SYLLABUS

For

Master of Business Administration (Integrated)

(MBA INTEGRATED)

(For admission in 2022-23 and onwards)
### I Semester

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### II Semester

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<td>Business Communication and Technology Interface</td>
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Objective: It aims to provide the fundamental knowledge of management and expose the students to various concepts, theories and practices in the field of management. Also, to impart knowledge about basic roles, skills and functions of management.

Course Outcomes (CO’s)
To illustrate understanding of basic management concepts, principles and practices.
To develop strategic planning and decision making strategies in an organization.
To summarize the concept and process of organizing
To develop an understanding of staffing, leadership, motivation in an organization.
To predict the dynamics of controlling and its emerging issues in management.

UNIT 1     Nature of Management          (8 Hours)
Meaning, Definition, Nature, Purpose, Importance & Functions, Management as an art, science & profession, Management as a social system, Concepts of management, administration and organization.

UNIT 2     Evolution of Management Thought                (8 Hours)
Contribution of F.W.Taylor, Henry Fayol, Elton Mayo, Chester Barnard & Peter Drucker to the management thought. Various approaches to management (i.e. Schools of management thought), Indian management thought.

UNIT 3     Functions of Management                     (8 Hours)
Planning: Meaning, need and importance, Types, Levels, Advantages and limitations, Forecasting: need and techniques, Decision making: types, process of rational decision making, and techniques of decision making.

Organizing: Elements of organizing and processes, Types of organizations, Delegation of authority: need, and difficulties in delegation, Decentralization: meaning, importance and direction, Principles of communication: types and importance.


UNIT 4 Leading and Controlling:             (8 Hours)
(a) Motivation: importance and theories (b) Leadership: meaning, styles, qualities and functions of leaders, (c) Controlling: need, nature, importance, and process and techniques of controlling.
UNIT 5       Recent Trends in Management                  (8 Hours)
Social responsibility of management, Environment friendly management, Management of change,
Management of crisis, Total quality management, Stress management, International management.

Text Book
  1. Koontz and Wehrich ; Essentials of Management; Tata McGraw Hill

Reference Books
  1. Robbins, S.P. and Coulter, M.; Management; Pearson Education
  2. Massie, Joseph L.; Essentials of Management; Prentice Hall of India
Semester–I

Syllabus

Environment Management (MAM 102)

L:T:P:: 4 :0 :0

Objective: The course shall provide the students with an exposure of environmental problems and issues in a scientific framework, developing methodologies to solving problems and ultimately to master the manner of systematic implementation of existing environmental policies in achieving sustainable development. The main approach is to focus on the environmental management and to illustrate some of the ways in which we can protect our environment in a managed way.

Course Outcomes (CO’s)

To illustrate understanding of basic concepts of environmental management.
To develop understanding of carbon emission and pollution control strategies
To understand the concept of sustainable development goals.
To develop an understanding of waste management.

UNIT 1 Basics of Environment Management (8 Hours)
Implications of human population growth, Limits to growth, Natural resources-Renewable and Non-Renewable sources; associated problems, Role of an individual in conservation of natural resources, Sustainable development, Concept of an Ecosystem, Ecosystem degradation, Industrial Ecology and Recycling Industry. Biodiversity Management, Role of Biodiversity in trade.

UNIT 2 Environmental Management System (8 Hours)

UNIT 3 Major Environmental Issues (8 Hours)
Construction of dams: problems and concerns of rehabilitation of affected people; resources consumption patterns and need for equitable utilization; Equity disparity in western and eastern countries; Urban and rural equity issues; Concept of Bio-Ethics. Air, Water, Land & Waste Management: Introduction, Impact on health, environmental and industry, Measures of control, Individual contribution. Green House Effect, Global Warming, Acid Rain, Rain Water Harvesting, Ozone Layer depletion.

UNIT 4 Environmental Laws (8 Hours)
Environmental (protection) Act, The water (prevention and control of Pollution); Issues involved in enforcement of environmental legislations; Environmental Impact Assessment; Environmental Auditing; Central Pollution Control Boards, State Pollution Control Boards, Local Bodies.

