Maulana Abul Kalam Azad University of Technology, West Bengal
(Formerly known as West Bengal University of Technology)
Syllabus of BBA in Supply Chain Management
Effective from academic session 2023-2024

Semester-V

International Business and Global Supply Chain
Paper Code: FYBSCM 501
Credit – 5

Module 1 Introduction To Supply Chain [10L]
Supply Chain definition -Objectives – Types – Various definitions – Drivers – Need for SCM – SCM as a profession – SCM decisions and skills – Strategy formulation in SCM – Value in Supply Chain – Tradeoffs – CRM Strategy relationship matrix Strategic Sourcing – Source evaluation – collaborative perspective – Buyer Supplier Relationship – Partner Selection – develop of Partnership – importance of inventory –imbalances – uncertainties – inventory costs – inventory turnover ratio
Electronically linking the supply chain – Supply chain performance measurement–Developing and implementing partnerships in the supply chain – Implementing supply chain management - Effect of Cost, Government, Competitors.
Module-2: Strategic Global Supply Chain Management: [10L]
Locating Global Activities - Important Definitions & Distinction- Integration of Global Supply Chain Functions, Strategic Benefits of Global Supply Chains - Example implementation of any of the eight key business processes - Supply chain /logistics distinctions - Integrating the supply chain - Outsourcing (3pls-client) relationships - The supply chain strategy and corporate strategy interface - Creating supply chain value - Supply Chain Agility - Supply Chain Information Systems - Supply chain metrics

Module-3: Logistics in Global Supply Chain [15L]
Transportation Selection – Trade off – modes of transportation – models for transportation and distribution – factors affecting network effectiveness – 3 PL advantages – Indian transport infrastructure – IT solutions – EDI, e-Commerce, e-Procurement – Bar Coding and RFID technology Critical business processes and information systems – DBMS – benefits of ERP –information system and bull whip effect – SCM software packages – modelling concepts – Vendor analysis model – Coordinated SCM – Simulation modellingReverse Vs forward supply chain – types of reverse flows – collaborative SCM's and CPFR – agile systems – sources of variability – characteristics – supplier interface – internal
processes
Module-4: Purchasing in Global Supply Chains:[20L]
1. Global Purchasing Strategy - From International to Global Purchasing - Types of Global Purchasing Strategy - Outsourcing & Off-shoring -Global Customers & Channels - Order Fulfilment & Delivery - Global Supplier Selection- Global Supplier Networks
2. The Logistical Value Proposition – The Work of Logistics – Logist ical Op e r ating Arrangements – Flexible Structure – Supply Chain Synchronization, Transport Functionality, Principles and Participants – Transportation Service – Transportation Economics and Pricing –Transport Administration – Documentation International Logistics and Supply Chain Management: Meaning and objectives, importance in global economy, Characteristics of global supply chains,: Global Supply Chain Integration – Supply Chain Security – International Sourcing –Role of Government in controlling international trade and its impact on Logistics and Supply Chain

Module-5: ERP and Supply Chain profitability[10L]

1. Supply chain automation and supply chain integration.

2. Quality management – mass customization and globalization – ethical Supply Chains – e-business and SCM – Balanced Score Card –Benchmarking, Performance measurement

Module-6: International Insurance [10L]

Cargo movements – water damage – Theft – Privacy – pilferage – Other risk – perils with air shipments – Risk Retention – Risk Transfer –Marine Cargo Insurance – Coverage A,B,C classes – Elements of air freight Policy – Commercial Credit Insurance – Size of Vessels, Tonnage, Types of vessels- Container, Combination ships – Non vessel operating carriers

Suggested Readings:

1. Supply Chain Management by Sunil Chopra & Peter Meindl (PHI)
2. Logistical Management by Donald J. Bouersox David J. Closs (TATA MC GRAW HILL)
3. Essentials of Supply Chain Management by Dr. R.P.Mohanty & Dr. S.G.Deshmukh (Jaico Student Edition)
4. Desiging & Managing –The Supply Chain by David Simchi Levi Philip Kaminsky Edit Simchi –Levi(TATA MCGRAW-HILL)
5. International Logistics: Global Supply Chain Management by Long Douglas, (2003). Springer ed.

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Inventory management

Paper Code: FYBSCM 502
Credits- 5

Module I: Integrated Materials Management: **[6L]**

Integrated Materials Management: Need, scope, concept and advantage of integrated material management; make versus buy decision.

