

## Core Course [MBA First Semester]

**Course Name:** Management Process and Organisation Behaviour [MBA 101]

Course Credits	4	Course Evaluation	100 Marks	Instruction Hours	40
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**Course Objectives:** Objective of this course is to develop competencies and knowledge of students to become effective management professionals to orient students on recent changes and development in the field of management and to impart knowledge on Contemporary issues and challenges in the field of Management.

**Learning Outcomes:** At the end of the course students would be able to

1. Apply the knowledge about management in the real life business situation
  2. Analyze their managerial ability and professional skills
  3. Evaluate and compare individual behavior related to motivation.
  4. Explain different leadership styles and their roles organizational change
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### Unit: 01 Introduction to Management [10 Hours]

Concept, Nature, Scope, Functions and levels of Management, Evolution and Foundations of Management Theories, System Approach to Organization, Modern Organization Theory. The emergence of Human Relation and Behavioural Science and its relationship with scientific Management.

### Unit: 02 Management Functions [10 Hours]

Planning (Fundamentals of Planning - Objectives, Strategies, Policies, Decision making), Organising (Fundamentals of Organizing- Nature and purpose, departmentation, Span of Management, Strategic organizing design, line and staff authority and decentralization). Staffing, Decision Making, Direction, Communication, and Control. Management by objectives (MBO).

### Unit: 03 Fundamentals of Organizational Behaviour [10 Hours]

Introduction and meaning of OB. Attitudes, Values and Work Ethics, Perception and Learning, Stress Management Leadership and Organizational Culture and Climate: Leadership, Traits Theory, Managerial Grid, Transactional Vs Transformational. Leadership- Qualities of good Leader, Change Management. Conflict

Management. Personality, Emotions and Emotional Intelligence.

### Unit: 04 Interpersonal processes and Group Behaviour [10 Hours]

Interpersonal behaviour and Group Dynamics-Benefits of Groups, Types of Groups, Group Formation and Development, Motivation: concept of motivation, Motivational Theories of Maslow, Herzberg, David McClelland and Herzberg. Quality of work life and Work Ethics-their foundation in the theory and method of work in the Indian Context, Stress Management, Concept of Corporate social responsibility.

### Learning Resources

1. Gupta, R.S., Sharma, B.D., & Bhalla. N.S. (2011). *Principles & Practices of Management (11th edition)*. New Delhi: Kalyani Publishers.
2. Iyer, P. (2011). *The Habit of Winning*, Penguin
3. Robbins, Judge S.P., T.A., Vohra N. (2016), *Organizational Behaviour, 16/e*, Pearson Education.
4. Koontz, H., & Weihrich, H. *Essentials of Management*, McGraw Hill Publishers.
5. L M Prasad, (2007). *Principles and Practices of Management*, Himalaya Publishing House

## Core Course [MBA First Semester]

Course Name: Managerial Economics [MBA 102]

Course Credits	4	Course Evaluation	100 Marks	Instruction Hours	40
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### Course Objective:

To familiarize students with the fundamentals of Economics, and their application in Business Decisions related to Demand, Supply, Production, Cost, Pricing and Strategy.

### Learning Outcomes:

1. Describe the fundamental concepts & models of economics, and the role of Economics in solving business problems through its concepts and tools.
2. Apply the economic way of thinking to business and managerial decisions
3. Analyze situations related to demand, supply, production, cost, market structure, prices, etc and take decision in various scenarios using fundamental principles and tools of managerial economics like Opportunity cost, Marginal and Incremental Analysis, Time perspective, Break-even analysis, etc.
4. Formulate and evaluate the strategies of firms in light of their goals & objectives, nature of product or service offering, customer and market dynamics, and the internal & external scenario at micro & macro level.

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### Unit: 01 INTRODUCTION TO ECONOMICS & MANAGERIAL ECONOMICS [9 Hours]

Basic principles of Economics & concepts like Scarcity & Choice, Economic activities, Circular flow model and Central Problems, GDP and National Income, etc. Managerial Economics: nature & scope of Managerial Economics, Fundamental principles of Managerial Economics in Decision Making.

### Unit: 02 FUNDAMENTALS OF DEMAND & SUPPLY, AND UTILITY ANALYSIS [10 Hours]

Concept of Utility, Law of Diminishing marginal utility; Demand & Supply: Demand & Supply functions, Law of Demand/Supply, Demand & Supply interplay, Elasticity. Indifference curves, Price Consumption Curves, Income Consumption Curves, and derivation of Demand Curves & Engel Curves.

### Unit: 03 PRODUCTION AND COST ANALYSIS [10 Hours]

Production Possibility Frontier, Production function, Law of Variable Proportions, Isoquant Analysis, Laws of Returns to scale, Cost Concepts - Types of production related costs, Cost - Output relationship, Short run & long run cost, Economies & Diseconomies of Scale, Break-even point concept and analysis.

### Unit: 04 MARKET STRUCTURE & PRICING, MACROECONOMIC CONCERNS [11 Hours]

Types of market structure - Perfect Competition & Imperfect Competition (Monopolistic Competition, Oligopoly and Monopoly), Pricing and Equilibrium (short run and long-run) in Different Market Structures. Emerging market trends & forms. Inflation, Business Cycles, brief overview of Monetary & Fiscal policy measures;

### Learning Resources

1. Ahuja, H.L. (2015). *Managerial Economics*. S.Chand.
2. Geetika, Ghosh, P., & Choudhury, P.R. (2011). *Managerial Economics*. Tata McGraw Hill Pvt Ltd.
3. Atmanand. (2008). *Managerial Economics*. Excel Books.
4. Salvatore, D. (2009). *Managerial Economics: Principles and Worldwide Applications*. Oxford HE.
5. Hirschey. (2009). *Economics for Managers*. Cengage Learning.
6. Peterson, H.C., Lewis, W.C., & Jain, S.K. (2009). *Managerial Economics*. Pearson Education.

## Core Course [MBA First Semester]

Course Name: Financial Statement Analysis and Reporting [MBA 103]

Course Credits	4	Course Evaluation	100 Marks	Instruction Hours	40
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### Course Objectives:

The objective of this course is to provide a framework for analyzing a firm's past performance, estimating its future performance. This course integrates key concepts from accounting, finance and economics, and applies them to financial decision-making.

### Learning Outcomes:

1. Have a framework for analysing a business
2. Be proficient at calculating and interpreting financial ratios. You will understand how to use ratios to compare a firm to its competitors and to evaluate changes in ratios over time. You will also know how to use these ratios to help forecast the future.
3. Learn about earnings announcements and the reporting of GAAP

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### Unit: 01 Understanding Financial Statement [10 Hours]

Generally Accepted Accounting Principles (GAAP). Forms of business organizations, Sole Proprietorship, Partnership firms and private companies, Public and Govt. Companies. Content of annual reports, Quality of financial reporting, reporting regulation in India, reporting regulations for Partnership firms, Reporting regulations of Companies

### Unit: 02 Preparing Financial Statement [10 Hours]

Nature & objectives of Financial Statements, Uses & Limitations of Financial Statements, Stakeholders of financial statements. Income Statement. Balance Sheet.

### Unit: 03 Financial Statement Analysis [10 Hours]

Tools and techniques of financial statement analysis. Ratio Analysis, Cash flow statement. comparative Statement, Common Size Statement, Du-Pont Analysis, Concepts on sickness, distress.

### Unit: 04 Reporting of Financial statement

Types of business combinations, Consolidated financial statements, Consolidated financial statements, Consolidated financial statements, Inter-company transactions and profit confirmations, Inter-company transactions and profit confirmations.

### Learning Resources

1. Maheshwari, S. N. (2012). *A Textbook of Accounting for Management, 3rd Edition*. Vikas Publishing House.
2. Tulsian, P. C. (2002). *Financial Accounting*. Pearson Education India.
3. Gibson, C. H. (2012). *Financial reporting and analysis*. Nelson Education.
4. Foster, G. (2004). *Financial Statement Analysis, 2/e*. Pearson Education India.

## Core Course [MBA First Semester]

Course Name: Business Communication [MBA 104]

Course Credits	4	Course Evaluation	100 Marks	Instruction Hours	40
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### Course Objectives:

To help students to understand the concepts and ways involved in Business communication.

### Learning Outcomes:

1. Demonstrate persuasive and professional language in speech in writing.
2. Able to use current technology like SMS, teleconferencing, video conferencing and social media to communicate.
3. Able to write memo and minutes of the meeting.
4. Demonstrate advanced interpersonal communication and telephone etiquette

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### Unit: 01 Basic Principles of Communication [10 Hours]

Introduction, Understanding Communication, the Communication Process, Barriers to Communication, the Importance of Communication in the Workplace. Types and Channels of Communication. Types of Business Communication, Communication Network in Organizations

### Unit: 02 Using Business Communication [10 Hours]

Importance of Listening in the Workplace: Introduction, what is listening? Barriers to Listening, Strategies for Effective Listening, Listening in a Business Context. Guidelines for Written Business Communication: Introduction, General Principles of Writing, Principles of Business Writing. Developing Oral Business Communication Skills: Introduction, Advantages of Oral Communication, Oral Business Presentations. Reading Skills for Effective Business Communication: Introduction, what is reading? Types of reading, SQ3R Technique of Reading

### Unit: 03 Internal and External Business Communication [10 Hours]

Internal Business Communication: Guidelines for Meetings: Introduction, Types of Meetings, Before the Meeting, During the Meeting, After the Meeting, and Common Mistakes made at Meetings Writing Memos, Circulars and Notices: Introduction, what is a Memo? Circulars and Notices External Business Communication - Writing Business Letters: Introduction, Principles of Business Letter Writing, Types of Business Letters, Format for Business Letters

### Unit: 04 Employment Communication [10 Hours]

Resumes and Cover Letters: Writing a Resume, Writing Job Application Letters, Other Letters about Employment. Group Discussions and Interviews: Introduction, what is a Group Discussion? Attending Job Interviews

### Learning Resources

1. Raymond V. Lesikar, Marie E. Flatley, Kathryn Rentz and NeeajaPande (2009). Business Communication: Making Connections in a Digital World, 11/e. TMH. New Delhi
2. Randolph H. Hudson and Benard J. Selzler, (2006). Business Communication: Concepts and Applications in an Electronic Age, 5/e., Jaico Reprint, Jaico, New Delhi.
3. Kitty O. Locker and Stephen KyoKaczmarck, (2007). Business Communication: Building Critical Skills, 3/e, TMH. New Delhi.

## Core Course [MBA First Semester]

Course Name: Marketing Management [MBA 105]

Course Credits	4	Course Evaluation	100 Marks	Instruction Hours	40
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### Course Objectives:

To familiarize students with the fundamentals of Marketing, and their application in Business Decisions related to Demand, Supply, Production, Cost, Pricing and Strategy.

### Learning Outcomes:

1. Describe key marketing concepts, theories and techniques for analyzing a variety of marketing situations
2. Identify and demonstrate the dynamic nature of the environment in which marketing decisions are taken and appreciate the implications for marketing strategy determination and implementation.
3. Demonstrate the ability to justify marketing strategies and advocate a strategically informed position when considering marketing plan implementation.

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### Unit: 01 Understanding the Marketplace and Consumers [10 Hours]

**Introduction:** Concept, nature, scope and importance of marketing; marketing concept and its evolution; Marketing mix; marketing in 21<sup>st</sup> century; -an overview. **Market Analysis and Selection:** Marketing environment - macro and micro components and their impact on marketing decisions; Buyer behavior; consumer versus organizational buyers; Consumer decision making process.

### Unit: 02 Designing a Customer - Driven Strategy [10 Hours]

**Marketing Information System:** Meaning and scope of Marketing Information System; Role of Marketing research; Marketing research process. **Segmentation Targeting Positioning:** Market segmentation, Targeting and positioning; Strategic marketing planning; Branding, Creating Brand Equity; Crafting the Brand Positioning; Overview of social media marketing.

### Unit: 03 Product & Pricing Decisions [10 Hours]

**Product Decisions:** Concept of a product; Classification of products; Major product decisions; Product line and product mix; Branding; Packaging and labeling; Product life cycle - strategic implications; New product development and consumer adoption process. **Pricing Decisions:** Objectives of pricing; Pricing policies and strategies; Pricing methods; Managing price changes.

### Unit: 04 Place and Promotion Decisions [10 Hours]

**Distribution Channels and Physical Distribution Decisions:** Designing and managing Marketing Channels- selection, cooperation, Vertical and Horizontal Integration, Channel Conflict Management, Physical Distribution System & Logistic Management. **Promotion Decisions:** Communication Process; Promotion mix - Advertising; Sales Promotion; Personal Selling; Public Relations; Publicity and Propaganda.

### Learning Resources

1. Philip Kotler/Kevin Lane Keller 15<sup>th</sup> Edition Marketing *management*. Pearson Education Publication.
2. Noel Capon & Siddharth Shekhar Singh (2018) Managing Marketing (An applied Approach) Wiley Publication.
3. Ramaswamy V. S. & Namakumari (2011). *A Text Book of Marketing Management*. Macmillan.

## Core Course [MBA First Semester]

Course Name: Business Analytics -I [MBA 106]

Course Credits	4	Course Evaluation	100 Marks	Instruction Hours	40
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### Course Objectives:

To provide student broad understanding of tools and techniques of Business Analytics, and their application in business.

### Learning Outcomes:

1. Explain and provide examples of descriptive, predictive analytics.
2. Determine and construct the appropriate chart to visualize different types of data.
3. Understand the concept of probability, probability distributions and its application.
4. Understand the concept of sampling, sampling techniques and its confidence intervals.
5. Explain the purpose of hypothesis testing, and choose proper test for hypothesis testing.

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### Unit: 01 Introduction to Business Analytics and Decision Making [6 Hours]

Business Analytics: Introduction and Definition, Scope of Business Analytics Evolution of Business Analytics, Impacts and Challenges; Categorization of Analytical Methods and Models: Descriptive Analytics, Predictive Analytics, Prescriptive Analytics; Business Analytics in Practice: Financial Analytics, Human Resource (HR) Analytics, Marketing Analytics, Health Care Analytics, Supply Chain Analytics, Analytics for Government and Nonprofits, Sports Analytics, Web Analytics

### Unit: 02 Descriptive Statistics [ 12 Hours]

Types of Data: Population and Sample Data, Quantitative and Categorical Data, Cross-Sectional and Time Series Data, Sources of Data, Creating Distributions from Data: Frequency Distributions for Categorical Data and Quantitative Data, Measures of Location, Measures of Variability, Analyzing Distributions, Measures of Association Between Two Variables: Scatter Charts, Covariance, Correlation Coefficient, Simple Linear Regression.

### Unit: 03 Introduction to Probability [ 10 Hours]

Probability Theory - Terminology, Fundamental Concepts in Probability, Conditional Probability, Bayes Theorem, Random Variables: Discrete Random Variables, Continuous Random Variables, Probability Mass Functions, Probability Density Functions, Expected Value, Variance and Standard Deviation. Binomial Distribution, Poisson Distribution, and Normal Distribution.

### Unit: 04 Sampling Theory, Estimation, Confidence Intervals and Testing of Hypothesis [ 12 Hours]

Introduction to Sampling: Population Parameters and Sample Statistics, Sampling Techniques: Probabilistic Sampling, Non Probabilistic Sampling, Sampling Distribution, Central Limit Theorem, Sample Size Estimation: Qualitative and Quantitative Factors, Estimating Confidence Intervals  
Hypothesis Testing: Introduction to Hypothesis Testing, Procedure for Hypothesis Testing, One tailed and Two Tailed Test, Type I Error and Type II Error, Z-test, T-Test and F-Test.

### Learning Resources

1. Kumar, U. D. (2017). *Business Analytics: The Science of Data-Driven Decision Making* (First). New Delhi: Wiley India.
2. Evan, J. R. (2017). *Business Analytics* (Second). New Delhi: Pearson.
3. Camm, J. D., Cochran, J. J., Fry, M. J., Ohlmann, J. W., Anderson, D. R., Sweeney, D. J., & Williams, T. A. (2015). *Essentials of Business Analytics* (First). New Delhi: Cengage Learning.
4. Sharma, J.K. (2017). *Business Statistics*(Third). New Delhi: Pearson.

## Core Course [MBA First Semester]

**Course Name:** Career & Life Skills – I [MBA 107]

Course Credits	2	Course Evaluation 100	100 Marks	Instruction Hours	20
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### Course Objectives:

This course is offered with an objective to provide students a platform, not only to hone their communication and Aptitude skills but also to develop confidence, smartness and outward skills. Keeping in view the requirement of the job market, other than the technical skills, students must be good at Soft skills too.

### Learning Outcomes:

1. Helps to develop cross cultural indulgent and confidence in communication through collaboration with the classmates. Increased participation in college activities and increased interaction with the larger community in order to gain confidence to face the job market.
  2. To develop confidence in terms of presenting in front of larger community. To understand the ways to grab listener's attention, to hold their interest. To use power points ad visual aids effectively.
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### Unit: 01 Soft Skills [10 Hours]

Orientation session, Extempore Sessions, SWOT Analysis, Problem Solving Skills, Probing Skills and handling stress, Introduction to Global Accent

### Unit: 02 Presentation Skills [20 Hours]

Introduction to Seven Habits of Highly Effective People by Steven R Covey. Presentations Skills Basics, Mock presentations.

### Unit: 03 Aptitude and Quant [10 Hours]

Logical Reasoning: Series, Coding-Decoding, Direction Sense, Blood Relations

Quantitative Aptitude: Number Systems, Percentage, Ratio and Proportions, Simplifications

### Learning Resources

1. Dale Carnegie *How to Winn Friends and Influence People*.
2. Carmine Gallo *Talk Like Ted*
3. Steven R Covey *Seven Habits of Highly Effective People*
4. PA Anand (2015), *Wiley Quantitative Aptitude*, Wiley India Pvt. Ltd.
5. PA Anand (2016) & Lalit Singh, *Wiley Verbal Ability and Reasoning (First Edition)* Wiley India Pvt. Ltd.

## Core Course [MBA Second Semester]

**Course Name:** Business and Legal Environment [MBA 201]

Course Credits	4	Course Evaluation	100 Marks	Instruction Hours	40
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**Course Objectives:** This course provides an introduction to the internal and external Business environment. It is designed to provide the students with legal knowledge of general business and serves as an introduction to legal concepts related to business transactions.

**Learning Outcomes:** At the end of the course students would be able to

1. Understand the basic concepts of environment of Business
2. Explain the legal concepts with respect to Indian Industry.
3. Explain the legality attached with the Information technology.