UNIT 5 Environmental Liabilities (8 Hours)
Criminal wrongs and the environment, Law of Torts (civil wrong) and the environment, Strict and absolute liabilities.
Text Book


Reference Books

Semester–I

Syllabus

Fundamentals of Business Statistics (MAM-103)

L:T:P:: 4 :0 :0

Credits-4

Objective: The course aims at developing understanding of basic concepts of statistics and skills to apply.

Course Outcomes (CO’s)
To develop the student’s ability to deal with numerical and quantitative issues in business.
To enable the use of statistical, graphical, and algebraic techniques wherever relevant.
To understand the importance of correlation and regression analysis and application of non-parametric tests in hypothesis testing.

UNIT 1 Introduction (8 Hours)
Definition of statistics, Characteristics, functions, importance, limitations and types of statistics, Uses of statistics in functional areas of management, Introduction to sampling.

UNIT 2 Classification and Presentation of Data (8 Hours)
Frequency distribution: discrete and continuous frequency distribution, Diagrammatic and graphic representation: line, bar, rectangle and Pie diagram, Graphs: histograms, frequency polygon, cumulative frequency curves or ogives, Advantages and limitations of diagrams and graph, Tabulation: types of tables.

UNIT 3 Measures of Central Tendency and Dispersion (8 Hours)
Concept of central tendency, Measures of central tendency, Definitions, properties and applications of mathematical averages including arithmetic mean, Geometric mean and harmonic mean, Positional averages: mode, median and other partition values including quartiles, deciles, and percentiles, Measures of dispersion/variation: absolute and relative, range, quartile deviation, mean deviation, standard deviation, and co-efficient of variation, Properties of standard deviation/variance, Comparison of various measures of dispersion, skewness, and kurtosis, Moments: calculation (including Sheppard’s corrections) and significance.

UNIT 4 Correlation and Regression (8 Hours)
Correlation: Scatter diagram, Karl Pearson’s coefficient of correlation, and Spearman’s coefficient of rank correlation, Regression: method of least squares, regression coefficient, and standard error of estimate.

UNIT 5 Time Series and Forecasting (8 Hours)
Time Series: introduction, Objectives of time series, Identification of Trend, Variation in time series: secular variation, cyclical variation, seasonal variation, and irregular variation, Methods of estimating trend, Choosing appropriate forecasting model.
Text Book:

Reference Books:
4. Levin, Richard and David S. Rubin; *Statistics for Management*; Prentice Hall of India.
Semester–I

Syllabus

Computer Application in Business (MAM 104)

L:T:P:: 4 :0 :0

Credits-4

Objective: The objective of this course is to make the students aware of the evolution of computers and the basic software and hardware that enables business processes. Some of the current concepts shall also be introduced such as RDF database, that is the basis of text analytics and social media analytics.

Course Outcomes (COs)

To apply various terminologies used in the operation of computer systems in a business environment.

UNIT 1: (8 Hours)

UNIT 2: (8 Hours)
Basic Computer Organisation, Types of Memory, Central Processing Unit and its Component, ROM, RAM and their importance. How configuration of RAM, chip speed and other components affect the performance of a computer.

UNIT 3: (8 Hours)
Number System: Positional and Non-Positional Number System. Binary Number System, Decimal Number System, Octal and Hexadecimal Number System, Conversion of One Number System to Other Number System.

UNIT 4: (8 Hours)
Hardware and Software, Types of Software, Relation between Hardware and Software, Computer Virus and Antivirus Tools, GIGO.

UNIT 5: (8 Hours)
Introduction to Databases; SQL, RDBMS, RDF, NoSQL; Brief introduction about Mongo DB, SparQL.

Text Book

1. Rajaraman, V; Introduction to Information Technology, PHI.

Reference Books

2. Saxena, S; Computer Application in Management, Vikas Publishing.
Semester–I

Syllabus

Fundamentals of Accounting (MAM 105)

L:T:P:: 4:0:0 Credits-4

Objective: The course aims to provide an understanding of basic principles of accounting and their applications in business.