Module II: Purchasing Management: **[6L]**

Purchase system, Policy and Procedure; Source Selection, Vendor Development and Evaluation; Legal aspects of Buying.

Module III: Selective Inventory Control Model: **[8L]**

ABC Analysis (Numerical), VED, XYZ, FSN, SOS, GOLF Stores Management: Stores System and Procedures; Stores Accounting and Stock Verification; Accounting treatment of spoilage, wastage, scrap, defective; Disposal of Surplus and Scrap.

Module IV: Inventory Control: **[14L]**

Economic Order Quantity, Basic Model – Assumptions, costs involved and formulae. EOQ with discount, Stock Levels, Inventory Valuation Methods (FIFO, LIFO, Weighted Average Method) Inventory Control Process: Inventory systems: Perpetual Review, Periodic Review, Modified Control, Distribution Requirement Planning (DRP), Process of DRP, Benefits & limitation of DRP.

Module V:] Materials Management: **10 L**

Introduction of Materials Management, Importance, Functions, scope, Needs, objectives and Benefits, Procedure of Material Management, MRP-I and MRP-II, Methods of Material Budgeting; Introduction to Lean Manufacturing, JIT System, Cross-docking

Module VI: WIP and FG Inventories: **[16L]**

Classification of W.I.P Inventories, Factors influencing, W.I.P inventory, Problems, Controlling Method; Factors influencing Finished Goods inventory, Requirement of inventory control Systems, Single –Echelon and Multi-Echelon Inventory Model, Use of Information Technology in Inventory Management. Evaluation of Materials Management: MIS for materials management; criteria for evaluation, Inventory turnover ratio.

Suggested Readings:

1. Inventory Management – K. Shridhara Bhatt, Himalaya Publishing House
2. Inventory Management – L.C. Jhamb, Himalaya Publishing House
3. Gopalakrishnan, P. and Sunderashan, M : Handbook of Materials Management, Prentice Hall of India.
4. Dutta, A.K. : Integrated Materials Management, Prentice Hall of India
5. Logistical Management-The integrated Supply Chain Process –Donald. J. Bowersox & Donald. J. Claoss, TATA Mc-Graw Hill
6. Sunil Chapra & Peter Meindl ,Supply Chain Management , PHI.

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Semester 6

PROJECT MANAGEMENT
Paper Code: FYBBA GB 601
Credits-5

Module 1: Project Selection [15 L]
Define Project, project lifecycle, project classification, define project management, benefits of project management, project management techniques, Projects Procurement Process, Project Management tools, functions, activities, Project Selection management - feasibility - types and checkpoints in the Project Management, Life Cycle; Financial Analysis, (NPV, ROI, IRR); Development Productivity Index (DPI); Screening Process

Module 2: Project Management Methodology. [15L]
Project appraisals, feasibility reporting, final project report including P&I appraisal as applicable. Technical and Financial Analysis.

Module 3: Project Planning and Scheduling, Network Analysis, CPM, PERT, Crashing and Resource Optimization; Project Work Breakdown and structure (functions, activities and tasks); Project cost estimation. [15L]

Module 4: Project Roles, Team Types and Team Building. Organization structure for effective project implementation [10 L]

Module 5: Project risk Management and Mitigation Strategies; Social cost-benefit analysis. Project Control. Project Management measuring, monitoring and tracking techniques; Resource allocation and scheduling and purchasing. [10L]

Module 6: Project (PMIS): Software applications and methods, poject management system, PMIS principal features [10L]

Suggested Readings:
1. Sitangshu Khatua : Project Management and Appraisal : Oxford
2. Dr. Raj Kumar Yadvendra Gullybaba.com Panel: MS-52 Project Management, Gullybaba Publishing House Pvt. Ltd.
3. Horold Kerzner : Project Management : A System Approach to Planning, Scheduling and Controlling : Wiley.
4. Erik Larson and Clifford Gray : Project Management: The Managerial Process, McGraw Hill Education.
5. Project Management: Essential Managers, DK.
6. Kalpesh Ashar: Project Management Essentials You Always Wanted to Know, Vibrant Publishers.