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### Unit: 01 Business Environment [10 Hours]

Concept of Vision& Mission statements; Types of Environment, Internal to the enterprise (value system, management structure and nature, HR, company Image and Brand value, physical assets, facilities, R&D, Intangibles, competitive advantages), External to the enterprise (micro suppliers, customers, market Intermediaries: Macro demography, natural, legal & Political, Technological, Economy, competition, socio-cultural and International). Impact of laws on Business, Constitutional provisions, Role of Legislature and Judiciary. Nature & Meaning of law. Sources of law.

### Unit: 03 Elements of Company Law & Limited Liability Partnership [10 Hours]

Companies Act, 2013 - Characteristics and kinds of companies, Registration, Prospectus, Directors, Appointment, powers, duties & liabilities, Meetings, Winding up, Corporate Social Responsibility - An overview of Limited Liability Partnership Act 2008.

### Unit: 02 Element of Law Relating to Contract, Sales of Goods and Negotiable Instruments [10 Hours]

Meaning of Contract; Essentials of a Valid Contract; Nature and Performance of Contract; Termination and Discharge of Contract; Indemnity and Guarantee; Bailment and Pledge; Law of Agency. Contract of Sale; Sale Distinguished from Agreement to Sell, Contract for Work and Labour and Hire-Purchase; Conditions and Warranties; Transfer of Title by Non-Owners.

### Unit: 04 Negotiable instruments and Elements of Cyber Laws [10 Hours]

Negotiable Instruments Act 1881-Definition of a Negotiable Instrument; Instruments, Negotiable by Law and by Custom; Types of Negotiable Instruments; Parties to a Negotiable Instrument.

Information Technology Act 2000 - Cyberspace; Cyber laws; Scope of Cyber Laws; Classification of Cyber Crime; Regulation of Certifying Authorities; Adjudication

### Learning Resources

1. MB Shukla (2012) *Fundamentals of Business Environment* - Taxmann Publications Pvt Ltd.
2. ND Kapoor (2015) *Element of Mercantile Law* -Sultan chand & Sons 37th Revised Edition.
3. SS Gulshan & GK Kapoor *Business Law Including Company Law*



## Core Course [MBA Second Semester]

Course Name: Corporate Finance [MBA 2002]

Course Credits	4	Course Evaluation	100 Marks	Instruction Hours	40
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### Course Objectives:

To provide students understanding of fund management through sources & uses of assets and its applications in various business scenarios.

### Learning Outcomes:

1. To give everybody the ability and confidence to tackle common financial problems in practice.
2. To provide adequate preparation for future finance classes, especially the advanced corporate and investment problems
3. Through this course student will enhance their knowledge and understanding of corporate finance.

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### Unit: 01 Introduction [10 Hours]

Nature and scope of Finance, Objectives of finance, Roles and responsibilities of the finance manager, Introduction to Indian financial system. Sources of finance: Equity capital, Debenture, Preference capital and Term loans, Time value of money, Cost of capital.

### Unit: 02 Capital Budgeting [6 Hours]

Introduction, Project Appraisal Techniques, Determination of cash flow streams, Capital Rationing and conflicts in NPV and IRR Techniques.

### Unit: 03 Corporate Financial Structure and Dividend Policy [14 Hours]

Leverage: Operating, financial and combined leverage, Capital structure: Theories of capital structure (Net income approach, net operating income approach, MM approach, Traditional approach). Dividend Policy: Introduction, forms of dividend, stability of dividends, theories of dividend policy (Relevance and Irrelevance theories), determinants of dividend decision

### Unit: 04 Working Capital Financing [10 Hours]

Concept, Significance, operating cycle, Estimation, Risk-return Trade off, Determinants, Working Capital policies and working capital financing.

### Learning Resources

1. Khan & Jain (2010). Financial Management, 15th Edition, TMH.
2. Pandey, I. M. (2012). Financial Management, 9<sup>th</sup> Edition, Vikas Publishing.
3. Kothari, R. (2015). Contemporary Financial Management, Macmillan.
4. Brigham & Houston (2016). Fundamental of Financial Management, 15<sup>th</sup> Edition, Harcourt
5. Chandra, P. C. (2018). Financial Management, TMH.

## Core Course [MBA Second Semester]

Course Name: Human Resource Management [MBA 203]

Course Credits	4	Course Evaluation	100 Marks	Instruction Hours	40
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**Course Objectives:** Objective of the course is to introduce the students to basics of theory and application of econometric methods. Emphasis is on understanding and interpreting relations among economic variables which have a direct impact on the way business is conducted in the world market.

### Learning Outcomes:

1. Gain an understanding of key terms, theories/concepts and practices within the field of human resource management.
  2. Effectively manage and plan key human resource functions within organizations
  3. Examine current issues, trends, practices, and processes in HRM
  4. Contribute to employee performance management and organizational effectiveness
  5. Identify and analyse problems in the field of HRM and be able to provide solutions
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### Unit: 01 Introduction to Human Resource Management [10 Hours]

Concept, Nature and Scope of Human Resource Management, Evolution of HRM, System Approach to HRM, HRM in Indian Context, Overview of Human Resource Development, Overview of Strategic Human Resource Management

### Unit: 02 Acquiring Human Resources [10 Hours]

Human Resource Planning - HR planning process, Human resource information system, Job analysis and design: job description and job specification, Recruitment: methods of recruiting. Equal employment opportunity. Selection: Concept/Objectives/Procedures, Type of Tests and Interviews; Induction, Orientation and Placement

### Unit: 03 Developing Human Resources [10 Hours]

Training and development: introduction, objectives, importance and methods, Management Development Methods (Overview) - In Basket Training, Sensitivity Training, Simulations, Managerial Grid Training, Computer-based Training, Career planning and development: concept, career planning, and problems in career planning, succession planning.

### Unit: 04 Rewarding Human Resources

Performance Appraisal - Concept/Objectives/Uses; Overview of Appraisal Methods (Rating, Ranking, Critical incident, 360 degrees, Behavioral Anchored Rating Scale (BARS), Forced Ranking, Balanced Score Card, Management by Objectives (MBO)etc); Problems in Performance Appraisals; Promotion and Transfer. Compensation: objectives, components of motivation, compensation decisions, methods of payment, issues in compensation administration, and employee retirement benefits and services

### Learning Resources

1. Dessler, G. & Varkkey, B. (2009). *Human Resource Management*, 11th Edition, Pearson.
2. Aswathappa, K. (2010). *Human Resource Management*, 6th Edition, TMH.
3. Gomez-Mejia, Balkin & Cardy (2010). *Managing Human Resources*, 6th Edition, PHI.
4. Rao, V. S. P. (2010). *Human Resource Management*, 3rd Edition, Excel Books.
5. Rao, P. S. (2009). *Personnel & Human Resource Management*, 4th Edition, HPH.
6. Ivancevich, John M. (2013). *Human Resource Management*; McGraw-Hill Education

## Core Course [MBA Second Semester]

Course Name: Business Analytics -II [MBA 204]

Course Credits	4	Course Evaluation	100 Marks	Instruction Hours	40
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### Course Objectives:

To provide student broad understanding of tools and techniques of Business Analytics, and their application in business.

### Learning Outcomes:

1. Define data mining and understanding application of some common approaches used in data mining
2. Identify the appropriate choice of forecasting model based on the characteristics of a time series
3. Understanding of Linear Optimisation models and its application
4. Understanding the concept of stochastic processes, Markov chain, and its application in solving analytics problems
5. Construct payoff table, choose appropriate decision approach when probabilities of events are unknown, and apply expected values.

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### Introduction to Data Mining (12)

Data Mining: Scope of Data Mining, Data Sampling, Data Exploration and Reduction, Data Preparation: Treatment of Missing Data, Identification of Outliers and Erroneous Data, Variable Representation, Unsupervised Learning: Cluster Analysis, Association Rules, Supervised Learning: Partitioning Data, Classification Accuracy, Prediction Accuracy, k-Nearest Neighbors, Classification and Regression Trees, Logistic Regression

### Time Series Analysis and Forecasting (8)

Introduction to Forecasting, Time Series Data and Component of Time Series data, Identifying Time Series Patterns, Forecast Techniques and Forecasting Accuracy: Mean Absolute Error (MAE), Mean Absolute Percentage Error (MAPE), Mean Square Error (MSE), Root Mean Square Error (RMSE). Moving Average Method, Single Exponential Smoothing, Double Exponential Smoothing, Triple Exponential Smoothing

### Prescriptive Analytics (12)

Introduction to Prescriptive Analytics, Linear Programming, Linear Programming Problem Terminologies, Assumptions, Solving a linear Programming Problem using Graphical Method, Simplex Method: Maximization Type Problem, Minimization Type Problem, Assignment Problem, Transportation Problem

### Stochastic Problem and Decision Analysis (8)

Introduction to Stochastic Process, Poisson Process, and Markov Chains: Introduction, Classification of States in a Markov Chain: Accessible State, Communicating States, Periodic State, Ergodic Markov Chain, Transition Probabilities and System Behavior.

### Decision Analysis

Introduction, Problem Formulation: Payoff Tables, Decision Trees, Decision Analysis without Probabilities: Maximax Approach, Minimax Approach, Laplace Approach, Minimax Regret Approach, Salvage Approach, Decision Analysis with Probabilities: Expected Monetary Value (EMV).

### Learning Resources

1. Kumar, U. D. (2017). *Business Analytics: The Science of Data-Driven Decision Making* (First). New Delhi: Wiley India.
2. Evan, J. R. (2017). *Business Analytics* (Second). New Delhi: Pearson.
3. Camm, J. D., Cochran, J. J., Fry, M. J., Ohlmann, J. W., Anderson, D. R., Sweeney, D. J., & Williams, T. A. (2015). *Essentials of Business Analytics* (First). New Delhi: Cengage Learning.
4. Sharma, J.K. (2017). *Operation Research: Theory and Application* (Fifth). New Delhi: Macmillan India
5. Galit S, Nitin R. Patel, and Peter C. Bruce (2016). *Data Mining for Business Intelligence*. (Third). New Delhi John Wiley & Sons.

## Core Course [MBA Second Semester]

Course Name: Career & Life Skills - II [MBA 207]

Course Credits	2	Course Evaluation 100	100 Marks	Instruction Hours	20
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### Course Objectives:

This course is offered with an objective to learn basics of English grammar as it helps to understand how to make sentences and paragraphs. Also the course targets to enhance the logical ability of the students from basic to the medium level.

### Learning Outcomes:

1. Students will be able to recognize and understand the meaning of targeted grammatical structures in written and spoken form
2. Students will use basic grammatical structures in short conversations and discussions.
3. Students will practice the grammar skills involved in writing sentences and short paragraphs.

-----Unit:

### 01 Soft Skills [14 Hours]

Parts of Speech, Tenses, Extempore

### Unit: 02 Presentation Skills [16 Hours]

Product Launch

### Unit: 03 Aptitude and Quant [10 Hours]

Logical Reasoning: Arrangement Puzzles, Miscellaneous Puzzles, Mathematical Operations

Quantitative Aptitude: Ages, Averages, Partnership, Mixtures,

### Learning Resources

1. <https://www.englishclub.com/>
2. PA Anand (2015), *Wiley Quantitative Aptitude*, Wiley India Pvt. Ltd.
3. PA Anand (2016) & Lalit Singh, *Wiley Verbal Ability and Reasoning (First Edition)* Wiley India Pvt. Ltd.
4. Rawat & Rawat, *Quantitative Aptitude (First Edition)*, Savera Publishing House
5. R.S. Aggarwal, (2011), *Quantitative Aptitude (Revised Edition)*, S.Chand

## Functional Elective Courses [Finance]

Course Name: Income Tax Planning [MBA 205 F]

Course Credits	4	Course Evaluation	100 Marks	Instruction Hours	40
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**Course Objectives:** This paper gives an insight about the Income tax structure of Indian Economic System and various tax aspects related to planning of income tax and its determinations.

### Learning Outcomes:

1. Students will become acquaint about the current Taxation policy of India.
2. To strengthens the knowledge of students from the practical application perspective.
3. To understand the tax planning and its calculations.

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### Unit: 01 Concept of Income [10 Hours]

Basic Concepts -Definitions -Residential Status of Individual, HUF,AOP, Firm & Company-Exempted Incomes- Deductions

### Unit: 02 Computation of Income [15 Hours]

Salary, House Property, Business or Profession, Capital Gains and Other Sources

### Unit: 03 Set-off and Carry Forward of Losses [10 Hours]

Gross Total income, Set off and Carry forward of Losses, Relief and Rebate

### Unit: 04 Tax Planning for Individuals [5 Hours]

Income to be considered while computing total income of individuals, common tax planning tools,

### Learning Resources

1. Girish Ahuja and Ravi Gupta, Systematic Approach to Income tax, Bharat Law House,Ltd., New Delhi.
2. Bhagavathi Prasad, Direct Taxes -Law & Practice, New Age International (P) Ltd. New Delhi.
3. Balachandran. V, & Thothadn. S, Taxation Law and Practice, PHI Learning (P) Ltd., New Delhi.
4. V.K. Singhanian and Kapil Singhanian, Direct Tax Law and Practice, Taxman Allied Publishers (P)Ltd.
5. H.C. Mehrotra and S.P. Goyal, Income Tax Law and Accounts , Sahitya Bhawan.

## Functional Elective Courses [Finance]

**Course Name:** Financial Institutions & Market [MBA 206 F]

Course Credits	4	Course Evaluation	100 Marks	Instruction Hours	40
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**Course Objectives:** This course is designed to introduce and analyze the structure, operations and functions of the financial markets and financial institutions

### Learning Outcomes:

1. Understand the role financial institutions and financial markets in the economy.
  2. Understand the regulations and structure of financial institutions.
  3. Critically evaluate the use of financial instruments in investment decision.
  4. Discuss the significance of stock exchanges in the economy
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### Unit: 01 Financial System and Regulations [10 Hours]

Financial System and Economic Development, Financial Sector reforms, financial inclusion. Functions and Role of (RBI, Monetary policy, IRDA, PFRDA and SEBI)

### Unit: 02 Banking and Non-Banking Financial Institutions [10 Hours]

The public and private sectors, structure, Bank capital and Banking Innovations, Commercial and Co-operative Banks, Non-Banking Financial Institutions, Insurance Companies. Mutual Funds: Growth of Indian Mutual Fund and its Regulations- The Role of AMFI.

### Unit: 03 Financial and Security Market [10 Hours]

Financial Markets: Structure and Functions of Call Money Market, Government Securities Market, Treasury Bills Market, Commercial Bills Market, Commercial Paper and Certificates of Deposits. Securities Markets: Organization and Structure, Listing, Trading and Settlement, SEBI and Regulations of Primary and Secondary Markets.

### Unit: 04 Financial services [10 Hours]

Financial Services: Asset/Fund Based Financial Services - Lease Finance, Consumer Credit and Hire Purchase Finance, Factoring - Definition, Functions, Advantages, Evaluation and Forfeiting, Bills Discounting, Housing Finance. Venture Capital Financing: Fee-based / Advisory services, Stock Broking, Credit Rating

### Learning Resources

1. L M Bhole (2017) *Financial Institutions and Markets*, McGraw Hill Education; Sixth Edition
2. M Y Khan (2017) *Indian Financial System*, McGraw Hill Education; Tenth Edition
3. Frederic S. Mishkin (2017) *Financial Markets and Institutions*, Pearson Education; Eighth Edition
4. Kumar, Vinod, Gupta, Atul Manmeet Kaur (2017) *Financial Markets & Institutions*, Taxmann Edition

## Functional Elective Courses [Human Resource Management]

Course Name: Labor Laws [MBA 205 H]

Course Credit	4	Course Evaluation	100 Marks	Instruction Hours	40
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### Course Objectives:

To familiarize the students with the provisions of industrial and labour laws related to social security, wages, working condition and labour welfare. The objective is to develop an understanding of labour laws with reference to various aspects of Personnel Management, Wage Management & Industrial Relations.

### Learning Outcomes:

1. Demonstrate an understanding of the perspectives, theories & concepts in the field of Labour Welfare.
  2. Analyze the rationale behind the laws and their enforcement problems.
  3. Analyze issues of social justice related to work across local and global contexts.
  4. Analyze a contemporary global issue in labour & employment relations from a multidisciplinary perspective
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### Unit 1: Introduction to Labour Legislation and Laws relating to Working Conditions [12 Hours]

Objectives, Principles, Classification and Evolution. International Labour Organization, Indian Constitution & Labour Laws. Laws relating to Working Conditions: Factories Act 1948, Contract Labour Act 1970.

### Unit 2: Laws Relating to Wages [10 Hours]

Minimum Wages Act, 1948, Payment of Wages Act, 1936, Payment of Bonus Act, 1965, Equal Remuneration Act, 1976.

### Unit 3: Laws Relating to Labour Welfare and Social Security- I [10 Hours]

Social Security legislation: An overview, The Payment of Gratuity Act, 1972, Employees' Provident Fund & Miscellaneous Provision Act 1952,

### Unit 4: Laws Relating to Labour Welfare and Social Security- II [08 Hours]

Employee Compensation Act, 1923, Employee State Insurance Act, 1948, Maternity Benefit Act 1961.

### Learning Resources:

1. Malik, S. (2011). P L Malik's Industrial Law Volume1, 23<sup>rd</sup> Edition, Eastern Book Company.
2. Mishra, SN, Labour Laws, Central Law Publications
3. Srivastava, S.C., *Industrial Relations & Labour Laws*, Vikas Publishing House (P) Ltd.
4. Sharma, J.P., *Industrial Laws*, Ane Books Pvt. Ltd, New Delhi.

## Functional Elective Courses [Human Resource Management]

**Course Name:** Manpower Planning, Recruitment and Selection [MBA 206H]

Course Credits	4	Course Evaluation	100 Marks	Instruction Hours	40
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### Course Objectives:

In this course students will understand the fundamental functions of human resource management; The Course provides framework for scientific manpower planning and selection - both in terms of quantity and quality, mainly in the context of Indian Corporate Environment so as to help students to understand the concepts, methods and procedures involved in manpower planning, recruitment and selection process.