Course Outcomes (CO’s)
To demonstrate the various concepts & steps that organization follow in Financial Accounting so that the organization can deliver the fair position of business to the interested parties and the measures that can be taken for economic development too.

To breakdown the accounting process and system through accounting equations so as to analyze the classifications of revenues and expenses.

To demonstrate and compare the various steps that we follow in chronological order in which the accounting entries are recorded in books of accounts & the steps to rectify the errors made while recording using the technology as a tool.

To synthesize the performance of the organization and analyzing the position in the market using various analysis models. And further summaries the actual results of the business so as to how business has performed in the year.

UNIT 1 Meaning and Scope of Accounting (8 Hours)

UNIT 2 Accounting Process (8 Hours)

UNIT 3 Depreciation Accounting (8 Hours)
Introduction, Methods for providing depreciation.

UNIT 4 Final Accounts (8 Hours)
Preparation of final accounts (non-corporate entities) along with major adjustments (P&L A/c, Balance sheet).

UNIT 5 Financial Statement Analysis (8 Hours)
The tools of analysis, Horizontal analysis, Vertical analysis, Trend analysis, Ratio analysis, Funds flow and Cash flow analysis, AS-3 (Revised).
Text Books


Reference Books

1. Anthony, Robert N and Bretiner K. Leslie; *Essentials of Accounting*; Pearson Education
2. Gupta R.L.; *Advanced Accounting*; S. Chand and Sons
3. Bhattacharyya, Ashish; *Essentials of Financial Accounting*; Prentice Hall of India
Semester–I

Syllabus

Fundamental of Business Analysis Techniques (MAM 106)

L:T:P:: 4:0:0 Credits-4

Objective: The intent of this module shall be to develop critical thinking and analytical ability in students to enable them take better decisions. Students shall be able to use several techniques adopted by Management professionals and Business Analysts to evaluate business performance.

Course Outcomes (CO’s)
To demonstrate and understand the use of business analysis techniques for management decisions.
To comprehend the decision-making process under uncertainty using statistical tools and linear programming.
To have a proper understanding of Statistical applications in Management.

UNIT 1: (8 Hours)
Introduction to critical thinking; why critical thinking is important for correct decisions; how to think in a critical manner; art of asking right questions;

UNIT 2: (8 Hours)
Introduction to problem solving; different methods deployed by business analysts to solve business problems; basics of problem solving; Creative problem solving, individual and group problem solving techniques.

UNIT 3: (8 Hours)
Basics of performing analysis such as SWOT, cause effect analysis, PESTEL, break even, key ratio, what if scenario mapping, paretto analysis etc.

UNIT 4: (8 Hours)
Restructuring techniques used to simplify complex business problems; Brainstorming technique and its application to idea analysis; Decision trees.

UNIT 5: (8 Hours)
Performing company analysis in conjunction with industry analysis, structure of industry research reports, economic analysis, analysis of trade and taxation policies on economic viability and their methods.

Lab Exercises: Each unit should contain lab work using case studies and their mapping through software such as visio, business mapper, people mapper etc. Simulated problems shall be mapped in various templates for business analysis.

Text Book

1. Podeswa, Howard; Business Analyst’s handbook; Cengage Learning.
Reference Books

2. Rickards Tudor; Problem Solving; Coles Business Books.
Semester–I

Syllabus

English (MAM 107)

L:T:P: 4:0:0

Credits-0.0

Objective: The course has been designed to improve the oral and written English communication skills of the students.

UNIT 1 Types of Sentences – (8 Hours)
Part of speeches, Active and passive voice, Direct and indirect (or Report) speech, Articles, Concord.

UNIT 2 Tenses and Forms – (8 Hours)
Question tags and short responses, Prepositions, Conjunctions, Verbs, Adjectives, Adverbs.

UNIT 3 Word Substitution – (8 Hours)
Homonyms, Antonyms, Synonyms, One word substitution, Common errors, Logical rearrangement of words, Punctuation and capitalization.