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Customer Relationship Management
Paper Code: FYBSCM 602
Credits:4

Module I: Introduction to CRM : **[18L]**

Definition and Concepts of CRM, Need of CRM, Components of CRM, Understanding the goals and scope of CRM, Touch Point Analysis. Customer Value- Concept and Types of Customer Value, Customer Value in Business Market, Value Creation, Customer Profitability Management (CPM), Measure and evaluate CPM, Value Chain Analysis, Customer Retention: Importance, Stages and Measurement.

Module II: CRM Process: **[20L]**

Introduction and Objectives of a CRM Process, Benefits of CRM Process, CRM Process Model, An insight into CRM and e-CRTA/online CRM, Key e-CRM features, Scope of e-CRM, Challenges in e-CRM, Steps in building e-CRM model, 4C's of CRM Process, CRM Cycle (Assessment Phase, Planning, Phase and Execution phase). Unit-4- CRM Technology- Concept and Scope, CRM Technology Components-Operational CRM, Collaborative CRM, Analytical CRM, CRM vs. e-CRM.

Module III:] Unit-5- Managing Customer Relationship: **14L**

Concept, Techniques to manage Relations, knowing your Customers and Creating a Customer Profile, Segmenting and Targeting Customers, Customer Experience Management, CRM Strategy and Measurement- Role of CRM in Business Strategy, Developing and Deploying CRM Strategy, Analysis of CRM Strategies and Approaches, CRM Metrics, Types of Customer Metrics, Loyalty Programs, Building Loyalty Programmes for CRM.

Module IV: Emerging Trends in CRM: **8L**

E –Commerce and Customer Relationship on Internet, CRM in Retail.

Suggested Readings:

1. Kumar, Vineet, and Werner J. Reinartz. Customer relationship management: A databased approach. 2. Sheth, Jagdish N. Customer relationship management: emerging concepts, tools, and applications. Tata McGraw-Hill Education.
3. Buttle, Francis. Customer relationship management: Concepts and Technology.
4. Mukerjee, Kaushik. Customer relationship management: a strategic approach to marketing. PHI Learning Pvt. Ltd.
5. Jagdish N Sheth, Parvatiyar Atul, G Shainesh, Customer Relationship Management: Emerging Concepts, Tools and Applications, 1st Edition, Tata McGraw Hill, June 2008.
6. Judith W .Kincaid , Customer Relationship Management Getting it Right, Pearson Education

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RISK MANAGEMENT IN GLOBAL BUSINESS
Paper Code: FYBSCM 603
Credits: 5

Unit I : Introduction to Risk [10L]
Risk, Uncertainty, Peril, Hazard, Subjective risk, Acceptable risk versus Unacceptable risk, Classification of risk, Classification of Pure risk, The cost of risk, Degree of risk. components of Country-specific risks in international business ((economic, financial, currency, geo-political, social, environmental, and cross-cultural risk)

UNIT II: Meaning and scope [10L]
Meaning, Scope & Objective of Risk Management, Personal risk management, Corporate risk management, Risk Management Process, The Administration of Risk Management Process- influencing factors, constrains, monitoring & review.

UNIT III Risk Identification- [10L]
Perception of risk, Operative cause/perils, Safety Audit. Risk Evaluation - Presentation of Data, Probability Concepts, Risk and Law of large number

UNIT IV Risk Control- [10L]
Risk avoidance, Risk reduction- Classifications, Evaluation of risk reduction measures. Risk Financing- Retention—Determination of retention levels, Captive Insurer, Self-Insurance, Risk retention group. Transfer—Non-insurance transfer, Insurance.

UNIT V RISK MANAGEMENT [20L]
Enterprise Risk Management : Meaning of ERM , Source of risk to an Enterprise, Pure risk, Speculative risk , Strategic risk , Operational risk, Market risk, Credit risk.
Market Risk Management: Importance, Exposure in financial markets, Methods to handle & control Market risk. Credit Risk Management: Need, Securitization for credit risk, Credit derivatives, Methods for credit risk managenent.
Project Risk Management: Meaning, Source & Classification of project risk, Phases of Project Risk Management, Cost & Effect of project risk operation, Reason , Scope, Objective of Project Risk Management.
Operational Risk Management: importance, Sources & Classification of Operational Risk, Measurement of Operational risk, Stages of Operational Risk Management. Strategic Risk Management, Strategic outlook to risk management, Strategic planning to manage risk , Managing risk in Merger & Acquisitions.

Suggested books

Principles of Risk Management & Insurance – George E. Rejda.
Risk Management & Insurance- Scott Harington . Risk Management & Insurance- C. Arthur Willams.
Enterprise Risk Management: ICFAI Publishers
Principles of Risk Management & Insurance – George E. Rejda.