### Learning Outcomes:

1. Explain the strategic role and importance of Manpower planning, recruitment and selection in organizations.
  2. Critically evaluate and apply concepts of Manpower Planning, Recruitment and selection.
  3. Demonstrate a practical knowledge of implementation process of Manpower, Recruitment and Selection.
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### Unit: 01 Overview of Manpower Planning [7 Hours]

Introduction to Manpower Planning - Meaning, Features, Scope, Approaches, Levels of Manpower planning, Types, Advantages of Manpower planning, Overview of Manpower planning Process, Overview of Requirements for Effective Manpower Planning. HR planning as a strategic process, Linkage of Manpower Planning with Other HR Functions, HRIS, HR Audit, Recent Trends in HR Planning

### Unit: 02 Manpower Planning Techniques [15 Hours]

Quantitative determination of Human Resource requirements: Work Study, Work Measurement; the Purpose and the Basic Procedure. Qualitative determination of human resource requirements: Job Analysis. Methods of Job Analysis. Inventorying available talent, Human Resource Demand Forecasting, Techniques of Demand Forecasting, Human Resource Supply Estimates, Techniques of Supply Forecasting, Career planning and development, Succession Planning.

### Unit: 03 Recruitment [ 07 Hours]

Introduction to Recruitment - Meaning, Scope, Objectives, Significance and Relevance of Recruitment. Job Design - Introduction, Definition, Factors Affecting Job Design, Techniques of Job Design. Sources of Recruitment -Internal and External, Process of Recruitments, E-Recruitments, Overview of Digital tools and techniques used in Recruitment, Emerging practices of Recruitment, Ethical Issues in Recruitment

### Unit: 04 Selection [11 Hours]

Introduction to Selection - Meaning, Scope, Objectives, Significance and Relevance of Selection. Selection Process, Employee Selection Methods, Screening and Testing, Types of Tests, Interviewing, Types of Interviews, Effective Interviewing Guidelines, Legal Issues in Selection, Background Check, Decision Making, Induction an Orientation- Process, Ethical Issues in Selection, Recent trends and practices in Selection

### Learning Resources

1. VSP Roa, Human Resource Management : Text and cases, second edition, Excel Books.
2. Gary Dressler and Biju Varkey (2013), Human Resource Management, Pearson Education.
3. Walker J W: Human Resource Planning, MGH
4. Bennison M.& J Casson : The Manpower Planning Handbook, McGraw Hill.



## Functional Elective Courses [Marketing]

Course Name: Marketing of Services [MBA 205 M]

Course Credits	3	Course Evaluation	100 Marks	Instruction Hours	40
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### Course Objectives:

The focus of this course is twofold. First, service organizations differ from goods organizations and require their own distinctive approach with regard to the development and execution of marketing strategy. Secondly, goods organizations need to acknowledge the service aspects of their organizations and the ways in which service can be used as a source of competitive advantage.

### Learning Outcomes:

1. Explain the unique challenges involved in marketing and managing services.
2. Identify and analyze the various components of the services marketing mix (7Ps)
3. Evaluate the key issues required in managing customer satisfaction and service quality.

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### Unit: 01 Introduction to Services [08 Hours]

Definition and Characteristics of Services, Growth of Service based economy, Services Marketing Mix 8P's, Gaps model of Service Quality, service excellence, consumption of services, traditional goods marketing triangle, service marketing triangle, service and technology, SERVQUAL model.

### Unit: 02 Listening to Customer Requirement [12 Hours]

Consumer Behavior in Services, Customer Expectations in Services, Zone of tolerance, Customer Perceptions in Services, e-service quality, moments of truth, understanding customer expectations and perceptions through Service Market Research, Building Customer relationships, Service failures and recovery.

### Unit: 03 Aligning Strategy, Service Design & Standards [8 Hours]

Service Innovation and design, Quality Function Deployment in Service, service blueprinting, standardization, customer-defined service standards, physical evidence and the services escape.

### Unit: 04 Managing Service Promises [12 Hours]

Employees' Roles in Service Delivery, Boundary spanning roles, service profit chain, Customers' Roles in Service Delivery, DIY concept, Delivering Service through Intermediaries and Electronic Channels, Managing Demand and Capacity, Service Pricing, waiting line strategies, Self-service technologies, Integrated Services Marketing Communications, Overview of Service industries: insurance, banking, hotels, telecommunication, and education.

### Learning Resources:

1. Valerie Zeithaml, Mary Jo Bitner, Gremler and Pandit (2008). *Services Marketing*, 4th Ed., Tata McGraw - Hill
2. Lovelock & Wirtz (2011). *Services Marketing: People, Technology, Strategy*, 7/E/latest edition, Pearson
3. Kenneth E Clow, David L Kurtz (1995). *Services Marketing*, 2/e, Biztantra
4. Christopher Lovelock, (2007). *Service Marketing*, Prentice Hall International Edition
5. Richard L Oliver (1997). *Satisfaction: A Behavioral Perspective on the Consumer*, Tata McGraw - Hill
6. Christian Gronroos (2007) *Service Management & Marketing*; 3/e Wiley India

## Functional Elective Courses [Marketing]

**Course Name:** Consumer Behavior [MBA 206 M]

Course Credits	4	Course Evaluation	100 Marks	Instruction Hours	40
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### Course Objectives:

This course familiarizes students with the fundamentals of Consumer Behavior and their application in Marketing related to Market Research, Branding, Promotions, Pricing and New Product Development.

### Learning Outcomes:

1. Understand the essence of how consumers make decisions and assess the relevant implications for marketing practitioners.
  2. Individual influences on consumer behavior and choices: influences of motivation, personality, perception, learning, attitude.
  3. Social and cultural influences on consumer behavior and choices: influences of reference groups, family, social class, subculture and culture.
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### Unit: 01 Understanding Consumer Behavior [7 Hours]

Defining Consumer Behavior, Levels of Consumer Decision Making, Four Views of consumer decision making, Model of consumer decision making, Factor influencing consumer decision making, Consumer Research Process

### Unit: 02 Consumer as an Individual [13 Hours]

Consumer Motivation, Consumer Perception, Consumer Learning, Consumer Attitude formation, Personality, Self Concept, Lifestyle

### Unit: 03 Consumer in Social settings [12 Hours]

Consumer Groups, Reference Groups, Family and social class, Influence of culture and sub culture, cross cultural consumer behavior and issues

### Unit: 04 Opinion Leadership and Diffusion of Innovations [8 Hours]

Opinion Leadership characteristic, process and communication, Diffusion and Adoption of Innovations, The Diffusion Process, The Adoption Process, Classification of adopters

### Learning Resources

1. Schiffman, L. G., Kanuk, & Kumar, S. R. (2010). *Consumer Behavior*, Pearson Education.
2. Hawkins, Delbert I., Mothersbaugh, David, Mookerjee A (2010), *Consumer behavior*, McGraw Hill
3. Kazmi, Akhtar (2013), *Consumer Behaviour*, Excel Books
4. Lindquest, J. D., & Sirgy, M. J. (2005), *Consumer Behavior Theory and Marketing Applications*, Biztantra

## Core Course [MBA Third Semester]

Course Name: Strategic Management [MBA 301]

Course Credits	3	Course Evaluation	100 Marks	Instruction Hours	40
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### Course Objectives:

To familiarize students with the fundamentals of Strategic Management. To give a holistic perspective of an enterprise, critical from the point of view of top executives.

### Learning Outcomes:

1. Able to formulate and implement strategic plans
2. Generate and evaluate strategic alternatives
3. Understand and apply the key tools of strategic management.

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### Unit: 01 Introduction to Strategic Management [08 Hours]

The concept of strategy, Strategy as the art and science of creating value, Deliberate vs. emergent Strategy, Strategic choices, Levels of strategy, Strategy Vocabulary: intent, vision, mission, goals, objectives, Policies, Procedures. Strategic fit, Strategic management process, Limitations of strategic management

### Unit: 02 Analyzing the Business Environment and Sustainable Competitive Advantage and Value Creation [12 Hours]

Overview & Analysis of Internal & External Environment: PESTEL, ETOP, Porter's 5-Forces Model, Types of Resources, Capabilities & Core Competencies, VRIO analysis, SWOT Analysis, distinctive competency, sustainable competitive advantage and profitability, Industry life cycle, Value-Chain Analysis, The role of innovation, Competencies as barriers to change

### Unit: 03 Strategic Formulation and Analysis [12 Hours]

Business Level Strategy: Cost Leadership, Differentiation & Focus Strategy, Grand Strategies - Growth/Expansion, Stability & Retrenchment, Strategic analysis at corporate level: BCG Matrix, GE Nine Cell Planning Grid, Hofer's Product Market Evolution, Shell's Directional Policy Matrix, Mc Kinsey's 7s Framework.

### Unit: 04 Strategy Implementation and Evaluation [08 Hours]

Project and Procedural implementation, Corporate Performance & Corporate Governance; Corporate Social Responsibility & Ethics, Operations Control and Strategic Control, Benefit and Limitations of control Techniques; Organizational systems and techniques of strategic evaluation.

### Learning Resources

1. Hunger J David, Wheelen L Thomas, (2011), *Essentials of Strategic Management*, 5/e, Pearson.
2. John. A. Pearce II, Richard.B. Robinson Jr, AmitaMital, (2008), *Strategic Management - Formulation, Implementation and Control*, 1/e, Tata McGraw-Hill, New Delhi.
3. [William F. Glueck](#), [Lawrence R. Jauch](#), *Business policy & Strategic Management*, McGraw Hill.
4. Thompson A Jr, A.J. Strickland, (2008), *Strategic Management*, Tata McGraw-Hill Publishing, New Delhi.
5. Kazmi, Azhar *Strategic Management & Business Policy* - TMH

## Core Course [MBA Third Semester]

Course Name: Business Ethics & Corporate Governance [MBA 302]

Course Credits	4	Course Evaluation	100 Marks	Instruction Hours	40
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**Course Objectives:** To familiarize students with the role of ethics and its importance in business.

**Learning Outcomes:**

1. Show familiarity with current ethical questions, economic, social and environmental policy frameworks in which CSR takes place.
2. Demonstrate mastery of CSR theory and practice in Europe from corporate codes of conduct to related EU policies, frameworks and discussions
3. Appreciate and articulate complex issues in corporate governance under local and global settings
4. Show familiarity with critical issues of CG and CSR, including corporate ownership structures, transparency, board practices.

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**Unit: 01 Business Ethics [12 Hours]**

Nature of ethics, Objectives of ethics, Business ethics: Nature of business ethics, Relationship between ethics and business, Need for business ethics. Views on BE: The Unitarian view of ethics, The Separatist view of ethics and The Integration view of ethics, Stages of ethical consciousness in business, Ethical theories: Meta ethics and Normative theory, Market system: Impact of unethical behavior in the market System-Bribery, Coercion, Deception, Theft, Discrimination, Environmental Ethics and issues

**Unit: 02 Ethics and Business System [08 Hours]**

Ethics and Business System: Markets, Environment, Trade, Consumer Production and Marketing, Finance, HR

**Unit: 02 Indian Ethos: Need, Purpose & Relevance [08 Hours]**

Indian Ethos: Need, purpose & relevance of Indian Ethos; Salient feature (Brain Stilling, Total Quality Mind, Intuition, Intellectual rational brain V/s Holistic-Spiritual Brain

**Unit: 04 Corporation & Corporate [12 Hours]**

Definitions & Evolution of corporate governance, Characteristics of Corporation: Corporation as a 'person', Corporation as a 'moral person', Corporation expectations of society and market place. Definition of Corporate Governance, Difference between Corporate Governance and Corporate Management. Issues in Corporate Governance. Models of corporate governance, Anglo-American model, Japanese model and Indian model. The role & responsibilities of Board of Directors & CEO. Committees on corporate governance: Cadbury Committee Report & CII Report

**Learning Resources**

1. Ferrell and Friedrich (1990). *Business Ethics: Ethical Decision Making and Cases*, Houghton Mifflin
2. Laura P. Hartman and Joe Des Jardins, (2008). *Business ethics: Decision making for Personal Integrity and Social responsibility*, NY: McGraw-Hill/ Irwin.
3. Callaham J.C. (ed) (1988). *Ethical Issues in Professional Life*, NY: Oxford University Press.
4. Fernando, A. C. (Latest). *Business Ethics and Corporate Governance*. Pearson Publication

## Functional Elective Courses [Finance]

Course Name: Security Analysis and Portfolio Management [MBA 304 F]

Course Credits	4	Course Evaluation	100 Marks	Instruction Hours	40
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### Course Objectives:

To provide student broad understanding of tools and techniques of Security Analysis and Portfolio and their application in Financial Decision Making.

### Learning Outcomes:

1. Analyze and evaluate financial markets, how securities are traded, mutual funds, investment companies, and investor behavior.
  2. Construct optimal portfolios and illustrate the theory and empirical applications of asset pricing models.
  3. Explain macro and industry analysis, equity valuation, financial statement analysis and technical analysis.
  4. Analyze bond prices and yields and fixed-income portfolios.
  5. Explain what options and futures are and their use as hedging instruments.
  6. Characterize the implications of the market efficiency evidence on active portfolio management.
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### Unit 1: Overview Of Investment And Market (10 Hours)

Overview of Capital Market: Market of securities, Stock Exchange and New Issue Markets - their nature, structure, functioning and limitations; Trading of securities: equity and debentures/ bonds. Regulatory Mechanism: SEBI and its guidelines; Investor Protection.

### Unit 2: Risk and Return Analysis (12 Hours)

Risk & Return: Concept of Risk, Component & Measurement of risk, covariance, correlation coefficient, measurement of systematic risk. EMH (Efficient Market Hypothesis) and its implications for investment decision. Valuation of securities.

### Unit 3: Fundamental and Technical Analysis Of Equities (8 Hours)

Concept of intrinsic value. Objectives and beliefs of fundamental analysis: Economy - Industry-Company framework, Economic analysis and forecasting. Theory of Technical analysis, points and figures chart, bar chart, Confidence index, Moving average analysis,. The market mechanism: testable hypothesis about market efficiency

### Unit 4: Modern Portfolio Theory and Performance Evaluation (12 Hours)

Asset allocation decision. Dominant and Efficient portfolio - simple diversification, Markowitz diversification model, Selecting an optimal portfolio - Sharpe single index model. Process of Portfolio management. Passive Investment Management

Portfolio revision - Active and passive strategies and formulating plans to revise portfolio.

### Learning Resources

1. Prasanna, C., (2017). Investment Analysis and Portfolio Management, TMH.
2. Reilly, (2010). Investment Analysis & Portfolio Management (8<sup>th</sup> Ed.). Cengage Learning.
3. Fisher & Jordan, (2007). Security Analysis & Portfolio Management (6<sup>th</sup> Ed.). Pearson.
4. Gibson, R. C. (2008). Asset Allocation. McGraw Hill.
5. Malkiel, B. G. (2007). A Random Walk Down Wall Street (9<sup>th</sup> Ed.).Norton and Company.

## Functional Elective Courses [Finance]

**Course Name:** Financial Planning [MBA 306 F]

Course Credits	4	Course Evaluation	100 Marks	Instruction Hours	40
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**Course Objectives:** Determining the client's financial status by analyzing and evaluating the client's information. Developing, preparing and Implementing a client-specific financial plan tailored to meet the goals and objectives of client, commensurate with client's value, temperament, and risk tolerance

### Learning Outcomes:

1. Understand the fundamentals of the financial planning process.
  2. Develop a clear, professional understanding of insurance policies and strategies.
  3. Become skilled in applying financial planning strategies.
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### Unit: 01 Introduction [10 Hours]

Introduction to Financial Planning, Role of financial planner, Regulatory control and practices in financial planning, The Consumer Life Cycle, The Consumer Wealth Cycle, Various views of financial planning, Good practices in financial planning

### Unit: 02 Financial Planning Process [10 Hours]

Establishing client- planner relationships, gathering client data and determining goals and expectations, Determining the client's financial status by analyzing and evaluating the client's information Analyze Client Objectives, Needs and Financial Situation

### Unit: 03 Developing, Implementing and Monitoring the Financial Plan [10 Hours]

Projecting Financial position of clients, Addressing the client's needs (general, specific, disability and retirement needs), Addressing tax liability of clients, Asset allocations, Implementing and Monitoring the Financial Plan.

### Unit: 04 Retirement and Estate Planning [10 Hours]

Retirement planning process, Introduction to retirement products: Provident Funds (EPF, CPF, PPF). Retirement Plans: (NPS, Retirement Insurance Plans, Retirement Funds) Projecting retirement corpus. Introduction to estate planning (concepts of Will, Trust and power of attorney)

### Learning Resources

1. IIBF (2018) *Introduction to Financial Planning*, Taxman Publication Private Ltd.
2. CFP Course Module 3 on Retirement Planning and Employee Benefits
3. CFP Course Module 5 on Tax Planning and Estate Planning

## Functional Elective Courses [Finance]

Course Name: International Finance [MBA 306 F]

Course Credits	4	Course Evaluation	100 Marks	Instruction Hours	40
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### Course Objectives:

To familiarize students with concept and importance of international financial system and investment decisions.

### Learning Outcomes:

1. Understand the international financial environment and concept of foreign exchange market.
2. Gain knowledge on global investment opportunities and analysis of different sources.
3. Critically evaluate the factors of global financial decision for a firm.
4. Examine the techniques of foreign exchange risk management.

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### Unit: 01 International Financial System & Market for Foreign Exchanges [10 Hours]

Growing Importance of International Finance & Global Financial Environment, International Monetary System & Evolvement of Floating Rate Regime, Foreign Exchange Markets, Spot, Forward, Swap Markets, Currency Futures & Option Market, Foreign Exchange Market in India

### Unit: 02 Determination of Exchange Rates and International Parity Conditions [10 Hours]

An Introduction to Exchange Rates, Inter-Bank & Merchants Rates, Determinants of Exchange Rates. International Parity conditions, Purchasing Power Parity, Interest Rate Parity & Concept of Covered interest Arbitrage, Balance of Payment, Exchange Rate Forecasting

### Unit: 03 Managing Foreign Exchange Risk [10 Hours]

Types of Foreign Exchange Exposure & Risk, Transaction Risk, Transaction Risk & Operating Risk; Corporate approach to Currency Risk Management & Hedging Philosophy; Management of Transaction Exposure, Internal & Contractual Hedge; Strategic Management of Operating Exposure; Interest Rate Risk Management, Interest Rate Swaps, Futures & Forward Rate Agreements.

### Unit: 04 International Investment and Financing [10 Hours]

Euro Currency Market; Financing the Global Firms, Availability & Cost of Capital; Sourcing Equity Globally, ADRs/GDRs, etc.; International Debt Market, Structuring International Debt; Foreign Investment Decisions, FDI & Portfolio Investment; International Trade Finance.

### Learning Resources

1. **Apte, P G. (2011).** *International Financial Management*, 6<sup>th</sup> Edition, Tata Mc-Graw Hill.
2. **Eitman (2007).** *Multinational Business Finance*, 10<sup>th</sup> Edition, Stonehill, Mofett Pearson.
3. **Madhu, Vij (2003).** *International Financial Management*, 3<sup>rd</sup> Edition, Excel Books.