UNIT 4 Vocabulary – (8 Hours)
Splitting the fine senses of words, Literal and figurative use of words, Word parallels and alternatives, Lexical sets, Language games, Word stress and sentence stress, Intonation.

UNIT 5 Comprehension – (8 Hours)

Text Book

1. Wren & Martin; English Grammar and Composition; S. Chand & Co.

Reference Books

1. Lewis Norman; Word Power made easy; W.R; Goyal Publication & Distributors.
2. BetterYour English- A Workbook for 1st year Students; Macmillan.
3. Rosen Blum M; How to Build Better Vocabulary; Bloomsbury Publication.
Semester–II

Syllabus

Management Accounting (MAM 201)

L:T:P:: 4 :0 :0

Credits-4

Objective: The course intends to impart knowledge about basic principles of management accounting and their applications in business management.

Course Outcomes (CO’s)
To demonstrate the differences between management accounting, financial accounting and cost accounting
To develop and apply standards to various types of budget for planning and controlling
To understand standard costing and analysis of deviations
To apply the concept of marginal costing, and break even concept in various decision making process
To analyze cost-volume profit techniques for optimizing managerial decisions, responsibility accounting and importance of responsibility centers.

UNIT 1: Introduction (8 Hours)
Accounting for Management, Role of cost in decision-making, Management accounting and cost accounting as internal control tools, Types of cost, Cost concepts, Full costing, Overhead allocations, Preparation of cost sheet.

UNIT 2: Marginal Costing (8 Hours)
Cost, Volume, Profit analysis, P/V ratio, Analysis and implications, Concept and uses of contribution, Break-even point and its analysis for the various types of decision-making like single product pricing, multi product pricing, replacement, sales etc. Differential costing and incremental costing: concept, uses and applications, Method of calculation of these cost and their role in management decision making like sales, replacement, buying etc.

UNIT 3: Budgeting (8 Hours)
Concept of budget, Budgeting and budgetary control, Types of budget, Static and flexible budgeting, Preparation of cash budget, Sales budget, Production budget, Materials budget, Capital expenditure budget and master budget, Advantages and limitations of budgetary control.

UNIT 4: Standard Costing (8 Hours)
Concept of standard costs, Establishing various cost standards, Calculation of material variance, labour variance, and overhead variance, and their implications and applications, Transfer pricing: multinational transfer pricing, market based transfer pricing, and cost-based transfer pricing, Cost of quality and time.

UNIT 5: Responsibility Accounting (8 Hours)
Concepts of investment center, cost center, profit center and responsibility centre, and their managerial implications.
Text Books

1. Horngren, Charles T and Stratton, William O. and Sundem, Gary L; Introduction to Management Accounting; Prentice Hall of India
2. Anthony, Merchant and Hawkin; Management Accounting; Tata McGraw Hill

Reference Books

1. Richard M. Lynch and Robert W. Williams; Accounting and Management: Planning and Control; Tata McGraw Hill
2. Bhattacharya, D.; Management Accounting; Pearson Education
3. Jain, I.C; Management Accounting; Taxmann
4. Kishore, M., Ravi; Cost Accounting; Taxmann
5. Vij, Madhu; Management Accounting; MacMillan.
Objective: The course is intended to expose students to basic microeconomic concepts, to enable them to apply the economic reasoning, analyze various business problems and provide solutions.

Course Outcomes:
To understand the economic theories and their application for managerial decisions
To understand the working of the market in the economy
To understand the difference between Micro and Macro environment and the effect of both the environment on business in general.

UNIT 1: Introduction (8 Hours)
Nature and scope of microeconomics, Determinants of demand and supply and laws of demand and supply, Price, cross price and income elasticity of demand and supply, Consumer equilibrium: utility and indifference curve analysis.

UNIT 2: Consumer Behavior (8 Hours)
Notion of indifference and preference, Indifference curve analysis of consumer behavior, Consumer’s equilibrium (necessary and sufficient conditions), Price elasticity and price-consumption curve, Income-consumption curve and Engel curve, Price change and income and substitution effects, Consumer surplus, Revealed Preference Theory.