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Semester 7

Procurement and Quality Management
Paper Code: FYBSCM 701
Credit- 5

Module I: **[12L]**

Definition of Quality, Quality Standard, Quality Control, Aspects of Quality Control, Quality Control and inspection of Purchased Materials in a Supply Chain process.

Module II: **[12 L]**

General Problems of Vendor Quality, Suppliers Quality Survey, Vendor Evaluation and selection process, Key Supplier Evaluation Criteria, Vendor evaluation and Rating, Vendor Rating Plan, Vendor motivation.

Module III: **[12 L]**

Management Action for Quality Assurance, Activities under Quality Assurance, Evaluating Product Quality, Control Chart – Mean & Range, factors of quality control, Criteria and requirements of Quality Control.

Module IV: **[16 L]**

Element of Quality Management, Quality factors to be considered to improve Supply Chain Management, Use of operational improvement tools, Six Sigma Quality Control, Principles, Benefits, Steps of Six Sigma, Kaizen philosophy, Lean Management.

Module V: **[8 L]**

Make or buy decisions in Supply Chain Management, Benefits and Risk of Outsourcing, what is EProcurement, Framework of E-Procurement.

Suggested Books

1. Designing & Managing the Supply Chain – David Simchi-Levi, Philip Kamiusky, Edith Simchi Levi, Tata Mc Graw Hill
2. Essentials of Supply Chain Management – Dr. R.P. Mohanty &Dr. S.G. Deshmukh, Jaico Publishing House
3. Production Management – L.C. Jhamb, EPH.

4. Donald. J. Bowersox & Donald. J. Claoss, Logistical Management-The integrated Supply Chain Process –TATA Mc-Graw Hill
5. DALE H. BESTERFIELD, CAROL BESTERFIELD-MICHNA, GLEN H. BESTERFIELD, MARY BESTERFIELD-SACRE, HEMANT URDHWARESHE, RASHMI URDHWARESHE,Total Quality Management,Pearson
6. John S. Oakland, Total Quality Management and Operational Excellence ,Routledge.

RESEARCH METHODOLOGY
Paper Code : FYBSCM 702
Credit- 5

Module 1: Meaning, scope and significance of social research [10L]
Types of Research: (a) Pure and Applied, (b) Exploratory, Descriptive, (c) Experimental; Steps in Social Research & types Conceptualization and Formulation of Hypothesis.
Module 2: Research Process and Research Design [5L]
Research problem, problem formulation, design structure and research process steps ; Literature Review: Concept, necessity, research gap, reference, and plagiarism
Module 3: Types of Research Design [5L]
Exploratory, Descriptive and Causal Research Design
Module 4: Data Collection: [10L]
Sources of Data – Primary and Secondary data ; Method of Data Collection - (a) Survey, (b) Observation, (c) Questionnaire & Scheduled, (d) Interview, (e) Case Study
Module 5: Sampling Design: [5L]
Sampling process, types of sampling, probabilistic and non-probabilistic sampling, sampling techniques determination of sample size
Module 6: Measurement and Scaling: [5L]
Types of scale used, Introduction to nominal, ordinal and ratio scales and its applicability, Concepts and tests of validity and reliability
Module 7: Questionnaire and Form Design [5L]
Techniques used in designing the Questionnaire – Questionnaire design and structure – Scales used in Questionnaire
Module 8: Introduction to Hypothesis Testing [5L]
Definition, Concepts, Types of hypothesis, Test Statistics, Critical Value, Decision Rule, Procedure, Hypothesis testing for mean, proportion etc.
Module 8: Data Presentation and Data Analysis [15L]
Data Editing and Data Coding; Basic Tables and Graphs for data presentation; Central Tendency includes areas like MEAN | MEDIAN | MODE - including composite group; Dispersion: Includes Range | Mean Deviation | Quartile Deviation | Standard deviation and COV; Introduction to Bi-variate techniques (Theory only)
Module 9: Reporting and Report Presentation [7L]
Structure of Report – Content or report format – Basic presentation of text and style of reporting - Use of table /graph heading and sub heading – Style of referencing used.
Module 10: Data Ethics: Concept, business benefits, Principles [3L]

Suggested Readings:

1. S N Murthy and U Bhojanna: Business Research Methods, Excel Books.
2. D.R. Cooper and P.S. Schindler: Business Research Methods, Tata McGraw –Hill
3. Kothari, C.R.: Research Methodology – Methods and Techniques, New Age International Ltd.
4. U. Sekharan and R Bougie: Research Methods for Business: John Wiley and Sons
5. J. K. Das: Business Mathematics and Statistics: Academic Publishers
6. P Mishra: Business Research Methods, Oxford University Press.