## Functional Elective Courses [Human Resource Management]

**Course Name:** Performance and Compensation Management [MBA 304 H]

Course Credits	4	Course Evaluation	100 Marks	Instruction Hours	40
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**Course Objective:** To familiarize students with the fundamentals of performance and compensation management and their application in enhancing performance and designing compensation package.

### Learning Outcomes:

1. Develop the performance criteria for different levels of job.
  2. Execute the performance appraisal process.
  3. Design the compensation plan wrt different levels of job.
  4. Exhibit the understanding of different theories related to wage/salary determination
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### Unit: 01 Introduction to Performance Management System [08 hours]

Importance, Objectives, Conceptual Framework of performance Management, Performance dimension, Approaches to Measuring Performance, Prerequisites of Performance Management System, Factors Affecting Success of Performance Management.

### Unit 02 Performance Management Process [12 hours]

Performance Planning, Performance Execution, Performance Appraisal, Performance Monitoring, Methods of Performance Appraisal, Performance Improvement Model, Modern performance measurement frameworks: Six Sigma, Performance Prism, HR Scorecard; Performance Audit.

### Unit: 03 Introduction to Compensation Management [10 hours]

Objectives of Compensation, Theories of Wage Determinants, Types of Wages, Wage Policy, State's regulation of wage, Wage differentials, Components of Compensation: Monetary & Non-Monetary, fringe benefits and retrials, Difference in CTC and salary.

### Unit: 04 Designing Compensation [10 hours]

Job Evaluation: Process, Linking of Reward with performance, Designing pay ranges and bands; Salary progression curves. Types of compensation, Performance related compensation, Individual based & team-based Incentives, Executive Compensation, international and expatriate compensation.

### Learning Resources:

1. Bhattacharyya, D.K (2011) *Performance Management Systems and Strategies*, Pearson
2. Kohli& Deb (2009). *Performance Management*. Oxford Publications: New Delhi.
3. Bhattacharya, D. K. (2009). *Compensation Management*. Oxford Publications:
4. Martocchio, J. J. (2009). *Strategic Compensation: A Human Resource Management Approach (3rd Ed.)*. Pearson Education: New Delhi.
5. Aguinis, H. (2007). *Performance Management*. Pearson Education.
6. Rao T.V. (2007). *Appraising and Developing Managerial Performance*. Excel Books.



**Course Name: Organizational Change and Development [MBA 305 H]**

Course Credits	4	Course Evaluation	100 Marks	Instruction Hours	40
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**Course Objectives:** To provide students with the understanding of issues, basic theories and methods of organizational change and development techniques in organizations.

**Learning Outcomes:** At the end of the course students would be able to

1. Reflect on the need for change in the current economic climate
  2. Gain a general understanding of organizational change and development concepts
  3. Develop an understanding of possible change instruments and their field of use
  4. Explain the role of change in organizational development
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**Unit: 01 Unit: 01 understanding organizational change [08 Hours]**

Understanding Organizational Transformation, Transformation Strategies, Process of Organizational Transformation, Nature of Organizational Change, Perspectives of Organizational Change. Nature of Change; Types of change. Need for Planned Change, Speed of Change versus Institutional and Human Ability to cope with change; Forces of Change, Internal- system dynamics, individual/ group expectations, structure-focused change. Force field analysis.

**Unit: 02 Organizational Change Management [12 Hours]**

Process-based Change Models, Content-based Change Models, Individual Change Models, Integration of Change Models. Need for Communicating Change, Factors Involved in Communicating Change, Methods and Techniques for Communicating Change, Role of Top Management in Communicating Change. Managing resistance; Cognitive dimensions- change mechanisms: explaining the nature and direction of change; Affective dimensions of managing change, sustaining the momentum of change. Change agents-internal and external; Role of top management in change process. Role of HR in Organizational Change and Development.

**Unit: 03 Organizational Developments [12 Hours]**

Field of Organization Development (OD); Values, assumptions and beliefs in OD; Foundations of OD; Managing the OD Process; Action Research and OD, OD Consultant- Role, Skills and Dilemmas. Development interventions: Individual interventions- Laboratory training, career planning interventions, Managerial grid; Team interventions- diagnostic meeting; Gestalt approach; process consultation; Comprehensive OD interventions; Sensitization; T-groups; Quality Circles, Structural interventions, HRM interventions, Evaluating OD interventions

**Unit: 04 Special Applications of Interventions [08 Hours]**

Knowledge Management, Organizational learning, OD for economic, ecological and social outcomes, Sustainable management organizations, OD in nonindustrial settings: Healthcare, family owned, public sector, Role of change agents in OD. Global issues in OD

**Learning Resources**

1. Harigopal, K. (2001). Management of Organizational Change: Leveraging Transformation. Response Books: New Delhi.
2. Wendell L. F. & Cecil, H. B. Jr. (2001). Organization Development: Behavioural Science Interventions for Organization Improvement. Pearson Education: New Delhi.
3. Srivastava (2008). Organization Design and Development: Concepts and Applications. Wiley: New Delhi.
4. Singh, K. (2005). Organization Change and Development. Excel Books: New Delhi.

## Functional Elective Courses [Human Resource Management]

Course Name: Management of Industrial Relations [MBA 306H]

Course Credit	4	Course Evaluation	100 Marks	Instruction Hours	40
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### Course Objective:

This course deals with analyzing and familiarizing the students with the perspectives of Industrial Relations as they have evolved over the years and the fundamentals of Industrial Relations, methods to avoid industrial conflict, managing and developing harmonious relations etc.

### Learning Outcome:

1. Describe the general structure and system of Industrial Relations.
  2. Describe the machinery for the Prevention & Settlement of the Industrial Relations.
  3. Identify & evaluate the structure for managing the Industrial Relations.
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### Unit 1: Structure & Evolution of Industrial Relations [ 8 Hours]

Concept, origin, models of IR- Unitarist, Pluralist, Dunlop's and Marxist perspectives of IR, Approaches to IR, and Industrial Relations system in India: Structure & its evolution. Requirement of successful Industrial Relations.

### Unit 2: Industrial Conflicts and Dispute Resolution [ 10 Hours]

Definition, Causes of Industrial disputes, Types of Industrial disputes, Prevention of Industrial disputes, Settlement of Industrial disputes, Industrial Dispute Act - Conditions to Strikes, Closure, Lock-outs, Lay-off & Retrenchment, Forms of industrial conflicts, Dynamics of conflicts & collaboration, Trends in Industrial Conflicts Provisions under Industrial Dispute Act, 1947.

### Unit 3: Trade Unionism, International Labour Organization and Collective Bargaining [ 12 Hours]

**Trade Unionism:** Meaning, Objectives & Functions, Evolution, Provisions of Trade Union Act 1926, Problems of Trade Union in India, Emerging role of Trade Union in India. **ILO:** Objective, Structure, Conventions & Procedure for admission as member. **Collective Bargaining:** Meaning, Importance, Process and essential conditions for successful collective bargaining.

### Unit 4: Issues in IR, Discipline & Industrial Democracy [ 10 Hours]

Employer's union, IR & Technological Changes, Concept & Nature of Grievance, Grievance Handling procedures, **Discipline:** Meaning, Types, Disciplinary procedure, Salient features of Industrial Employment (Standing Orders) Act, 1946, Concept and scope of industrial democracy, **Worker Participation in Management:** Concept, levels of participation and forms of participation in WPM.

### Learning Resources:

1. Mamoria C.B. & S. Mamoria: *Dynamics of Industrial Relations in India*. Mumbai. Himalaya Publishing House.
2. Sinha, P.R.N (2013) *Industrial Relations, Trade Unions & Labour Legislation*. Pearson.
3. Singh. B.D. (2008) *Industrial Relations*. Excel

## Functional Elective Courses [Marketing]

**Course Name:** Marketing Analytics [MBA 304 M]

Course Credits	4	Course Evaluation	100 Marks	Instruction Hours	40
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### Course Objectives:

This course aims provide student with an introduction to marketing analytics and application of various tools for generating marketing insights from empirical data in such areas as segmentation, targeting and positioning, satisfaction management, customer lifetime analysis, customer choice, and product and price decisions using conjoint analysis.

### Learning Outcomes:

6. Understand the need and application of marketing analytics
  7. Understand and apply analytical techniques for segmentation, targeting and positioning
  8. Application of regression analysis in deciding marketing mix and price advertising elasticity models
  9. Explain the customer life time value
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### Unit: 01 Introduction to Marketing Analytics and Decision Making [6 Hours]

Marketing Analytics: Introduction and Definition, Scope of Marketing Analytics, need for Marketing Analytics, Impacts and Challenges, The Marketing Analytic Process, Categorization of Marketing Models: Verbal, Box and Arrow, Graphical, and Mathematical, Building the models,

### Unit: 02 Segmentation, Targeting and Positioning [14 Hours]

Cluster analysis for identifying market segments: Basic Concept of Conducting Cluster Analysis, Application of Nonhierarchical and hierarchical; Discriminant Analysis for Classification and Prediction: Basic Concept of Discriminant Analysis, Conducting Discriminant Analysis, Multiple Discriminant Analysis, Application of Discriminant Analysis; Multidimensional Scaling for Positioning: Basic Concepts of Multidimensional Scaling (MDS), Conducting Multidimensional Scaling,

### Unit 03 - Marketing-Mix Analytics [10 Hours]

Multiple Regression in Marketing-Mix Models: Introduction, Reviewing Single-Variable Regressions for Marketing, Adding Variables to the Regression, Economic Significance: Acting on Regression Outputs, Design of Price and Advertising Elasticity Models: Introduction, Price Elasticity of Demand, Advertising Elasticity of Demand, Building a Comprehensive Model

### Unit 04 – Product and Customer Analytics [10 Hours]

Conjoint Analysis for Product development: Basic Concept of Conducting Conjoint Analysis, Application of Conjoint Analysis, Part worth's Utility and importance of product attributes.

Customer Lifetime Value: Introduction, Customer Lifetime Value: The Present Value of the Future Cash Flows, Calculating Lifetime Customer Value, Using Customer Value to Value a Business, Customer Value, Monte Carlo Simulation, and Marketing Decision Making, Allocating Marketing Resources between Customer Acquisition and Retention

### Learning Resources

1. Venkatesan, R., Farris, P., & Wilcox, R. T. (2014). Cutting-Edge Marketing Analytics: Real World Cases and Data Sets for Hands on Learning. New Delhi: Pearson.
2. Winston, W. L. (2014). Marketing Analytics: Data Driven Techniques with Microsoft Excel (First). New Delhi: Wiley India.
3. Kumar, U. D. (2017). *Business Analytics: The Science of Data-Driven Decision Making* (First). New Delhi: Wiley India.
4. Malhotra, N. K., & Dash, S. (2017). Marketing Research: An Applied Orientation (Seventh). New Delhi: Pearson.

## Functional Elective Courses [Marketing]

**Course Name:** Sales and Distribution Management [MBA 305 M]

Course Credits	4	Course Evaluation	100 Marks	Instruction Hours	40
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### Course Objectives:

To familiarize students with the fundamentals of Sales and Distribution Management, role of Sales forecasting, importance of Budgeting and Resource management.

### Learning Outcomes:

1. Know the distinction between the skills required for selling and sales management.
  2. Evaluate sales and sales management strategies in relation to current legal and ethical standards of practice.
  3. Develop a plan for organizing, staffing and training a sales force.
  4. Identify the key factors in establishing and maintaining high morale in the sales force.
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### Unit: 01 Strategic Sales Planning [10 Hours]

The mission statement, The Strategy hierarchy, Salesmanship, Sales management, Nature and importance of sales management, Selling Approaches, selling process, Sales executive to sales manager; Duties & responsibilities, Sales function, Selling in a multi-channel environment.

### Unit: 02 Analyzing Customers and Markets [10 Hours]

Understanding B2B purchase decisions, Decision making unit(DMU), Team selling and multi-level selling, B2B customer relationship management, Leveraging information technologies; Sales force automation system, CRM software, challenges of implementing sales automation softwares.

### Unit: 03 Designing and developing the sales force [9 Hours]

Designing and organizing the sales force, size of the sales force, Geographical, product and market structure, Recruiting and selecting the right salesperson, Training and developing the sales force, The training process, Ethics and the law.

### Unit: 04 Process Management [11 Hours]

Supervising, managing and leading sales force, setting goals and managing the sales force performance, process of setting goals, types of quotas, Motivating and rewarding salespeople, Sales forecasting, Sales force performance, Sales analysis.

### Learning Resources

1. Still, Cundiff and Govani (2013), *Sales Management*, Pearson Education
2. Havaladar and Cavale(2018), *Sales and Distribution Management*, McGraw Hill
3. Panda and Sahadev(2015), *Sales and Distribution Management*, Oxford University Press
4. Gupta(2012), *Sales and Distribution Management*, Excel Books

## Functional Elective Courses [Marketing]

Course Name: Integrated Marketing Communication [MBA 306 M]

Course Credits	4	Course Evaluation	100 Marks	Instruction Hours	40
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### Course Objectives:

To familiarize students with the fundamentals of Integrated Marketing Communication, role of Advertising & Media, Internet marketing, Ethical aspects in IMC and their application in Marketing.

### Learning Outcomes:

1. Identify key marketing communications components and understand the importance of integrating them across media. Explain how effective creative strategies are developed and implemented.
2. Demonstrate a thorough knowledge of the workings and expectations of the IMC program.
3. Identify how market research, segmentation, branding and positioning relate to the process of creating and placing successful advertising and promotions. Cite the methods that marketers can use to evaluate the effectiveness of an IMC campaign

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### Unit: 01 Introduction: Concept and Process [10 Hours]

Understanding Marketing communication, Role of Integrated Marketing communication (IMC) in the marketing process; Evolution and Growth of Advertising & Promotion, need for and Role of IMC; Process for Developing Effective Marketing Communication, Elements of Marketing Communication mix, Setting the overall promotion mix. Regulation of advertising -Self-control and Government Regulations.

### Unit: 02 Planning and Execution I: Planning and Development of IMC Program: Advertising and Media [10 Hours]

Establishing objectives and budgeting for IMC, Developing the IMC program, Advertising definition and concepts, creativity in advertising, IMC Creative Strategy Planning and Implementation, IMC Message Design: AIDA model. The role of Ad Agencies & other marketing communication organizations. Measuring effectiveness of Advertising. Media Planning- Broadcast media, print media and supporting media. Internet media. Ethics and social responsibility in IMC campaigns. Evaluating Socio-economic-ethical aspects of Advertising and promotion

### Unit: 03 Execution II: Sales Promotion, Public Relations, Publicity [10 Hours]

Scope and role of sales promotion. Types of sales promotion. Public relations, process of public relations, Public relation vehicles, managing public relations, identifying stake holders. Publicity; publicity versus advertisement, power of publicity. Corporate Advertising- objectives and types.

### Unit: 04 Executions iii: Direct Marketing, Personal Selling and Internet Marketing [10 Hours]

Direct marketing strategies and evaluation, Personal selling and other promotional tools, Scope and role of personal selling; process and evaluating the effectiveness of personal selling. Marketing on the internet, developing an internet program, internet marketing tools, the internet and integrated marketing.

### Learning Resources

1. Belch, G.E. Michael Belch, KeyoorPurani, (2010). Advertising and Promotion-An Integrated Marketing Communications Perspective 7th Ed., Tata Mcgraw-hill, New Delhi.
2. Kenneth E. Clow, Donald Baack, (2004). Integrated Advertising, Promotion and Marketing Communications, 2nd Ed., Prentice Hall of India. New Delhi.
3. David Pickton, Amanda Boderick Integrated marketing Communication, Prentice Hall
4. Tom Duncan, (2006). Principles of Advertising and IMC, 2nd Ed., Tata McGraw-Hill, New Delhi.
5. Rajeev Batra, John Myers, David Aake, (2008). Advertising Management, 5th Ed., Prentice Hall of India, New Delhi

## Non Functional Elective Courses [Logistics and Supply Chain Management]

**Course Name:** Introduction to Supply Chain Management [MBA 306 LSM]

Course Credits	4	Course Evaluation	100 Marks	Instruction Hours	40
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**Course Objectives:** To familiarize students with the Supply Chain management and its importance in the success of the company.

### Learning Outcomes:

1. Understand the basics of major aspects of Supply Chain Management in the context of the current business environment.
2. Have a general sense of the various historical, legislative and practical issues associated with the movement of material in the country.
3. Become familiar with the general issues concerning the management of a warehouse. These include site selection, warehouse layout, safety and security measures, cost drivers, shipping and receiving, packaging, inventory management principles, and just-in-time fulfillment.
4. Acquire a general understanding of the major technology advancement in the industry.
5. Be industry ready by working on simulation exercises related to supply chain management on excel

### Unit : Introduction and a Strategic View of Supply Chains [10 Hours]

Introduction to Supply Chain Management, Key Concepts in Supply Chain Management,

Decisions in a Supply Chain, Enablers of Supply Chain Performance, Entry of Third-party Logistics Providers , Enhanced Inter-firm Coordination Capabilities, Supply Chain Performance in India, Customer Service and Cost Trade-offs, Supply Chain Performance Measures, Benchmarking Supply Chain Performance Using Financial Data, Linking Supply Chain and Business Performance, Enhancing Supply Chain Performance, Outsourcing: Make Versus Buy, Market Versus Hierarchy, Sourcing Strategy: Portfolio Approach, Impact of the Internet on Sourcing Strategy

### Unit: 02 Managing Material Flow in Supply Chains [10 Hours]

Inventory Management- Introduction, Types of Inventory, Cycle Inventory, Safety Stock, Decoupling Stocks, Anticipation Inventory, Pipeline Inventory, Deadstock, Inventory-related Costs, Ordering Costs, Inventory-carrying Costs, Stockout Costs, Computing Inventory-related Costs, Managing Cycle Stock, Cycle Stock Inventory Model, Capturing Uncertainty, Impact of Service Level on Safety Stock, Managing Seasonal Stock, Planning for Seasonal Demand, purchasing and inventory optimization using Excel, Network designing using Excel

### Unit: 03 Managing Information Flow in Supply Chains [10 Hours]

Demand Forecasting- The Role of Forecasting, Qualitative Forecasting Methods, Quantitative Methods, Time-series Forecasting Models, Behavioral Issues in Forecasting, Implementing demand forecasting using excel, Enabling Supply Chain Management through Information Technology

### Unit: 04 Supply Chain Innovations [10 Hours]

Supply Chain Integration, Internal Integration, External Integration, Building Partnership and Trust in a Supply Chain, Supply Chain External Integration: Industry-level Initiatives, Supply Chain Mapping, Supply Chain Process Restructuring, Postpone the Point of Differentiation, Changing the Shape of the Value-addition Curve, Advance the Customer Ordering Point: Move from MTS to CTO Supply Chain, Moving from the MTS to the CTO Model: The Role of Innovations and Experimentations.

