1. Business Research Methods: A South-Asian Perspective with course Mate William G.Zikmund/Barry J.Babin/Jon C.Carr/AtanuAdhikari/Mitch Griffin, Cengage learning
2. Business Research Methods: S.N.Murthy&U.Bhojanna. Excel Books
3. Business Research Methods. Donald R. Cooper & Pamela s Schindler, 9/e, TMH /2007
4. Research Methods – M MMunshi& K Gayathri Reddy, Himalaya
5. Publishing House, 2015
6. Research Methods for Business, Uma Sekaran& Roger Edition, Wiley, ougie, 6th2013
7. Research Methods- William M C Trochi,- 2/e, Biztantra, 2007

LEGAL ASPECTS OF BUSINESS			
Course Code	MVJ19MBA24	CIE	50
No. of Contact hours / Week	4	SEE	50
Total No. of Contact	56	Total	100
Credits	4	Exam Duration	3 Hrs

COURSE OBJECTIVES:

- To understand the legal environment of business and complexities faced by businesses.
- To learn various legal provisions under Indian Companies Act.
- To understand the importance of Corporate Social Responsibility

UNIT – 1 INDIAN CONTRACT ACT 1872 10 hours

Introduction - meaning of contract, agreement, essential elements of a valid contract. Law of agency-meaning, creation and termination of agency. Bailment and Pledge- meaning rights and duties of bailor and bailee.

UNIT – 2 COMPANIES ACT 1956 10 hours

Meaning and features, kinds of companies, registration and incorporation, Memorandum of Association, & Articles of Association, Prospectus. Winding up of companies.

UNIT – 3 MISCELLANEOUS ACTS 10 hours

Meaning, scope and objectives of: (a) Intellectual Property Law (relating to patents, copyrights and trademarks): (b) Consumer Protection Act 1986 and (c) Environment Protection Act 1986.

UNIT – 4 INDIAN PARTNERSHIP ACT 1932 10 hours

The Nature Of Partnership- Introduction of a partner- Admission of the partner - Retirement of a partner- Expulsion of a partner - Insolvency a partner - Liability of estate of deceased partner.

UNIT – 5 CORPORATE GOVERNANCE 8 hours

Corporate Governance: Introduction, Definition, Issues in corporate governance, relevance of corporate governance, need and importance of corporate governance, benefits of good corporate governance. Obligation to society, investors, employees and customers, managerial obligation, Indian cases

UNIT – 6 CORPORATE SOCIAL RESPONSIBILITY 8 hours

Types and nature of social responsibilities, CSR principles and strategies, models of CSR, Best practices of CSR, Need of CSR, Arguments for and against CSR, CSR in Indian perspective, Indian examples. Latest trends in CSR.

COURSE OUTCOME:

- Demonstrate awareness towards legal and regulatory context of business
- Recognize and appropriately respond to ethical, legal and strategic concerns relating to human resource and organizational management.
- Gain insights into various acts and understand the significance of corporate governance.

REFERENCE BOOKS:

1. Business, Government, and Society: A Managerial Perspective, Text and Cases – John F. Steiner, 12/e, McGraw-Hill, 2011.
2. Business and Government – Francis Cherunilam, HPH.
3. Corporate Governance: principles, policies and practices – Fernando A. C, 2/e, Pearson, 2011.
4. Business Ethics and Corporate Governance - Ghosh B. N, Tata McGraw-Hill, 2012.
5. Business Law for Managers, Goel P. K, Biztantra, 2012.
6. Business and Society - Lawrence and Weber, 12/e, Tata McGraw- Hill, 2010.
7. Business Ethics - Bajaj P. S & Raj Agarwal, Biztantra, 2012.
8. Business Ethics and Corporate Governance – Prabakaran S, Excel BOOKS.

MARKETING MANAGEMENT			
Course Code	MVJ19MBA25	CIE	50
No. of Contact hours / Week	4	SEE	50
Total No. of Contact	56	Total	100
Credits	4	Exam Duration	3 Hrs

Course Objectives:

- Make students have an understanding of the fundamental concepts of marketing & the environment in which marketing system operates.
- To analyze the motives influencing buying behaviour & Describe major bases for segment marketing, target marketing, and market positioning.
- Identify a Conceptual framework, covering basic elements of the marketing mix.
- To understand fundamental premise underlying market driven strategies

UNIT - 1 INTRODUCTION TO MARKETING

8 hours

Introduction, Definitions of marketing and market, Selling Vs marketing, Elements of Marketing, Functions of Marketing, Importance of Marketing, Marketing Myopia, Marketing mix, needs, wants, demand.

UNIT - 2 CONSUMER BUYING BEHAVIOUR

Meaning and Characteristics, Importance, Factors Influencing Consumer Behaviour, Consumer Purchase Decision Process.

Business Buyer Behaviour: Introduction, Characteristics of Business Markets, Differences between Consumer and Business Buyer Behaviour, Buying Situations in Industrial/Business Market.

Unit - 3 SEGMENTATION, TARGETING AND POSITIONING

Introduction, Concept of Market Segmentation, Benefits of Market Segmentation, Requisites of Effective Market Segmentation, The Process of Market Segmentation, Bases for Segmenting Consumer Markets, Targeting (T), Market Positioning (P).

UNIT- 4 PRICING

Pricing Objectives of Pricing, Setting Pricing Policy, Methods of Pricing, Adapting Price, Initiating and Responding to Price Changes.