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STATISTICS LAB I

Paper Code: FYBBAGB 791

Credit- 4

Course Objective: The course is designed to provide students with an understanding of the data and its relevance in business and develop an understanding of the quantitative techniques in statistics. Also to develop the ability to interpret the numerical information that forms the basis of decision-making in business.

Module 1
Data Collection and Data Pre-Processing, Data Pre-Processing Overview – Data Cleaning, Data Reduction using Excel or SPSS **(5hours)**
Module 2
Basic Data plots: Stem and Leaf Diagram, Skewness and Kurtosis. Some useful plots: Box Plots – Pivot Table – Heat Map using Excel or SPSS **(10 hours)**
Module 3
Construction of a Table and the different components of a table. Diagrammatic representation of data: Line diagrams, Bar diagrams, Pie charts and divided-bar diagrams using Excel or SPSS **(10 hours)**
Module 4
Measures of Central Tendency Mean, Median and Mode using Excel or SPSS **(5hours)**
Module 5
Measure of Dispersion: Including Range, Mean Deviation, Quartile Deviation, Standard deviation and COV using Excel or SPSS **(5hours)**
Module 6
Correlation and Scatter Diagram – Karl Pearson's Correlation Coefficient – Rank Correlation – Correlation Coefficient for Bivariate Frequency Distribution using Excel or SPSS **(5 hours)**
Module 7
Simple and Multiple Regression: Application of Least Square Method, Model Evaluation through Visualization: Residual Plot **(5 hours)**

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Semester 8

Management of Service Operation
Paper Code: FYBSCM 801
Credit: 5

Module I: [6L]

Customer Service – Availability, Operational Performance, Service Reliability, Basic Service Platforms, and Value added services.

Module II: [15L]

Understanding the nature of service; service design development and Automation-Design elements, Service system design; Delivery process: Classification of Service Processes, Process Structure; Technology in Services; Product/Service Life Cycle on Performance Objectives.

Module III: [12L]

Aligning service strategy, competitiveness; Service Quality Dimensions, Service quality Gap model; Measuring Service Quality: SERVQUAL – Quality Service by Design- Service Recovery - Service Guarantees.

Module IV: [14L]

Service facility design and location– Service facility layout: Types, Process Analysis; Facility Location: Decision, Classification, Techniques, Capacity management in services, demand and supply management in services, Service Inventory Management

Module V: [13L]

The Role and Techniques of Revenue Management in the Supply Chain, Revenue Management for Multiple Customer Segments, Revenue Management for –Perishable Asset, Seasonal Demand, Bulk & Spot contracts.

Suggested Readings:

1. Supply Chain Management ---- Sunil Chopra & Peter Meindl(PHI)
2. Essentials of Supply Chain Management ----- Dr. R.P Mohanty & Dr. S.G. Deshmukh(Jaico student edition)
3. Sople, V.V., Supply Chain Management: Text and Cases, Pearson, 2011.
4.Operations Management by William J. Stevenson,TMH
5.Bill Hollins and Sadieshnkins,Managing Service Operations,Sage Publication
6.by Richard Normann,Service Management: Strategy and Leadership in Service Business ,Wiley

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Supply Chain Analytics

Paper Code: FYBSCM 802

Credit: 5

Module I:

Analytics in Supply Chain Management, Supply chain planning, Different views of Supply Chain, Supply chain strategy, Supply chain drivers, developing supply chain strategy, strategic fit in supply chain, demand forecasting in Supply chain **[4 L]**

Module II:

Bullwhip Effect and Time series Analysis, Exponential Smoothing method of Forecasting, Measures of Forecasting errors, Tracking signals and Seasonality models, Forecasting using multiple characteristics in Demand data and Inventory management in Supply Chain **[8 L]**

Module III:

Inventory management in Supply chain, Multi echelon Inventory management with numerical examples, Network design in Supply chain, Network design of Global supply chain, Alternative channels of distribution, Location design in supply chain [10 L]