### Learning Resources

1. Chopra, S. and P. Meindl, (Latest), Supply Chain Management? Strategy, Planning and Operations, 2nd Edition, Pearson Education (ISBN 81-297-0172-3).
2. Raghuram, G. and N. Rangraj, (Latest), Logistics and Supply Chain Management :Cases and Concepts, Macmillan, New Delhi.
3. Simchi-Levi, D., P. Kaminski and E. Simchi-Levi, (Latest), Designing and Managing Supply Chain: Concepts, Strategies and Case Studies. 2nd Edition, Irwin, McGraw Hill, New Delhi.
4. Ballou, RH (Latest), Business Logistics Supply Chain Management: Planning, Organising and Controlling Supply Chain, McGraw Hill, New Delhi.
5. Shah, Janat(Latest), Supply Chain Management, Pearson

## Non Functional Elective Courses [Logistics and Supply Chain Management]

Course Name: Retail Logistics [MBA 307 LSM]

Course Credits	4	Course Evaluation	100 Marks	Instruction Hours	40
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### Course Objectives:

To provide a background to the principles of supply chain management and their relevance to retail logistics

### Learning Outcomes:

1. To understand the nature of relationships in the retail supply chain in order that students appreciate the cost trade-offs to reduce time to market.
2. To appreciate the challenges facing logistics managers in the future.
3. To enhance business skills through the practical applications of knowledge through fieldwork/field visits and guest speakers.

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### -----Unit: 01 Concepts in Retail Logistics and Supply Chain [10 Hours]

Retail Logistics: Changes and Challenges, The Logistics Task, Retail Logistics and Supply Chain Transformation, Supply Chain Management and Challenges, The Grocery Retail Supply Chain, Relationships in the Supply Chain, Changing Buyer-Seller Relationships, Efficient Consumer Response and Quick Response, The Role of Logistics Service Providers

### Unit: 02 Retail and Globalization of Markets [10 Hours]

The Internationalization of the Retail Supply Chain, International Sourcing, Differences in Distribution, The 'Culture' in international Markets, The Internationalization of Logistics Practices

### Unit: 03 Food Logistics [10 Hours]

Packaging Logistics and Fresh Food Retailing, Retail Leadership in Fresh Food Channels, Retail Locations and Outlets, Shopkeepers and Retail Managers, Product Sourcing and Distribution, Business Relationships, Merchandising and Selling, Change in Food Retailing, Fresh Food Retail Logistics, Temperature Controlled Supply (Cold) Chains

### Unit: 04 Emerging Issues in Retail Logistics [10 Hours]

The Development of E-tail Logistics, The Growth of E-commerce, The Home Delivery Channel, RFID: Transforming Technology, The Greening of Retail Logistics, Environmental Effects of Retail Logistics, Managing Waste within the Retail

### Reference:

1. Kerstin Gustafsson, Gunella Jönson, Leigh Sparks (2006) *Retailing Logistics and Fresh Food Packaging*, ABE Books
2. Ray (2010) *Supply Chain Management for Retailing*, TMH
3. Supply Chain Management Strategies and Risk Assessment in Retail Environments, edited by Kumar, Akhilesh, Saurav, Swapnil

## Non Functional Elective Courses [International Business]

**Course Name:** International Trade & Documentation [MBA 306 IB]

Course Credits	4	Course Evaluation	100 Marks	Instruction Hours	40
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**Course Objective:** To help students to understand the concepts, systems, procedures and documentation involved in Managing Exports.

### Learning Outcomes

1. Prepared students to work in responsible international trade documentation specialist positions in organizations that participate in global supply chain.
  2. Know the major components, relationships and terminology associated with international trade documentation.
  3. Be capable of analyzing the trade documentation needs and concerns associated with conducting international trade
  4. Understand the documentation specialist's role and duties in supporting international trade
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### **Unit: 01 understanding International Trade Environment**

Introduction, international trading environment, Foreign Trade policy, India's Foreign Trade, organizing export firm.

### **Unit: 02 Managing Exports Business**

Developing Export Marketing Plan, Product and Pricing Decisions, Methods of Payment, Understanding India's Trading Partner.

### **Unit: 04 Execution of Export Order**

Processing of Export Order, Export Finance, Labeling, Packaging and Marking, Reshipment inspection, Quality management system, Export of services and Software, Export risk management. Pre- Shipment Export documentation, shipment of export goods by air, water and land route: excise and custom clearance, import procedure

### **Unit: 04 Post Export Follow Ups**

Post-shipment Finance, Export incentives and Facilities, Criteria, procedures and documentation for EOU/FTZ/EPZ/SEZ units, Policy and procedures for EOU/FTZ/EPZ/SEZ units.

### **References:**

1. Khurana P. K. (2008). Export Management (7th Ed.) Galgotia Publishing.
2. Rathod, Rathor&Jani: International Marketing, Himalaya Publishing House, New Delhi.
3. Export - Import manual, Nabhi Publication, New Delhi



## Non Functional Elective Courses [International Business]

**Course Name:** Cross Cultural Business Management [MBA 307 IB]

Course Credits	4	Course Evaluation	100 Marks	Instruction Hours	40
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**Course Objective:** The course seeks to develop a diagnostic and conceptual understanding of the cultural and related behavioral variables in the management of global organization

### Learning Outcomes

Be capable of analyzing the trade documentation needs and concerns associated with conducting international trade

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### Unit: 01 Introduction

Concept of Culture for a Business Context; Brief wrap up of organizational culture & its dimensions; Cultural Background of business stake-holders [managers, employees, shareholders, suppliers, customers and others] - An Analytical frame work

### Unit: 02 Culture and Global Management

Global Business Scenario and Role of Culture A Frame work for Analysis; Elements & Processes of Communication across Cultures; Communication Strategy for/ of an Indian MNC and Foreign MNC & High Performance Winning Teams and Cultures; Culture Implications for Team Building

### Unit: 03 Cross Culture - Negotiation & Decision Making

Cross Culture - Negotiation & Decision Making - Process of Negotiation and Needed Skills & Knowledge Base - Over view with two illustrations from multi-cultural contexts [India - Europe/ India - US settings, for instance]; International and Global Business Operations- Strategy Formulation & Implementation; Aligning Strategy, Structure & Culture in an organizational Context

### Unit: 04 Global Human Resources Management:

Staffing and Training for Global Operations Expatriate - Developing a Global Management Cadre. Motivating and Leading; Developing the values and behaviors necessary to build high-performance organization personnel [individuals and teams included] - Retention strategies.

### References:

1. Cashby Franklin (1999) *Revitalize Your Corporate Culture*, PHI, Delhi
2. Deresky Helen (2010) *International Management: Managing Across Borders and Cultures: Text and Cases* PHI, Delhi
3. Esenn Drlarry, Rchildress, John, (2002) *The Secret of a Winning Culture: Building High-Performance Teams*: PHI, Delhi

## Non Functional Elective Courses [Entrepreneurship]

**Course Name:** Business Environment for Entrepreneurship [MBA 306 ENT]

Course Credits	4	Course Evaluation	100 Marks	Instruction Hours	40
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### Course Objectives:

To give orientation about different forms of organizations, functions in organizations, business strategies and environment, along with an exposure to elements of business laws and entrepreneurship.

### Learning Outcomes:

1. Student will be able to learn about venture documentations.
2. You will understand various sources of finance available and its procedure in various financial agencies, public as well as private.
3. Student will understand different laws, taxation policies related to Indian startup ecosystem.

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### Unit: 01 Intellectual Property Rights [10 Hours]

IPR & Intellectual property assets in merger & acquisitions; Nature of Patents & Process; Purpose of a Licensing, Trade mark and the Procedure for filing; Purpose of a Copyright & Process; Procedures that can protect venture's trade secrets; RTI Act; Different Venture Documentation (Private Company, Public company, NGO's etc.);

### Unit: 02 Sources of Finance [10 Hours]

Types of financing available; Role of commercial banks in financing new ventures, the types of loans available; Small business loans and incentives; Government grants, particularly small business innovation research grants; Basic stages of venture funding; Informal risk in the Capital market; Nature of the venture-capital industry and venture capital decision process.

### Unit: 03 Taxes and Entrepreneurship [10 Hours]

Direct and Indirect Taxes, Capital Gains Taxation, Service Tax, Angel Tax, Corporate Tax, Various tax benefits for startups, Single Point Registration Scheme (SPRS)

### Unit: 04 Labor Laws for Entrepreneurs [10 Hours]

Licensing under different Labor Act, Factory Act 1948 (Basic Provisions), Industrial Dispute Act 1947 (Basic Provisions), Provisions related to wages & salary.

### Learning Resources

1. Roy Rajeev (2011), *Entrepreneurship*, OUP India (Second Edition)
2. Khanka, S. S. (2006). *Entrepreneurial development*. S. Chand Publishing.
3. Brigitte, B. (1991). *The culture of entrepreneurship*.
4. Padhi, P. K. (2011). *Labour and industrial laws*. PHI Learning Pvt. Ltd.

## Non Functional Elective Courses [Entrepreneurship]

**Course Name:** Entrepreneurial Innovation & Business Plan [MBA 307 ENT]

Course Credits	4	Course Evaluation	100 Marks	Instruction Hours	40
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### Course Objectives:

This course helps us to find out about ourselves, helps us to understand how others think and react, helps us to practice creative exercises which can open our minds to new possibilities, helps us to understand why some companies are more innovative than others and discusses what might be accomplished in the creative environment.

### Learning Outcomes:

1. Advanced knowledge in regard to the process of bringing new knowledge or new technology to the market.
2. The candidate is able to combine and apply her/his learning of new knowledge or new technology with her/his insights from business.
3. Students are able to create presentations and business plans that articulate and apply financial, operational, organizational, market, and sales knowledge to identify paths to value creation through 1) company formation (for-profit); 2) social innovation (nonprofit); or

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### Unit: 01 New Enterprise Creation (NEC) [10 Hours]

Sources of ideas for the new ventures; Methods available for generating new venture ideas, Creativity and techniques for creative problem solving, Product planning and development; Opportunities & Potentialities to future goods, service sector, expanding the venture, joint venture, acquisitions & mergers; franchise.

### Unit: 02 Nascent Entrepreneurship [10 Hours]

Identifying opportunities and developing business ideas; Sectorial analysis; SWOT and PESTEL analysis of areas of potential growth of different states, Bureaucracy, Regional sentiments, Business model Innovation and implementation.

### Unit: 03 The Business Plan [10 Hours]

Business plan preparation, Business plan outline, how to succeed? Do's and don't's, formulate (& reformulate) business plan, Scope and importance of Business plan to investors, lenders, employees, suppliers and customer, Identifying information needs and sources of business plan, Internet as an information resource and marketing tool, Areas of concern for an entrepreneur.

### Unit: 04 Entrepreneurial Innovation [10 Hours]

Defining Innovation, Innovation process & types, Incubation Centers: Role & Types; Science and Technology Entrepreneurs Parks (STEP); Incubation centers as the first step in setting up start-up firms; Innovative de-risking techniques, E-commerce- Using e-commerce creatively, SEO, Social Networking as tool.

### Learning Resources

1. Roy Rajeev (2011), *Entrepreneurship*, OUP India (Second Edition)
2. Holt, D. H. (1992). *Entrepreneurship: New venture creation*.
3. Desai, V. (2010). *The Dynamics of Entrepreneurship Development and Management*. Himalaya Publication House.
4. Piramal, G. (2000). *Business maharajas*. Penguin UK.

## Non Functional Elective Courses [Business Analytics]

**Course Name:** Business Intelligence and Data Mining [MBA 306 BA]

Course Credits	4	Course Evaluation	100 Marks	Instruction Hours	40
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### Course Objectives:

The objective of this subject is to introduce the Business Intelligence methods that support the decision process in business operations

### Learning Outcomes:

1. Define business intelligence and understanding application of some common approaches used in data analytics.
  2. Identify the appropriate choice of forecasting model
  3. Understanding of Optimization models and its application
  4. Understanding the concept of business models and its application in solving analytics problems
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### Unit 01: Introduction [12 Hours]

Business Intelligence: definition, concept and need for Business Intelligence, Case studies BI Basics: Data, information and knowledge, Role of Mathematical models

### Unit02: Analytics Strategy [12 Hours]

Business Analytics at the strategic level: Strategy and BA, Link between strategy and Business Analytics, BA supporting strategy at functional level

### Unit 03: Data Mining [12 Hours]

Business Analytics at Analytical level : Statistical data mining, descriptive Statistical methods, lists, reports, automated reports, hypothesis driven methods, data mining with target variables, cluster analysis, Discriminate analysis, logistic regression, principal component analysis

### Unit 04: Data Warehousing [12 Hours]

Business Analytics at Data Warehouse Level, designing physical database, Deploying and supporting DW/BI system and Business Intelligence Architectures: Cycle of Business Intelligence Analysis, Development of Business Intelligence System

### Learning Resources

1. Kumar, U. D. (2017). *Business Analytics: The Science of Data-Driven Decision Making* (First). New Delhi: Wiley India.
2. Turban, Sharda (2014) *Decision Support and Business Intelligence Systems*, Delen, Pearson.
3. J. D., Cochran, J. J., Fry, M. J., Ohlmann, J. W., Anderson, D. R., Sweeney, D. J., & Williams, T. A. (2015). *Essentials of Business Analytics* (First). New Delhi: Cengage Learning.
4. Galit S, Nitin R. Patel, and Peter C. Bruce (2016). *Data Mining for Business Intelligence*. (Third). New Delhi John Wiley & Sons.

## Non Functional Elective Courses [Business Analytics]

**Course Name:** Advance Software in Business Analytics [MBA 307 BA]

Course Credits	4	Course Evaluation	100 Marks	Instruction Hours	40
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### Course Objective:

This course introduces the basic and advance concepts of model building and encourages students to take an analytical view of business decision making. Microsoft Excel and SPSS are used to analysis data using univariate, bivariate and multivariate techniques.

### Learning outcomes:

1. Demonstrate skill to use data table, solver add in, testing of hypothesis using MS Excel.
  2. Collect and transcribe the data into SPSS, choose relevant statistical test for statistical analysis valuate and interpret result from SPSS Output.
  3. Select the relevant bivariate and multivariate technique for data analysis
  4. install and use library in R, and perform basic calculations in R
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### Unit: 01 Data Preparation for Analysis (EXCEL & SPSS)

Introduction to Excel: File Navigating Worksheets, Formatting and Editing Worksheets data, Grouping data, Sub totals and data validation, Introduction to SPSS: Setting up a Data File, Preparing a Code Book, Data Set , Creating an SPSS Data File, Data Entry, Saving and Editing a Data File.

### Unit: 02 Data Summary Using Advance Excel Features

Sum, Count, Sumifs, Countifs, Rank, Quartile, Decile, Percentile, Mean, Median, Standard deviation, Frequency, And, if, not, or, true, false, concatenate, left, right, mid, len, trim, upper, lower, proper, exact, Vlookup. Recording and running macro, What if Analysis, Goal Seek, Solver, Filter, Advance Filter, Conditional filter, Text to column, use of delimiter.

### Unit :03 Statistical Inference, Bivariate and Multivariate Statistics Using SPSS

Testing of Hypothesis: T-test, Paired Sample T-test, Chi Square, F-test, ANOVA, Mann-Whitney, Wilcoxon Signed Rank Test, Kruskal Wallis Test, Correlation, Rank Correlation, Regression, Multiple Regression, Factor Analysis, Conjoint Analysis, Cluster Analysis.

### Unit :04 Introduction to R Programming

Getting and Installing R, Listing and Loading Packages, Basic Mathematical Operation in R, Storing the result of calculations, Reading and Getting Data into R: Entering Numerical Items as Data, Entering Text items as Data, Expressions, Symbols, Functions, Variables, Object and Classes, Models and Formulas, Charts and Graphics, Descriptive Statistics and Tables.

### References

1. Gardener, M (2014). *Beginning R: The Statistical Programming Language*. New Delhi. Wiley Publications.
2. Adler, J (2010). *R in a Nutshell*, USA. O' Reilly.
3. Winston, W (2014). *Marketing Analytics*. New Delhi. Wiley Publications.
4. Filed, A (2009). *Discovering Statistics Using SPSS*. UK. Sage Publications
5. Malhotra, N. K., & Dash, S. (2017). *Marketing Research: An Applied Orientation (Seventh)*. New Delhi: Pearson

## Core Course [MBA Fourth Semester]

Course Name: Project Management [MBA 401]

Course Credits	4	Course Evaluation	100 Marks	Instruction Hours	40
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### Course Objectives:

This is a core course offered with the objective of familiarizing the students with the fundamentals of project management. It gives the students a viewpoint of key components including project scope, time, cost, quality, and risk management.

### Learning Outcomes:

1. Gain the knowledge of the framework of project management.
2. Understand the tools and techniques of project planning and management.
3. Identify the knowledge areas of project management and the need for integration to achieve the goals of project management.

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### Unit: 01 Introduction to Project Management and Selection [10 Hours]

The concept of project: Basic concepts, scope, characteristics of projects, project life cycle & uncertainty, Project management knowledge areas, importance, types of projects, Project identification, Market & Demand analysis, SCBA, Environmental appraisal

### Unit: 02 Project Organisation and Planning [10 Hours]

Project Organization, Defining the project: Project Scope, Project Priorities, Work breakdown structure, Responsibility matrix, Estimating Time & Cost, Managing Risk.

### Unit: 03 Project Scheduling Measurement & Control [12 Hours]

Developing a project network (CPM & PERT), Reducing time duration of Projects, Scheduling Resources, Project Progress and Performance Measurement, Earned Value Management.

### Unit: 04 Project Closure & Managing Teams [8 Hours]

Project Audit, Project Closure, Managing Project Teams: situational factors affecting Team Development, Managing Virtual Project Teams, and Project Team Pitfalls

### Learning Resources

1. Clifford F. Grey, Eric W. Larson, Gautam V. Desai, *Project Management - The Managerial Process*. 5/e Tata McGraw-Hill Education (India) Pvt. Ltd.
2. Jack R. Meredith, Samuel J Mantel, (2018). *Project Management-A managerial approach*, 8/e, Wiley India.
3. Harord Kerzner. *Project Management: A Systems approach To Planning, Scheduling and Controlling*, Wiley India. 2013
4. Chandra Prasanna, *Projects: Planning Analysis Selection Financing Implementation and Review*, 8/e, Tata McGraw Hill
5. Harvey Maylor, *Project Management*, 3/e, Pearson Education Ltd.