UNIT 3: Production Function (8 Hours)
Short run and long run production functions, Characteristics of various factors of production laws of returns, Optimal input combination, Internal and external economics of scale, Revenue curves, Optimum size of the firm, Factors affecting the optimum size, Location of firms.
Cost: Classification of costs, Short run and long run cost curves and their interrelationship.

UNIT 4: Market Structure (8 Hours)
Perfect competition, Monopoly, Monopolistic competition, Discriminating monopoly, Aspects of non-price competition, Oligopolistic behaviour.

UNIT 5: Theory of Distribution, Rent and Wages (8 Hours)
Modern theory of distribution, Determination of rent, Quasi rent, Alternative theories of interest and wages.
Text Book

1. Pindyck, R.S. and Rubinfeld, D.L.; *Microeconomics*; Prentice Hall of India.

Reference Books

1. Samuelson, A. Paul and Nordhaus, D. William; *Economics*; TataMc-Graw Hill
3. Gould, J.P., and Lazear, E.P; *Microeconomic Theory*; All India Traveller Bookseller
Objective: The course aims at imparting knowledge about the various social, political, legal, economic and technological factors which influence the business environment.

Course Outcomes (CO’s)
To analyze various categories that are constituting the business environment and apply various approaches that are helpful to manage both internal and the external business environment.

To apply the various types of policies in economic environment, by applying these policies change the structure of economy and the transition thereof from the past to the present scenario.

To apply various constitution provisions & how government play different roles for smooth functioning of an organization & evaluate the importance of CSR in an economy

To develop the understanding of technological, demographic social and cultural factors that play an important part for an organization functioning and to evaluate the recent trends in business environment.

To demonstrate the various policies of foreign institutions like world bank. Summarize the basics of foreign investments that are helpful for economy and interpret the terms that is related with trade and its regulation

UNIT 1: Introduction (8 Hours)
Introduction, Concept, Significance and nature of business environment, Types of environment, Difference between internal and external environments, Nature and structure of economy, Techniques for environment analysis, Approaches and significance of environment forecasting.

UNIT 2: Economic Environment of Business (8 Hours)
Economic environment, History of economic systems, Market, Planned and mixed economy, Planning in India: emergence and objective, monetary policy, and fiscal policy, Union budget as instrument of growth and its impact on business, Industrial policy: meaning, objective and recent developments in new economic policy and its impact on business, EXIM policy.

UNIT 3: Political Environment of Business (8 Hours)
Politico-Legal environment, Political institutions: legislature, executive, and judiciary, Relationship between business and government, Role of government, Constitutional provisions affecting business.

UNIT 4: Technological, Legal and Regulatory Environment of Business (8 Hours)
UNIT 5:  a. Business and Social Environment  (8 Hours)

b. International Business Environment
Foreign investment and trade regulation, Foreign direct investment, Foreign institutional investment, WTO and India: an overview, Regulation of foreign trade, Disinvestment in public sector units.

Text Book

1. Cherunilam, Francis; *Business Environment*; Himalaya Publishing.

Reference Books

1. Paul, Justin; *Business Environment*; Tata McGraw Hill.
3. Aswathappa, K.; *Business Environment and Strategic Management*, HPH.
Objective: The intent of this course is to impact the student’s moral behavior by making him aware of the traditional ancient Indian culture and value system, ethics and morality and how such old practices can be adopted in the modern times to improve the business outlook and its progress.

Course Outcomes (CO’s)
Understand the Role of Indian Ethos in managerial practice.
Analyse the concepts of different levels of management and Managerial skills
Understand the functioning Organising & staffing.
Understand the Directing& Controlling in management.

UNIT 1: Personal growth and lessons from ancient Indian educational system, Human values, Need for values, Human values in managerial education, reliance of values for managers, spiritual values in management.

UNIT 2: Attitude governing ethical behavior, relationship between ethics and professional manager.

UNIT 3: Model of management in the Indian socio political environment, work Ethos.