Module IV: Network Optimization models, Using Excel Solver for Network optimization, Uncertainty in Network design, Network design in uncertain environment and flexibility, flexibility in supply chain [10 L]

Module V: Optimum level of product availability in supply chain, the value of money in supply chain, different types of analytics in supply chain, Predictive modelling in forecasting in supply chain, representation of uncertainty in supply chain [10 L]

Module VI: Using decision tree for handling uncertainty, example of using decision tree incorporating uncertainty in single factor and two key factors, modelling flexibility in supply chain, trends, challenges and future of supply chain 10L

Module VII:

Supply Chain Analytics Case studies on FMCG, Mobile Telecommunication, Logistics mapping, Supermarket chain, Pharmaceutical, spare parts, Amazon Inventory management, Global SCM, Supplier and distributor mapping 8L

Suggested Readings:

1) Srinivasan, G, Quantitative Models in Operations and Supply Chain Management, PHI Learning Pvt Limited, New Delhi.

2) MuthuMathirajan, Chandrasekharan Rajendran , SowmyanarayananSadagopan , Arunachalam Ravindran & Parasuram Balasubramanian, Analytics in Operations/Supply Chain Management, I.K International Publishing House Private Ltd, New Delhi,

3) A. Ravi Ravindran, Donald P. Warsing, Jr., Supply Chain Engineering: Models and Applications, CRC Press, Taylor and Francis Group

4) Gerhard J. Plenert, Supply Chain Optimization through Segmentation and Analytics, CRC Press Taylor & Francis Group

5) Morley Mark,Supply Chain Analytics,For Dummies Open Text Special Edition

6) Robertson Peter W.,Supply Chain Analytics,Taylor and Francis

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STATISTICS LAB II

Paper Code: FYBBAGB 891

Credit: 5

Module 1: **Introduction to Data Presentation and Data Analysis (10 hours)**

(a) Data Editing and Data Coding
(b) Basic Tables and Graphs for data presentation
(c) Central Tendency includes areas like MEAN | MEDIAN | MODE - including composite group
(d) Dispersion: Includes Range | Mean Deviation | Quartile Deviation | Standard deviation and COV
(e) Introduction to Bi-variate techniques (Theory only)

Module 2: **Correlation and Simple Regression (5 hours)**

Correlation and Scatter Diagram – Karl Pearson's Correlation Coefficient – Rank Correlation – Correlation Coefficient for Bivariate Frequency Distribution

Simple Regression: Application of Least Square Method, Model Evaluation through Visualization: Residual Plot

Module 3: Sampling and Hypothesis (5hours)

Sampling, Inferences about Two Populations using MS Excel & SPSS, Hypothesis testing involving two population variances using MS Excel & SPSS – Large Sample (Z test), Small Sample (T-Test)

Module 4: Chi Square Test and Anova (5 hours)

Chi-Square Testing Using Excel for Goodness of fit, equality of proportions and tests of independence, Experimental Design and ANOVA

Module 5: What If Analysis, Goal Seek Analysis (5 hours)

Use of What if analysis and goal seek function using Excel – Use of Scenario Simulation

Module 6: Multiple Regression Analysis (10 hours)

Multiple Regression and assumption testing using MS Excel & SPSS

Module 7: Other Multi variate Analysis techniques (10 hours)

Factor Analysis - Cluster Analysis - Discriminant analysis - conjoint analysis and Forecasting methods

Module 8: Logistic Regression (10 hours)

Discrete choice models, Logistic Regression, Logistic Model Interpretation, Logistic Model Diagnostics, Logistic Model Deployment

Suggested Readings:

1. Scheffe H. (1959): The Analysis of Variance, John Wiley
2. A Linear Model Approach to Regression Analysis and its Applications, Suddhendu Biswas, New Central book agency
3. NORUŠIS, M. J. SPSS introductory statistics : student guide2.
4. Data Science & Analytics (with Python, R and SPSS Programming), By V.K. Jain
5. Bhattacharya GK & Johnson R. A. (1977): Concepts & Methods of Statistics, John Wiley
6. Stuart G & Ord J.K. (1991): Advanced Theory of Statistics (Vol 2), Charles Griffin 7.
7. Marketing Research: D.R. Cooper and P.S. Schindler; TMH

[Note: Evaluation Rubric for Capstone Project / Research Project of 12 credits SESSIONAL shall be notified in advance]