## Functional Elective Courses [Finance]

**Course Name:** Financial Derivatives [MBA 403 F]

Course Credits	4	Course Evaluation	100 Marks	Instruction Hours	40
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### Course Objectives:

To provide student broad understanding of tools and techniques of used in the form of derivatives and their application in Investment Decision Making.

### Learning Outcomes:

7. Analyze and evaluate financial markets, how securities are traded, mutual funds, investment companies with reference to derivatives.
8. Explain macro and industry analysis, valuation, financial statement analysis and technical analysis.
9. Explain what options and futures are and their use as hedging instruments.
10. Characterize the implications of the market efficiency evidence on management of investment instruments.

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### Unit 1: Introduction (10 Hours)

Definition of Financial Derivative, Features, Types of Derivatives, Basic Financial Derivatives, History of Derivatives Market, Use of Derivatives, Critiques of Derivatives. Traders in Derivative Markets, Factors contributing to the growth of Derivatives, Financial Derivatives Market in India.

### Unit 2: Future Market, Contracting & Pricing (12 Hours)

Introduction, Financial Future contracts, Specifications of a Futures Contract, Advantages and Disadvantages of Future contracts Types of Financial Future Contracts, Evolution of Futures Market in India, Operators/Traders in Future Market, Functions and growth in Future Market, Future Market trading Mechanism.

### Unit 3: Forward and Future Market (8 Hours)

Introduction, Forward contract, Features of Forward contract, Advantages and disadvantages of Forward Contract, Payoff from Forward Contract, Trading Mechanism of Forward Contracts, Forward Contracts vs. Future Contracts.

### Unit 4: Swaps and Options (12 Hours)

Introduction, Concept, Nature, Evolution and Functions of SWAPs, Major Types of Swaps; Interest Rate SWAPs; Concept, features, types and Valuation of Interest Rate SWAPs, currency SWAPs.

Options; Introduction, concept and Types, Distinction between option and futures contracts, option valuation, Determinants of option pricing, Black-Sholes option pricing model, Binomial Option pricing model, Trading with option; Spread, Types of Spread, Straddle, Strangles, Hedging with options.

### Learning Resources

1. Vohra, N. D. & Bagri, B. R. *Futures and Options*, TMH
2. David A. Dufresne & Thomas, W. Miller J. R. *Derivatives: Valuation and Risk Management*, Oxford.
3. Kumar. *Financial Derivatives*, PHI.
4. Marshall & Bansal, *Financial Engineering, a complete guide to Financial Innovation*, PHI.
5. Mishra, Bishnupriya, Debasis S. *Derivatives and Risk Management*, Excel Books.

## Functional Elective Courses [Finance]

**Course Name:** Banking Products & Services [MBA 404 F]

Course Credits	4	Course Evaluation	100 Marks	Instruction Hours	40
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### Course Objectives:

This is an elective course offered with the objective of providing students a broad understanding Indian banking system. It will help the students to developed and manage strategies for banking products and Services of various categories.

### Learning Outcomes:

1. Describe the general structure of Indian banking system.
2. Describe the dimensions of baking products.
3. Evaluate the strategies of managing and marketing banking products and services of various categories

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### Unit: 01 Structure and Role of Indian Banking System [10 Hours]

Introduction to Indian Banking System (Commercial banks, Foreign Banks, Cooperative banks, Regional, Rural Bank). Introduction to Central bank and its functions. Monetary Policy: Objectives, Reconciling dual objectives, The Taylor Rule, Indicators of Policy, instruments of policy (Bank Rate, OMO, CRR, SLR etc.)

### Unit: 02 Corporate Banking and Finance [10 Hours]

Corporate Banking: Meaning and importance, various services (Cash Management, Salary Payment, Debt Management, Factoring and Forfaiting, Trusteeship, Custodial services) Business advisory (Off shore services, Trade services, Forex Management) Corporate Deposits: Importance of Institutional deposits vis-a-vis retail deposits. Corporate Finance: Working capital finance, Fund and Non fund based limits

### Unit: 03 Managing Retail Banking Products [10 Hours]

Retail Products Overview (Home Loans, Auto/Vehicle Loan, Personal Loan, Educational Loan, Credit /Debit Cards). Marketing of retail products: Retail Strategies (Tie-up with institutions, Dealers and Developers). Managing Delivery Channels Branch (Extension counters, ATMs, POS, Internet Banking, M-Banking. Selling Process in retail Products-Direct Selling Agents). Customer Relationship Management (Role and impact of customer relationship management, Stages in customer relationship management process).

### Unit: 04 Financing agriculture / Allied activities [10 Hours]

Crop Loans-Assessment, Sanction, Disbursement. Term loans for irrigation, Farm mechanization, Godowns / cold-storage facilities etc. Financing allied agriculture activities like Horticulture, Fisheries, Social forestry. Finance against Warehouse / cold storage receipts. Problems of Rural banking: transaction costs, risk costs and technology based Financial Inclusion

### Learning Resources

1. Singh, K. (2013). *Commercial bank management*. Tata McGraw-Hill Education.
2. IIBF (2018). *Principles and Practices of Banking*. Macmillian India Ltd
3. IIBF (2018). *Retail Banking*. Macmillian India Ltd
4. Commercial Banking: Beginner Module Sector and Banking Sector Module (Study Material NSE)



## Functional Elective Courses [Finance]

### Functional Elective Courses [Human Resource Management]

**Course Name:** Training & Development [MBA 403 H]

Course Credits	4	Course Evaluation	100 Marks	Instruction Hours	40
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**Course Objective:** To familiarize students with the fundamentals of training and development programs and their execution in the organization.

**Learning Outcomes:** Students will get acquainted to various facets of Training and Development: -

1. Link the influence of business and strategy on training and employee development.
2. Evaluate the possible methods and techniques for identifying training needs in organizations.
3. Understand various and appropriate methods for delivering effective training.
4. Understand and state the applicable principles of adult learning
5. Evaluate the effectiveness of a training program.

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#### **Unit: 01 Training & Development (12 hours)**

Concept, Training goals and roles, need and importance of training. Role of stakeholders in training. Aligning training with business strategy, Important concepts - Learning, KSA, Competencies, Training, Development and Education, Problems and pitfalls in training and development.

#### **Unit: 02 Adult learning (8 hours)**

Concept of learning, Theories of learning, Principles of and conditions for learning, Learning cycle, Learning curve, Adult learning, Process of Adult Learning in a Training Programme.

#### **Unit: 03. Training needs assessment (TNA) (8 hours)**

Concept, objectives and advantages of TNA, Components /process of TNA (Organizational analysis, Person and Performance analysis, Task analysis), Different approaches to TNA, Levels of training Needs.

#### **Unit:04. Training - Design, Delivery and Evaluation (12 hours)**

Key considerations in designing effective Training Programs, types of training programs, Training programme delivery, Transfer of training. Evaluating effectiveness of training and development programmers, Evaluation Criteria, and models. Determining training ROI, Best practices and new areas in training & development.

#### **Learning Resources:**

1. Blanchard, P.N & Thacker, J.W. ( 2009) Effective Training Systems, Strategies and Practices.Pearson

2. Noe, R.A.& Kodwani, A. D (2012) Employee Training & Development, McGraw Hill
3. Lynton, R. P. & Pareek, U. (2011). Training for Development. Sage.
4. Sahu, R. K. (2005). Training for Development. Excel Books.
5. Janakiram, B. (2008). Training & Development. Biztantra.

### **Functional Elective Courses [Human Resource Management]**

**Course Name:** Strategic Human Resource Management [MBA 404 H]

Course Credits	4	Course Evaluation	100 Marks	Instruction Hours	40
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**Course Objectives:**

This course is aimed at providing the students the inputs on how to link the HRM functions to the corporate strategies to understand HR as a strategic resource

**Learning Outcomes:**

1. Identify the key HRM functions and operations;
2. Define, explain, illustrate and reason with the key human resource management concepts;
3. Identify the linkages between HRM functions and operations and organizational strategies

-----Unit:

**01 Introduction to Strategic Human Resource Management [10 Hours]**

Meaning of SHRM, Aims, approaches and challenges. Types of HR strategies, criteria for an effective HR strategy, Formulation of HR Strategies, conducting a strategic review, implementing HR strategies Impact on Organizational Performance.

**Unit: 02 Talent Management, Competency and Potential Development [10 Hours]**

Career Planning and Succession Planning: Evolution of careers, career planning perspectives. Succession Planning: Definition, Elements of Succession planning, Relation between career planning and succession planning, challenges of succession planning. What are competencies, Difference between competencies, skills and knowledge, Integrated HR practices through competency development, benefits from competency-based on HR practices, Desired outcomes for organizations, competency based HR practices: outcomes for employees.

**Unit: 03 Strategies for Improving organizational effectiveness [10 Hours]**

Strategies of organizational Transformations-Cross Border Mergers & Acquisitions Strategies for culture management, quality in strategies for learning organization Employee engagement strategy

**Unit: 4 Global Dimensions [10 Hours]**

HR strategy in International Context, converting global presence into global competitive advantage Developing cross cultural sensitivity Training & development of International staff Compensation issues Performance management issues

**Learning Resources**

1. Agarwala, Tanuj. (2014). *Strategic human resource management*. OXFORD Higher Education.
2. Belcourt, M. McBey, J. Kenneth. (2004). *Strategic Human Resource Planning*. Cengage Learning
3. Aswathappa, K and Dash, Sadhna. (2008). *International Human Resource Management*. Tata McGraw Hill Education Private Limited

## Functional Elective Courses [Human Resource Management]

**Course Name:** Counseling Skills for Managers [MBA 405 H]

Course Credits	4	Course Evaluation	100 Marks	Instruction Hours	40
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**Course Objectives:** This is an elective course which aims to familiarize students with basic understanding of counseling and to enable them learn effective working alliance, and how to assist clients to work through their issues and concerns so that there is effective change.

### Learning Outcomes:

1. To explain the different approaches of counseling
  2. To describe counseling skills and process at workplace
  3. To list out the effective use of counseling skills to facilitate organizational development
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### Unit: 01 Introduction to Counseling [13 Hours]

Meaning, Evolution, Need for workplace counseling, Approaches to counseling, goals of counseling, process of counseling. Counseling Process: Beginning, Developing and terminating a counseling relationship and follow up. Counseling Environment, Referral procedures, Guidelines for effective counseling

### Unit: 02 Counseling Skills [7 Hours]

Counselor's Qualities, Counselor's Attitudes and Skills of Counseling, Counselor's Qualities, The Core Conditions of Counseling, Role conflicts in counseling- dilemmas of a manager counselor, Non-Verbal and Verbal Communication, Listening Barrier

### Unit: 03 Application of Counseling Skills [10 Hours]

Changing behavior through counseling- using rewards, providing mode, role playing, relaxation activities. Organizational application of counseling skills- changes management, downsizing, managing diversity, crisis, mentoring. Performance Counseling

### Unit: 04 Ethical Issues in Counseling [10 Hours]

Need of Counseling Cell in the Organization, Conditions required for effective counseling: Tips for effective counseling, Need for Ethical Standards, Ethical Codes and Guidelines: Rights of Clients, Dimensions of Confidentiality. Dual Relationships in Counseling Practices, The Counsellor's Ethical and Legal Responsibilities

### Learning Resources

1. Singh, K. (2011). *Counseling Skills for Managers*. PHI.
2. Premvir Kapoor (2011). *Counselling and Negotiation Skills for Managers*. Wiley publications
3. S. NarayanaRao (2013). *Counseling & Guidance*. McGraw Hill
4. Jeffrey A Kotter, *Counseling theories and practices*, Cengage Publishing, New Delhi.

## Functional Elective Courses [Marketing]

**Course Name:** Product & Brand Management [MBA 403 M]

Course Credits	4	Course Evaluation	100 Marks	Instruction Hours	40
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**Course Objectives:** a framework for product management structure in an organization; an overview for the need for introducing new products; the importance of an innovation policy; new product strategy.

### Learning Outcomes:

1. Compare and contrast the elements of a managing a product and managing a brand.
2. Critique the different measures of brand equity, including brand salience.
3. Assess and develop differing brand and product portfolio management.

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### Unit: 01 Concepts of Product Management [10 Hours]

Defining competitive set - Category Attractiveness Analysis, Competitor Analysis, Customer Analysis, Corporate Strategy and Product Positioning, Product line Decisions, Product Lifecycle & Marketing Strategies

### Unit: 02 New Product Development [10 Hours]

Market Research, New Product Forecasting, New Product Development and the Techniques of Idea Generation and Screening, QFD Quality Function Deployment, Concept Development and Testing, Test Marketing, Launching and Tracking New Product, Product Adoption Process.

### Unit: 03 Introductions to Brand Management & Crafting of Brand Elements [10 Hours]

Nature and Importance of Brand; Types of brands, Strategic Brand Management Process; Brand Identity perspectives, Brand identity prism, Consumer Brand Knowledge, Concepts of Brand Equity, Tools for Building Brand Equity, Leveraging Brand Equity, Measurement of Brand Equity, Aaker's BE Model, designing marketing programs to build brand Equity, customer based brand equity.

### Unit: 04 Brand Positioning and Extension [10 Hours]

Brand Positioning: Concepts and Definitions, 3 Cs of positioning, Brand positioning and differentiation strategies, Repositioning, Celebrity Endorsements, Brand Extension; Managing brands over time, Brand reinforcement, brand revitalization, managing global brands, Branding in different sectors.

### Learning Resources

1. Tapan K Panda First Edition (2016) Product and Brand Management, Oxford Publication.
2. Donald Lehmann and Russell Winer (2005) *"Product Management"*(4<sup>th</sup> Ed.). Tata McGraw Hill, New Delhi.
3. Joek Busuttill (2015). *Practitioner Guide to product management*. Grand Central Publishing.
4. A K Chitale and Ravi Gupta, Product Policy and Brand Management Third Edition, PHI Learning.

## Functional Elective Courses [Marketing]

Course Name: Digital Marketing [MBA 404 M]

Course Credits	4	Course Evaluation	100 Marks	Instruction Hours	40
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### Course Objectives:

To familiarize students with the fundamentals of digital marketing including understanding social media, mobile marketing & ethical issues in digital marketing.

### Learning Outcomes:

1. Explain the role and importance of digital marketing in a rapidly changing business landscape.
  2. Evaluate the key elements of a digital marketing strategy.
  3. Identify how effectiveness of a digital marketing campaign can be measured.
  4. Demonstrate advanced practical skills in common digital marketing tools such as SEO, SEM, Social media and Blogs
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### Unit: 01 Introduction to Social Media Marketing [10 Hours]

Introduction to Digital Marketing, Social media marketing, Online PR & Reputation Management, Case study, Viral Marketing, Social Media Marketing Measurement (Objectives, Metrics, ROI, KPI), How to build a brand with Facebook, How to build a brand with Twitter, How to build a brand with LinkedIn, Use of Blogs, Podcast, Microblogging, RSS, Wikis, Social Media Dashboards for IM.

### Unit: 02 Digital Marketing [10 Hours]

Building an effective website for DM; Importance of Meta Description; Log Files, Page tagging and hosted solutions ; Working Mechanism of Search Engines: Google, MSN, Yahoo, Bing; IM through Search Marketing, Display Advertisements (PPC), Google AdWords, AdSense, Search Engine Optimization (SEO), Search Engine Result Page (SERP); External vs Internal Search, IM Intelligence ; Web Analytics: Google Analytics and tools.

### Unit: 03 E mail Marketing, Mobile Marketing and E Commerce [11 Hours]

Using E-Mail as an effective tool of IM, Legal implications of E-Mail Marketing; The new mobile landscape; Mobile advertising using WAP and APP, Mobile Ad networks and their usage; QR Codes, Integrated Marketing Campaign Planning - traditional, internet, mobile, Internet Retailing, Consumer channels and B2B e-Commerce; Application of CRM in IM; Application of Big Data in Internet Marketing.

### Unit: 04 Global Case studies and Ethical issues [9 Hours]

Traditional Offline Businesses in the Online World - Cases: Netflix, Amazon, Gramophone Company of India, Expedia; Common Snares in Online Marketing; Ethical and Legal Issues; Internet of the future: "Customization".

### Learning Resources

1. David Evans , *Social Media Marketing, The next generation of business engagement*
2. Liana "Li" Evans , *Social Media Marketing, Strategies for engaging in Facebook, Twitter and other social media*
3. Ryan, Damian & Jones, Calvin(2012) , *Understanding Digital Marketing* , Kogan Page
4. *Curious Digital Marketer 2.0* published by AgencyFaqs

## Functional Elective Courses [Marketing]

Course Name: International Marketing [MBA 405 M]

Course Credits	4	Course Evaluation	100 Marks	Instruction Hours	40
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### Course Objectives:

To familiarize students with the fundamentals of International Marketing, to make the students understand of importance of International Integration and the opposite agencies involved in marketing the products at an international arena.

### Learning Outcomes:

1. Understand and assess the challenges of turbulent business environments, be able to evaluate and design strategies in such environments either in marketing, international business and/or technology management fields and in their intersection
2. To apply relevant business skills & be able to choose relevant additional knowledge and skills to support subject-based expertise and international readiness
3. To conduct and report on an independent scientific research project, and able to utilize strong analytical skills and apply tools required for professional practices

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### Unit: 01 Introduction to International Marketing [10 Hours]

Nature Scope, Significance of International Marketing International Marketing Distinguished from Domestic Marketing, Exporting, International Trade & International Business, Geographic, Demographic, Economic, Politic, Legal, Socio-cultural Environments & their Nature and Effect on International Marketing Operations.

### Unit: 02 International Product/ Market Selection and Entry Modes [10 Hours]

Selection of Products Selection & Segmentation of Market, a brief on Various Modes of Entry into International Markets, Economic Theories for trading the products in international markets.

### Unit: 03 Execution II : International Product Planning and Pricing [10 Hours]

Product in International Context, Standardization vs. Adoption, Blue Ocean Strategic Decision, Other Considerations; Packaging, after Sales Services, Factors Influencing Price, Pricing Methods and Process, Price Quotations. International Commercial Terms for marketing.

### Unit: 04 EXECUTION III: International Distribution and Promotion [10 Hours]

Introduction, International Logistics Planning, Distribution - Definition and Importance, Direct and Indirect Channels, factors Involved in Distribution Systems, Modes of Transportation, and International Packaging. Decisions, International Advertising, Branding, Selection of Media & Measuring Effectiveness.