Distribution Management: Channel Function and Flows, Channel Levels, Channel Management Decisions- Retailing- Types, Functions-Wholesaling- Types, Functions.

UNIT- 5 MARKETING PROMOTION

Role of Marketing Promotion, Promotion mix and its components- Advertising, Sales Promotion, Personal selling, Direct marketing, Public Relations and publicity, Developing an integrated promotion mix, Sales Force Management,

Marketing Channels: Meaning, Purpose, Factors Affecting Channel Choice, Channel Design, Channel Management Decision, Channel Conflict, Designing a physical Distribution System.

UNIT-6 Recent Trends in Marketing : Introduction, E-commerce, E-marketing, E-Retailing, Relationship marketing, Mobile marketing, Green marketing, Customer relationship management(CRM), Digital marketing

Case Study on " Facebook ", **Marketing Management: A South Asian Perspective**–Kotler, Keller, Koshy & Jha, 14/e, Pearson Education, 2012. Pg 503-504.

RECOMMENDED BOOKS

1. Marketing Management: A South Asian Perspective–Kotler, Keller, Koshy & Jha, Pearson Education.
2. Marketing- Lamb, Hair, Mc Danniel, 7/e, Cengage Learning .
3. Marketing Management, Tapan Panda, 2/e, Excel Publication
4. Marketing in the 21st century, 8/e, Joel R.Evans, Barry Berman, Biztantra publications, New Delhi.

ENTREPRENEURIAL DEVELOPMENT			
Course Code	MVJ19MBA26	CIE	50
No. of Contact hours / Week	4	SEE	50
Total No. of Contact	56	Total	100
Credits	4	Exam Duration	3 Hrs

COURSE OBJECTIVES:

- To develop and strengthen entrepreneurial quality in students.
- To impart basic entrepreneurial skills and understanding to run a business efficiently and effectively.
- To provide insights to students on entrepreneurial opportunities.

UNIT – 1 ENTREPRENEUR & ENTREPRENEURSHIP 10 hours

Meaning of entrepreneur - Evolution of the concept

- Functions of an Entrepreneur - Types of Entrepreneur - Intrapreneur- an emerging class

- Concept of Entrepreneurship - Evolution of Entrepreneurship - Development of Entrepreneurship - Entrepreneurial Culture - Stages in entrepreneurial process.

UNIT – 2 BUSINESS PLANNING PROCESS 10 hours

: Meaning of business plan - Business plan process - Advantages of business planning - Marketing plan - Production/operations plan - Organization plan - Financial plan - Final Project Report with Feasibility Study - preparing a model project report for starting a new venture.

UNIT - 3 INSTITUTIONS SUPPORTING ENTREPRENEURS 8 hours

Small industry financing developing countries - A brief overview of financial institutions in India - Central level and state level institutions - SIDBI - NABARD - IDBI - SIDCO - Indian Institute of Entrepreneurship - DIC - Single Window - Latest Industrial Policy of Government of India

UNIT – 4 FAMILY BUSINESS 8 hours

Importance of family business - Types - History - Responsibilities and rights of shareholders of a family business - Succession in family business - Pitfalls of the family business - strategies for improving the capability of family business - improving family business performance.

UNIT 5: INTERNATIONAL ENTREPRENEURSHIP OPPORTUNITIES 10 hours

The nature of international entrepreneurship - Importance of international business to the firm - International versus domestic entrepreneurship - Stages of economic development - Entrepreneurship entry into international business - exporting – Direct foreign investment - barriers to international trade.

UNIT – 6 INFORMAL RISK CAPITAL AND VENTURE CAPITAL 10 hours

Informal Risk Capital and Venture Capital: Informal risk capital market - venture capital - nature and overview - venture capital process - locating venture capitalists - approaching venture capitalists.

Social Entrepreneurship: Social enterprise-need - types -characteristics and benefits of social enterprises-Social entrepreneurship - Rural entrepreneurship, MSME Policies. Make-In India, Start-Up India, Stand-Up India.

COURSE OUTCOMES:

At the end of the course students will be able to:

- Display keen interest and orientation towards entrepreneurship
- Develop a business plan
- Become aware about various sources of funding for an entrepreneur including financial institutions, venture capitalists and Angel Investors
- Gain consciousness towards social entrepreneurship and rural entrepreneurship opportunities

RECOMMENDED BOOKS:

- Entrepreneurship: A South-Asian Perspective – T.V Rao/Donald F.Kuratko, Cengage Learning
- Entrepreneurship Development-Small Business Enterprise-PoornimaCharantimath Pearson Education - 2014
- Entrepreneurship- Rober D Hisrich - Michael P Peters - Dean A Shepherd - 6/e - The McGraw-Hill companies - 2007
- Entrepreneurship Development - S S Khanka - S Chand Publications.

REFERENCE BOOKS:

- Entrepreneurship Theory at crossroads - Mathew J Manimala - 2/e - Biztantra - 2007
- Entrepreneurship Development and Management - Vasant Desai - Himalaya Publishing House - 2007
- Entrepreneurship-Theory and Practice - Raj Shankar Vijay Nicole Imprints Pvt. Ltd - 2006
- Entrepreneurship - Rajiv Roy - 2/e - Oxford University Press 2011
- Entrepreneurship-Principles and Practices - Kurakto - 7/e - Thomson Publication - 2007