UNIT 4: Indian inside into TQM, Need for values in global changing environment.

UNIT 5: Problems relating to stress in corporate life, proper stress management techniques and practices.

Text Book
1. Sankar; Indian Ethos and Values in Management, Tata McGraw Hill.

Reference Book
Objective: The course aims to provide knowledge about basic components of a computer and their significance, and hands on learning of applications of MS Office and Internet in businesses.

Course Outcomes:-
To understand the importance of IT in Business.
To develop or provide support for MIS according to business organizational needs
To provide support for MIS according to business organizational needs

UNIT 1: Introduction to Computers (8 Hours)
Firmware, Software;, Relationship between hardware and software, System software: Operating system, Translators, Interpreter, Compiler, Assemblers, Linkers, Overview of operating system, Function of operating system, Application software: general purpose packaged software and tailor made software, Types of memory: main memory and secondary memory.

UNIT 2: Introduction to MS Word (8 Hours)
Introduction to word processing, Features of word processing, Formatting documents, Paragraph formatting, Indents, Page formatting, Header and footer, Bullets and numbering, Tabs, Tables, Formatting the tables, Finding and replacing text, Mail merging etc.

UNIT 3: Introduction to MS Excel (8 Hours)

UNIT 4: Introduction to MS Power Point (8 Hours)
Power Point, Features of MS Power Point, Clipping, Slide animation, Slide shows, Formatting etc.

UNIT 5: Internet and its Uses (8 Hours)
Architecture and functioning of internet, Worldwide web and its structure, Role of internet service providers, Website development and role of websites in business, Searching and downloading from internet, Uploading on websites in some cases, and Updating of some simple websites.

Text Book

1. Rajaraman, V.; Introduction to Information Technology; Prentice Hall of India.
Reference Books

2. Leon, Alex and Leon, Mathews; *Fundamentals of Information Technology*; Vikas Publishing.
Objective: The basic objective is to enhance communication skills of students and make them aware of the technology interface adopted by businesses to make communication better and effective.

Course Outcomes (CO’s)
Student applies the knowledge by speaking confidently and communicating effectively in different business situations.
Student creates correct business letters for both Internal and External business environment.
The student creates and designs different letter formats effectively in a realistic way with reference to organizational goals.
The student analyses the situation shows professionalism and displays a good Code of conduct at the work place according to the need.
The student applies and addresses the group dynamics, business problems by critical analysis of situations.

UNIT 1: (8 Hours)
Purpose and process of communication; myths and realities of communication; paths of communication; oral communication; noise, barriers to communication; listening process, types of listening, deterrents to listening process, essentials of good listening; telephonic communication.

UNIT 2: (8 Hours)
Presentation skills; prerequisites of effective presentation, format of presentation; Assertiveness – Indicators of assertive behavior, strategies of assertive behavior; Communication skills for group discussion and interviews.

UNIT 3: (8 Hours)
Non verbal communication; gestures, handshakes, gazes, smiles, hand movements, styles of working, voice modulations, business etiquettes; business dining, business manners of people of different Cultures, managing customer care.

UNIT 4: (8 Hours)
Written communication; mechanics of writing, report writing, circulars, notices, memos, agenda and minutes; business correspondence-business letter format, style of letter arrangement, types of letters, electronic mail; resume preparation. The Cross Cultural Dimensions of Business Communication.

UNIT 5: (8 Hours)
Modern communication techniques; e-mail, sms, chat; communication network; 3G, 4G and 5G networks; WebRTC and its applications; role of electronic communication in optimization of business processes; Introduction to Twitter, Facebook, Linkedin and other social media communication networks and their merits and demerits.
Text Books

1. Bovee, Thill and Chaturvedi; Business Communication Today; Pearson Education
2. Lesikar, Pettit; Business Communication: Theory Applications; AITBS

Reference Books

1. Thorat, A. and Lokhandwala, M.; Enriching Oral and Written Communication; Orient BlacksWan
2. Dutt, P. Kiranmal and GeethaRajeevan and CLN Prakash; A Course in Communication Skills; Cambridge University Press