### Learning Resources

1. John Myers, David Aake, (2008). Advertising Management, 5th Ed., Prentice Hall of India, New Delhi.
2. Phillip R. Cateora, John L. Graham and PrashaqntSalwan (2008). International Marketing, 13/e, Tata McGraw Hill, New Delhi.
3. Rakesh Mohan Joshi (2005). International Marketing. OxfordUniversity Press, New Delhi.
4. Masaaki Kotabe and Kristian Helen (2005). Global Marketing Management. John Wiley & Sons, New York.
5. Warren J. Keegan (2007). Global Marketing Management, 7/e. Pearson Education, New Delhi.
6. Johny K. Johansson (2008). Global Marketing, 4/e. Tata McGraw Hill, New Delhi

## Non Functional Elective Courses [Logistics and Supply Chain Management]

**Course Name:** International Logistics & Global Supply Chain Management [MBA 405 LSM/IB]

Course Credits	4	Course Evaluation	100 Marks	Instruction Hours	40
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### Course Objectives:

The course explores the main issues in international logistics (IL) and supply chain management (SCM) to underline their strategic importance to firms.

### Learning Outcomes:

1. Define, explain and illustrate the key operational issues involved in international logistics;
2. Explain and illustrate the significance of logistics and supply chain management in international business;
3. Apply this knowledge of managing logistics in international trade operations in analysis, discussion and argument;
4. examine the levels of risk, efficiency, and sustainability of a supply chain; and,
5. Communicate effectively in oral and written forms about international supply chain management using appropriate concepts, logic and rhetorical conventions.

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### Unit: 01 Introduction and Factors and Challenges Driving Logistics and Supply Chain Management [10 Hours]

Role of the Supply Chain, Managing the Supply Pipeline for Global Trade Flows, The Global Logistics Operator, Comparison between National (Domestic) and International Logistics, International Transport, International Trade Law, Employment Law, Factors Driving Global Supply Chain Management, Customs and Global Supply Chain Management, Management of the Inventory in the Supply Chain Analysis Including, Vendor Management, Factors Contributing to the Development of Logistics, Asset Management in the Supply Chain, Lean Supply Chain Management, Lean Supply Workforce

### Unit: 02 Constituents of the Export Sales Contract, International Purchasing/Procurement System [10 Hours]

Market Environment, Market Entry Strategy, Constituents of the Export Sales Contract, Evolution and Revolution of Logistics and Supply Chain Management, Modern Logistics Concepts, Logistics Department, Logistics Providers Are Taking on More Responsibilities as the Industry goes global

Contract of Affreightment: Terms of Delivery – Incoterms 2010, Factors Determining Choice of Incoterms 2010, Trade Finance, Currency, Credit Terms, UCP 600 – Documentary Credits and Allied Documents, Market Development Strategy with Global Logistics Focus, Business to Business (B2B) and Business to Consumer (B2C) – Value-Added Benefit, International Purchasing Systems Constituents/Strategy and its Interface with the Management of the Global Supply Chain, Negotiating the Contract, Financing Global Supply Chains

### Unit: 03 International Logistic Transport [10 Hours]

Criteria of Selecting the Third-Party Logistics Operator, The Key Factors in the Development of a Successful 3PL, Contract Logistics, International Organization for Standardization – ISO Supply Chain

Management Selection , Six Core Products – Supply Chain Management – Warehousing – Customs

Clearance – Air Freight – Consolidation – Project Cargo, Trade-Offs Inherent in International Logistics – Multi-Modalism, Key Factors in a Transport Mode(s) Trade-Off, Speed, Frequency, Packing, Insurance, Warehousing, Contents, IT and E-Commerce

### Unit: 04 Operations Management and Global Trade Scene [10 Hours]

Benchmarking – Supply Chain, Global Supply Chain Management, Supply Chain Cycle Time Management Reduction , Logistics Result Evolution Strategy, Demand-Driven Supply Network, ISPS Code, CSI and C-TPAT, Radio Frequency Identification (RFID), Need for Specialized Systems for international, Pre-Order – Enquiries, Quotations and Order Capture, Export-Specific Data, Shipment Procedures, Letter of Credit and General Compliance, The Software-Driven Process, Data Capture, Packing Operations, Shipping Arrangements, Dispatch-Time Data, Document Completion and Production, Statutory Reporting, Profitability Analysis, Global Trade Scene, European Union – Logistic and Supply Chain Strategic Environment of Asia and North America

### Learning Resources

1. Alan E Branch(2009), International Logistics & Global Supply Chain Management
2. Chopra, S. and P. Meindl, (Latest), Supply Chain Management? Strategy, Planning and Operations, 2nd Edition, Pearson Education (ISBN 81-297-0172-3).
3. Sopole, V.V. (Latest), Logistics Management: Supply Chain Imperatives, New Delhi, Pearson Education.
4. Raghuram, G. and N. Rangraj, (Latest), Logistics and Supply Chain Management :Cases and Concepts, Macmillan, New Delhi.
5. Simchi-Levi, D., P. Kaminski and E. Simchi-Levi, (Latest), Designing and Managing Supply Chain: Concepts, Strategies and Case Studies. 2nd Edition, Irwin, McGraw Hill, New Delhi.

## Non Functional Elective Courses [Entrepreneurship]

Course Name: Social Entrepreneurial [MBA 405 ENT]

Course Credits	4	Course Evaluation	100 Marks	Instruction Hours	40
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### Course Objectives:

Students in this course will gain knowledge about social entrepreneurs and how they are creating solutions to address societal problems, learn how to develop creative solutions to address social problems, and empower you to see social entrepreneurship as a force for social change.

### Learning Outcomes:

1. Be exposed to the concept of social entrepreneurship and social enterprises and how social entrepreneurs are transforming society to deliver social impact in their home communities and abroad.
2. Knowledge and understanding of the meaning of social entrepreneurship, how its principles have been applied to address social problems, and what challenges are faced by those wishing to adopt social entrepreneurship methods.
3. Enable students to use innovative methods and innovative didactics in relation to health-promotion, living conditions and physical health working with various target-groups.

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### Unit: 01 Nascent Social Entrepreneurship [10 Hours]

Defining Social Entrepreneurship, The Socio-Economic Context of Social Entrepreneurship, and Measuring Social Impact of the enterprise. Governance of Social Enterprises, Profile of the Social Entrepreneur, Understanding Social Entrepreneurship and Identifying Organization.

### Unit: 02 Creation of Social Enterprise [10 Hours]

Understanding the SE Terrain: Sector Studies, Governance and the Legal Context of Social Entrepreneurship, Social Marketing & Marketing for the Non-profit enterprises.

### Unit: 03 The Non- Profit Entrepreneurship [10 Hours]

Definition, Leveraged Non Profit ventures, Social Business Ventures, Government Related Organization and Non-Government Organization, Types of NGO's TSO, NPO, VO, NSA, CSO, GO, SMO, PVO, SHO, NGO's, Funding concepts and procedures.

### Unit: 04 Grant & Marketing your Organization [10 Hours]

Grants proposals; Writing a Grant Proposal, Grant sources Identifying your customers and understanding their needs and wants, Pricing to maximized social impact, Promoting your product/service, Fund-raising and sources funds, Press releases, Making the most of special events

### Learning Resources

1. Praszkie, R., & Nowak, A. (2011). *Social entrepreneurship: Theory and practice*. Cambridge University Press.
2. Bornstein, D., & Davis, S. (2010). *Social Entrepreneurship: What Everyone Needs to Know*<sup>®</sup>. Oxford University Press.
3. Bansal, R. (2011). *I have a dream*. Westland.



## Non Functional Elective Courses [Business Analytics]

**Course Name:** Predictive Analytics [MBA 405 BA]

Course Credits	4	Course Evaluation	100 Marks	Instruction Hours	40
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**Course Objectives:** To familiarize students with the concepts of data mining and predictive analysis, and provide them understanding and application of various predictive analysis tools.

### Learning Outcomes:

1. Define Data Mining and Predictive analysis, and various concepts related to data mining and predictive analytics
  2. Decide, evaluate and interpret predictive model and classification for analysis of data
  3. Evaluate the accuracy of predictive model and classification model
  4. Create predictive models using statistical, data mining and machine learning techniques, and evaluate and interpret such models to support fact-based decision making.
  5. Describe, apply and evaluate association rule.
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### Unit: 01 An Introduction Predictive Analytics and Evaluation Methods for Classification

Definition of Predictive Analytic, Process, Application of Predictive Analytics, Predictive Modeling: Introduction, Business Process on Predictive modeling, Predictive modeling process, Types of Models and Algorithms. Classification Measures: Classification (Confusion) Matrix, Accuracy Measures, Profit Curves, ROC Curves, Gain and Lift Charts

### Unit 02 - Prediction Methods

Linear Regression: Best Subset Selection: Forward Selection, Backward Selection, Step-wise Regression, All Subsets Regression, Information Criteria (AIC, SBC, etc.), Regression Trees: CART, CHAID

### Unit 03- Classification Methods

The Naïve Rule, Naïve-Bayes Classifier, K-Nearest Neighbors, classification Trees, Neural Nets: Architecture of Neural Nets: Neurons, Input Layer, Hidden Layers, Output Layer, Fitting Neural Nets: Back Propagation Logistic Regression

### Unit 04 - Non-supervised Learning Techniques

Association Rules: Support and Confidence, The A priori Algorithm The Selection of Strong Rules, Cluster Analysis, Text Mining: Preprocessing the Data, Singular Value Decomposition (SVD), Prediction with SVD variables

### Learning Resources

1. Siegel, Eric. (2013). *Predictive Analysis*. John Wiley & Sons.
2. Galit S, Nitin R. Patel, and Peter C. Bruce (2016). *Data Mining for Business Intelligence*. John Wiley & Sons.
3. Gareth James, Daniela Witten, Trevor Hastie, and Robert Tibshirani (2015). *An Introduction to Statistical Learning with Applications in R*. Springer
4. Larose, D.T., Laroad, D. (2015) *Data Mining and Predictive Analytics*. John Wiley & Sons

## Fundamentals of Management and Organisational Behaviour

Course Credits	4	Course Evaluation	100 Marks	Instruction Hours	40
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### Course Objectives:

To acquaint the students with the fundamentals of managing business and to understand individual and group behavior at work place so as to improve the effectiveness of an organization.

**Learning Outcomes:** Students will be able to:

1. Explain the managerial tasks of planning, organizing & controlling.
  2. Identify and understand the different behaviours in the organisation.
  3. Evaluate leadership styles to anticipate the consequences of each leadership style.
- 

### Unit: 01 Introduction and Importance: [10 Hours]

Meaning, Definition, Management as an art, as a science & as a profession, Difference between management & administration, Levels of management, Skills & Roles of managers, Significance of values and ethics in Management Importance of management. Evolution of management thoughts, Different schools of management thought.

### Unit : 02 Overview of Planning: [10 Hours]

Types of Plans & The planning process; Decision making: Process, Types and Techniques. Control: Function, Process and types of Control; Principles of organizing: Common Organisational structures; Delegation & Decentralization: Factors affecting the extent of decentralization, Process and Principles of delegation.

### Unit: 03 Importance of organizational Behaviour [10 Hours]

Perception and Attribution: Concept, Nature, Process, Learning: Concept and Theories of Learning, Motivation: Concepts and their application, Leadership: Types and issues, Emotional Intelligence

### Unit: 04 Groups and Teams [10 Hours]

Definition, Difference between Groups and teams; Stages of Group Development, Types of teams. Organizational Power and Politics. Conflict: Concept, Sources, Types, Stages of conflict, Management of conflict. Organizational Change: Concept, Resistance to change, Managing resistance to change, Implementing Change, Kurt Lewin Theory of Change. Stress Management

### Learning Resources

1. Anil Bhat; and Arya Kumar (2008). *Management: Principles, Processes and Practices*, Oxford University Press.
2. V.S.P Rao (2009). *Management (Text & Cases)*, Excel Books.
3. Peter. F. Drucker (1993). *Management Task, Responsibilities & Practices*, Reprint Edition, Harper Business.
4. James & Daniel (2011). *Principles of Management*, Pearson Education.

**Core Subject**  
**Business Economics**

Course Credits	4	Course Evaluation	100 Marks	Instruction Hours	40
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**Course Objectives:**

This course aims at providing the knowledge of economic theories and their application for managerial decision making.

**Learning Outcomes:**

1. Demonstrate the ability to apply optimization techniques to decisions made by households, firms, and government.
2. Demonstrate an understanding of the concepts of scarcity and opportunity cost and the use of marginal analysis to evaluate trade-offs and make decisions.
3. Analyzing potential shortcomings of markets, conditions under which markets do and do not work well, and describe the role of public policy intervention in cases where markets fail to perform optimally.

**Unit: 01 Introduction [8 Hours]**

Definitions of economics- Wealth, welfare, growth and scarcity definition of economics, Features/Characteristics of economics, Micro and Macro economics, Nature and scope of business economics, Circular flow of income model, Concept of utility and Law of Diminishing marginal utility, Production possibility curve.

**Unit: 02 Concept of Demand and Supply [12 Hours]**

Defining demand, determinants of demand, assumptions of law of demand, exceptions to law of demand, elasticity of demand (price, income and cross), demand forecasting, law of supply, elasticity of supply, Indifference curve analysis

**Unit: 03 Cost and Production Analysis [11 Hours]**

Concept of production, cost-output relationship, Law of variable proportions, Isoquants, Law of Returns to scale, Concept of cost, short run cost curves, economies and diseconomies of scale

**Unit: 04 Market and its forms [9 Hours]**

Nature of market, Types of markets and pricing under perfect, monopolistic, oligopoly and monopoly market.

**Learning Resources**

1. Ahuja H.L. (2013), *Business Economics*, S Chand Publishers
2. P L Mehta (2009), *Managerial Economics*, Sultan Publishers
3. D N Dwivedi(2006), *Managerial Economics*, Vikas Publishers
4. Thomas, Maurice(2006), *Managerial Economics*, McGraw Hill

## Business Accounting

Course Credits	4	Course Evaluation	100 Marks	Instruction Hours	40
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### Course Objectives:

This is an elective course offered with the objective of providing students a broad understanding Indian banking system. It will help the students to developed and manage strategies for banking products and Services of various categories.

### Learning Outcomes:

1. Educate students about basic concept of financial accounting.
2. Familiarize students about common mistakes and manipulation in different accounts.
3. Understand the basic and regular preparation of final accounts,
4. Endow the students about different techniques to compare and analyze the financial position.

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### -----Unit: 01 Introduction to Accounting (08 Hours)

Introduction, need and objectives of financial accounting, Accounting concepts, conventions and assumptions, accounting principles, Book keeping v/s accounting, Users of accounting Information, Basic Terms of accounting.

### Unit: 02 Accounting Procedures and Mechanism (10 Hours)

Double entry systems , Accounting Equations, Primary Books (cash book ),Subsidiary Books( purchase book, sales book, Books of returns , petty cash book) , Classification of accounts, Journals , Ledger posting , preparation of Trial Balance, Bank Reconciliation Statement ,Types of errors and rectification.

### Unit: 03 Preparation of financial Statements (12 Hours)

Trading Account, Profit and Loss Account, Balance sheet, Preparation of final accounts, (without Adjustment), Preparation of final accounts. (With Adjustment)

### Unit: 04 Analysis of financial Statements (10 Hours)

Ratio Analysis, Types of Ratios: Liquidly ratios, Profitability Ratios, Turnover Ratios, Solvency Ratios., Advantages and limitations of ratio analysis, Comparative analysis of statements, common size statements.

### Learning Resources

1. **Robert N Anthony (2010).** *Accounting*. Twelfth Edition, Tata McGraw Hill.
2. **Tulsian P.C (2009)** .*Financial Accounting*, Fourth Edition, Pearson Education.
3. **Maheshwari S.N (2012).***Financial Accounting*, Third Edition, Vikas publishing House.
4. **Shukla S.M (2009).** *Financial Accounting*, Fourth Edition, Sahitya Bhawan publications.
5. **Ashish K Bhattacharyya (2012).** *Essentials of Financial Accountancy*, Third Edition, PHI.

## Environmental Science

Course Credits	3	Course Evaluation	100 Marks	Instruction Hours	45
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### Unit 1: Environmental Science and Ecosystem (08 hours)

- a. Definition of Environmental Science, multidisciplinary nature, Objective, scope and importance.
- b. Concept of an ecosystem, structure and function, energy flow, ecological succession, food chains, food webs, ecological pyramids.
- c. Introduction, types, characteristic features, structure and function of the following ecosystem: Forest ecosystem, Grassland ecosystem, Desert ecosystem, Aquatic ecosystems (ponds, streams, lakes, rivers, oceans, estuaries)

### Unit 2: Natural Resources and Biodiversity (16 hours)

- a. Renewable and non-renewable resources.
- b. Natural resources and associated problems:
  - **Forest resources:** Use and over-exploitation, deforestation, case studies, Timber extraction, mining, dams and their effects on forests and tribal people.
  - **Water Resources:** Use and over-utilization of surface and ground water, floods, drought, conflicts over water, dams – benefits and problems, water conservation, rainwater harvesting, watershed management.
  - **Mineral Resources:** Use and exploitation, environmental effects of extracting and using mineral resources, case studies.
  - **Food Resources:** World food problems, Changes in land use by agriculture and grazing, Effects of modern agriculture, Fertilizer/ pesticide problems, Water logging and salinity
  - **Energy Resources:** Increasing energy needs, Renewable/ non renewable, Use of Alternate energy sources, urban problems related to energy, Case studies
  - **Land resources:** Land as a resource, land degradation, man-induced land-slides, soil erosion and desertification, wasteland reclamation
- c. Role of an individual in conservation of natural resources, equitable use of resources for sustainable lifestyles.
- d. Definition of biodiversity, levels of biodiversity, value of biodiversity, threats to biodiversity (habitat loss, poaching of wildlife, man-wildlife conflicts).
- e. Biodiversity at global, national and local levels, India as a biodiversity nation, biogeographical classification of India, hotspots of biodiversity.
- f. Endangered and endemic species of India.
- g. Conservation of biodiversity: In-situ and ex-situ conservation of biodiversity.

### Unit 3: Environmental Pollution (08 hours)

- a. Definition, causes, effects and control measures of Air Pollution, water pollution, soil pollution, marine pollution noise pollution, thermal pollution, nuclear hazards.
- b. Solid waste Management: causes, effects and control measures of urban and industrial wastes
- c. Role of an individual in prevention of pollution, pollution case studies, pollution case studies

### Unit 4: Important Environmental and Social Issues, Management and Legislation (14 Hours)

- a. Climate change, global warming, acid rain, Ozone layer depletion, nuclear accidents and holocaust. Case studies.  
Sustainable development, Resettlement and rehabilitation of people (its problems and concerns, case studies), Environmental ethics (issues and possible solutions), consumerism and waste products.
- b. Disaster management: floods, earthquake, cyclone and landslides.
- c. Environment Protection Act, Air (Prevention and Control of Pollution) Act, Water (Prevention and Control of Pollution) Act, Wildlife Protection Act, Forest Conservation Act,
- d. Issues involved in enforcement of environmental legislation, Public Awareness
- e. Population growth (variation among nation), Population explosion (family welfare programme), Environment and human health, human rights, value education, HIV/ AIDS, Women and Child Welfare, Role of Information Technology in Environment and human health, case studies.

## Unit 5: Field work

- a. Visit to a local area to document environmental assets- river/ forest/ grasslands/ hill /mountain.
- b. Visit to a local polluted site- Urban/ Rural/ Industrial/ Agricultural
- c. Study of common plants, insects, birds
- d. Study of simple ecosystems- pond, river, hill slopes, etc.

### References

1. **Joseph K. & Nagendran R.:** *Essentials of Environmental studies*; Pearson Edition
2. **Santra S. C.,** *Environmental Science*; Central Book Agency.
3. **Dhameja, S. K.,** *Environmental Studies*; Katson books.
4. **Srivastava Smrti,** *Environmental Studies*; Katson books.
5. **Deswal, S. & Deswal A.,** *A Basic Course In Environmental Studies*; Dhanpat Rai & Co.

## Core Subject

### Principles of Marketing

Course Credits	4	Course Evaluation	100 Marks	Instruction Hours	40
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**Course Objective:** This course aims to familiarize students with the marketing function in organizations. It will equip the students with understanding of the Marketing Mix elements and sensitize them to certain emerging issues in Marketing. The course will use and focus on Indian experiences, approaches and cases.

**Learning Outcomes:**

5. Analyze marketing decisions in a dynamic business environment.
6. Apply knowledge of key marketing concepts in an integrated manner.
7. Describe the concept of marketing mix
8. Analyze the trends in marketing in the global world.

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-----**Unit:01 Introduction [10Hours]**

Nature, Scope and Importance of Marketing, Evolution of Marketing; Core marketing concepts; Company orientation - Production concept, Product concept, Selling concept, Marketing concept, Holistic marketing concept. Marketing Environment: Demographic, economic, political, legal, socio cultural, technological environment, Boston Consultative Group (BCG) matrix

**Unit: 02 Segmentation, Targeting and Positioning: [10 hours]**

Levels of Market Segmentation, Basis for Segmenting Consumer Markets, Difference between Segmentation, Targeting and Positioning;

**Unit: 03 Product & Pricing Decisions: [10 Hours]**

Concept of Product Life Cycle (PLC), PLC marketing strategies, Product Classification, Product Line Decision, Product Mix Decision, Branding Decisions, Packaging & Labelling, New Product Development. Pricing Decisions: Determinants of Price, Pricing Methods, Adapting Price (Geographical Pricing, Promotional Pricing and Differential Pricing).

**Unit: 04 Promotion Mix: [10 Hours]**

Factors determining promotion mix, Promotional Tools - basics of Advertisement, Sales Promotion, Public Relations & Publicity and Personal Selling; Place (Marketing Channels): Channel functions, Channel Levels, Types of Intermediaries: Types of Retailers, Types of Wholesalers. Marketing of Services - Unique Characteristics of Services, Marketing strategies for service firms - 7Ps.

**Learning Resources**

5. **Kotler, P. & Keller, K. L.:** Marketing Management, Pearson.
6. **Kotler, P., Armstrong, G., Agnihotri, P. Y., & Ul Haq, E.:** Principles of Marketing: A South Asian Perspective, Pearson.
7. **Ramaswamy, V.S. & Namakumari, S.:** Marketing Management: Global Perspective-Indian Context, Macmillan Publishers India Limited.

## Core Subject

### Human Resource Management

Course Credits	4	Course Evaluation	100 Marks	Instruction Hours	40
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#### Course Objectives:

The objective of this course is to help the students to develop an understanding of the concept & processes of essential functions of human resource management.

#### Learning Outcomes:

1. Gain understanding of key terms, concepts and practices within the field of human resource management.
  2. Understand the role of human resource management in organization and its impact on organization.
  3. Effectively manage and plan key HR processes within organization in contemporary times.
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#### Unit I Human Resource Management: ( 10 Hours)

Nature of HRM, Objectives, Evolution of HRM, Systems approach to HRM, Functions, Roles, Skills & competencies. History of Personnel and HRM, Brief understanding of the changing environment of HRM, HR role in strategy formulation & gaining competitive advantage.

#### Unit II Human Resource Planning and Talent acquisition: (10 Hours)

HRP Process, Forecasting, demand & supply, Skill inventories Human Resource Information System (HRIS) succession planning, Job analysis - Uses, methods, Job description & Job specifications. Recruitment, Selection & Orientation: internal & external sources, selection process, orientation process.

#### Unit III Training-Development and Compensation Management: ( 12 Hours)

T&D Process, On job and Off job training. Performance management system: Objective, performance appraisal, few performance management methods, Career planning: career anchors, career life stages.

Compensation: Steps of determining compensation, job evaluation, components of pay structure, wage differentials & incentives, profit sharing, gain sharing, employees' stock option plans. Brief introduction of social security, health and retirement benefit.

#### Unit IV Industrial Relations: (8 Hours)

Introduction to Industrial Relations - Trade unions role, functions, Collective bargaining. Industrial dispute- causes & machinery for settlement of disputes. Grievance - causes & grievance redressal machinery, Discipline- aspect of discipline & disciplinary procedure.

#### Learning Resources

- 1.. Rao, V.S.P (2010). Human Resource Management- Text and Cases, Excel Books
- 2.Gupta, C.B. (2009). Human Resource Management, Sultan.
3. Monappa & Saiyaddin: Personnel Management, Tata McGraw Hill.



## Core Subject

### Financial Management

Course Credits	4	Course Evaluation	100 Marks	Instruction Hours	40
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#### Course Objectives:

To acquaint students with the techniques of financial management and their applications for business decision making.

#### Learning Outcomes:

1. Analyze financial statements using standard theories of capital Structure.
2. Apply techniques to project financial statements for forecasting long-term financial needs.
3. Explain the role of short-term financial management, and the key strategies and techniques used to manage cash, marketable securities, accounts receivable and inventory.

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#### -----Unit: 01 Nature of Financial Management [10 Hours]

Finance and related disciplines; Scope of Financial Management; Profit Maximization, Wealth Maximization - Traditional and Modern Approach; Functions of finance - Finance Decision, Investment Decision, Dividend Decision; Objectives of Financial Management; Organisation of finance function.

#### Unit: 02 Long -term investment decisions [10 Hours]

Capital Budgeting - Principles and Techniques; Nature and meaning of capital budgeting; Estimation of relevant cash flows and terminal value; Evaluation techniques - Accounting Rate of Return, Net Present Value, Internal Rate of Return. Concept and Measurement of Cost of Capital: Explicit and Implicit costs; Measurement of cost of capital; Cost of debt; Cost of perpetual debt; Cost of Equity Share; Cost of Preference Share; Cost of Retained Earning; Computation of over-all cost of capital based on Historical and Market weights.

#### Unit: 03 Capital Structures [10 Hours]

Approaches to Capital Structure Theories - Net Income approach, Net Operating Income approach, Modigliani-Miller (MM) approach, Traditional approach. Dividend Policy Decision - The irrelevance of dividends: General, MM hypothesis; Relevance of dividends: Walter's model, Gordon's model. EBIT -EPS analysis.

#### Unit: 04 Working Capital Management [10 Hours]

Meaning, significance and types of working capital; Calculating of operating cycle period and estimation of working capital requirements; Financing of working capital ; Sources of working capital; Factoring services; Dimensions of working capital management.

#### Learning Resources

1. **Khan M.Y and Jain P. K (2007).** *Financial Management*, Fifth Edition, Tata McGraw Hill.
2. **Pandey I. M (2009).** *Financial Management*. Tenth Edition .Vikas Publishing House.
3. **Chandra Prasana (2012).** *Financial Management*, Eighth Edition, Tata McGraw Hill.

### **Core Subject**

#### **Business Communication**

Course Credits	4	Course Evaluation	100 Marks	Instruction Hours	40
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**Course Objective:** This course aims at providing the students a comprehensive introduction to the knowledge of communication, written and oral communication, required in the corporate world in its day to day functioning.

**Learning Outcomes:**

1. Communicate professionally and effectively and demonstrate the ability to create written and oral communications reflecting maturity of thought and ability to analyze and synthesize information
2. Recognize their ethical responsibilities to their community, society, discipline, and profession based on various perspectives and associated standards of ethical communication.
3. Demonstrate the ability to identify and evaluate relevant information for decision-making and make usage of diagnostic thinking skills and analytical techniques to assess the information and solve problems in the environment characterized by uncertainty
4. Design appropriate quantitative and qualitative reports with correct grammar, spelling, and sentence structure in solving business problems.

-----**Unit: 01 Basics of Communication & English Grammar & (12 Hours)**

Proper use of Verb, Noun, Adverb, and Adjectives, Punctuation Marks, Para-Phrasing and Précis writing in Business Communication, Vocabulary Building, The Seven C's of Communication, Importance of Communication in Business World. Process of Communication, Models of Communication, Barriers and Bottlenecks in Communication, Corporate Communication, Formal and Informal Communication Networks, Grapevine, Non-Verbal Communication

**Unit: 04 Verbal Communication: Oral (10 Hours)**

Public Speaking, Kinesics (Body Language), Effective Listening, Business Meetings, **Making Oral Presentations, Interviews, Group Discussions**, Negotiations, Workshop, Seminar and Conferences

**Unit: 02 Verbal Communication: Written (11 Hours)**

Principles of Written Communication, Structure of a Business Letter, Direct vs Indirect Approach of Letter Writing (Positive, Negative, Persuasive Messages), Different Types of Letters, Memorandums, **Resume Writing, Job Application Letter, Modern Office Techniques used in Business Communication**

**Unit: 05 Report Writing (07 Hours)**

**Different Types of Business Reports, Parts of a Report, Steps in Writing Business Reports - Planning, Drafting, Writing, Re-Writing, Editing, Short Report, Long Report**

**Learning Resources:**

6. **Raymond V Lesikar, Marie E Flatley, Kathryn Rentz, Neerja Pandey**, *Business Communication*, Special Indian Edition, Tata McGraw Hill.
7. **T. N. Chhabra**, *Business Communication: Concepts and Skills*, Seventh Revised Edition, Sun India Publications
8. **Meenakshi Raman, Prakash Singh**, *Business Communication*, Oxford University Press

**Core Course****Business Research**

Course Credits	4	Course Evaluation	100 Marks	Instruction Hours	40
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**Course Objectives:**

To introduce the students to concepts related to research methods in business and to familiarize the students with procedural aspects of research.

**Learning Outcomes:**

1. Define the problem / identify the opportunity clearly and develop an approach for conducting research.
2. Identify the basic research designs: exploratory, and descriptive, and develop a blueprint for doing research.
3. Develop scientific instruments for collecting data.
4. Identify and use the most appropriate statistical analysis technique for a given problem and interpret the results from the same.

**Unit: 01 Introduction to Business Research (09 Hours)**

Introduction, definition, importance, scope, characteristics and limitations of Research, Types of research. Defining the Research problem, The research process - steps in the research process; Research Design: Exploratory, Descriptive, and Causal. Ethical Issues in Business Research

**Unit: 02 Data Collection & Questionnaire (09 Hours)**

Secondary and Primary Data Collection - Advantages & Disadvantages of Secondary Data, Introduction to secondary data sources and their types, Methods of collecting Primary data - Qualitative Research Techniques- Focus Group, In depth interviews, Projective Techniques, Quantitative Research Techniques- Surveys and Observation. Questionnaire- form and design.

**Unit: 03 Sampling and Scaling Techniques (08 Hours)**

Scaling Techniques- Scales of Measurement- Nominal, Ordinal, Interval and Ratio. Paired Comparison, Rank Order, Constant Sum, Semantic Differential, Itemized rating, Likert Scale. Sampling: Sampling Techniques, Determination of sample size.

**Unit: 04 Data Analysis and Interpretation (14 Hours)**

The meaning of Statistical Inference and Hypothesis Testing; The Null and the Alternative Hypotheses; One-Tailed and Two-Tailed Tests; Estimating the Standard Error of the Mean when  $\sigma$  Is Unknown; Interpreting the Results of Hypothesis Testing. Data Analysis and Interpretation, Large Sample Z test (mean, difference of mean, difference of proportion), Small Sample t-test (mean), paired t test. Chi Square Test. Techniques of Interpretation; Significance of Report Writing - layout of the Research Report - Types of Reports - Oral Presentation.

**Learning Resources**

1. C.R. Kothari (Reprint 2010), *Research Methodology (Methods & Techniques)*, 2nd Edition, New Age International Publishers
2. Malhotra Naresh K. (2010), *Marketing Research: An Applied Orientation 6/E*, Pearson
3. Cooper and Schindler(2004), *Business Research Methods*, 8th Edition, Tata McGraw Hill
4. Ranjeet Kumar (2011), *Research Methodology (a step by step guide for beginners)*, Pearson Education

## Core Course

### Entrepreneurship & Small Business Management

Course Credits	4	Course Evaluation	100 Marks	Instruction Hours	40
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#### **Course Objectives:**

The objective is to provide students a strong foundation of skills in entrepreneurship and small business management. Small businesses contribute a significant portion of job creation both nationally and locally.

#### **Learning Outcomes:**

1. Demonstrate the ability to apply knowledge of key leadership concepts in an integrated manner.
2. Demonstrate the ability to identify and evaluate business opportunities and trends.
3. Demonstrate the ability to identify potential start-up models and resources given trends and opportunities.

#### **Course Contents:**

##### **Unit: 01 Introduction to Entrepreneurship**

Entrepreneurship. Reasons of growth of entrepreneurship, Entrepreneurship Culture, Traits of a true Entrepreneur, entrepreneurial Motivation, Motivation Theory, Corporate Entrepreneurship, Women Entrepreneurship, Rural Entrepreneurship, Family Business, The Potential Drawbacks of Entrepreneurship.

##### **Unit: 02 Small Business in India**

Micro Small and Medium Enterprises, Their Benefits and Opportunities, Problems and Prospects of Small business, Organizational Frame work, Ownership Structure, its advantages and disadvantages, Formalities for setting up of a small business enterprise.

##### **Unit: 03 Small Business Management**

Strategic Management, Financial Management, Marketing Management, Production Management and Human Resource Management in Small Business, Evaluating the existing Business, forms of Ownership, Sickness in small business enterprises, Doing business in India.

##### **Unit: 04 Institutional Support to Small Business in India**

Institutional support to entrepreneurs and small business, Tax benefits to SSI, Policy of the government regarding small scale industries and entrepreneurial development different government agencies providing guidance, Assistance to small scale industries.

#### **Learning Resources:**

1. Holt, D. H. (2015). *Entrepreneurship: New Venture Creation*. New Delhi, India: Pearson.
2. Roy, R. (2011). *Entrepreneurship*. New Delhi, India: Oxford University Press.
3. Hisrich, R., Peters, M., & Shepherd, D. (2006). *Entrepreneurship 6<sup>th</sup> Edition*. New Delhi, India: McGraw Hill Education.
4. Charantimath, P. M. (2005). *Entrepreneurship Development and Small Business Enterprise*. New Delhi, India: Pearson.
5. Desai, V. (2017). *Small-Scale Enterprises And Entrepreneurship Ecosystem*. New Delhi, India: HPH.

### Core Course

#### International Business

Course Credits	4	Course Evaluation	100 Marks	Instruction Hours	40
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#### Course Objectives:

The paper aims to provide a thorough understanding of the fundamentals of international Business and trade, The role of the global institutional structure ; International trade strategies and India's Institutional and policy framework for international Business will be studied.

#### Learning Outcomes:

- Understand and evaluate the basis of international trade and business.
- Explain the various methods of entry into foreign markets and assess the suitable mode for international business.
- Understand the concept of globalization and discuss the implications of GATT/WTO in international business.
- Understand the India's institutional and policy framework for international business

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#### -----Unit: 01 Introduction to International Business [8 hours]

Introduction to International business and International trade; Nature and Scope of International business; Evolution of International Business; Drivers of International Trade; Gains from trade; Stages of internationalization; International business approaches; Globalization; Drivers Of Globalization; Globalization Of Markets, Production, Investment, Technology; Advantages And Disadvantages Of Globalization; Importance Of Cross Cultural Differences In International Business; Advantages And Problems Of International Business.

#### Unit: 02 Conceptual Frameworks: International Trade, Investment, Balance of Payment, and Terms of Payment [16 hours]

Mercantilism, Theory Of Absolute Cost And Comparative Cost Advantage; Relative Factor Endowment Theory; Product Life Cycle Theory; Porter's National Competitive Advantage Theory; Modes Of Entry Into International Markets; Factors Influencing FDI; Reasons And Cost And

Benefits Of FDI; Concept of Balance Of Payments And Its Components; MNCs - Role and relevance in developing world; Important trade terms; International trade documents; Export Procedure; Export Financing

**Unit 03: The Global Institutional Structure [8 hours]**

Bretton Woods Institutions-IMF and World Bank; General Agreement Of Tariff And Trade; Uruguay; Round, Establishment Of WTO, Role, Functions and Various Agreement Of WTO; WTO in the present times; GATS - Trade In Services; Concept Of Regional Integrations And Regional Blocks- ASEAN; EU; MERCOSUR; NAFTA; India and its Trading Partners

**Unit: 04 India's Institutional and Policy Framework for International Business [8 hours]**

Policy And Service Support Organizations; Commodity Boards ; Training And Research Institutions; Trading / Service Corporations; Risk Covering Institutions; Financial Institutions; Institutions Especially For SSIs and State Participation; An Overview Of India's Foreign Trade Policy And Procedure;

**Learning Resources**

8. Cherunilam, F. "International Business : Text and Cases" (3<sup>rd</sup> Edition) Prentice –Hall India
9. Hill, C.W.L. ,Jain A. K. (2008). *International Business* (6<sup>th</sup> Ed.). McGraw-Hill.
10. Subba Rao, P. "International Business : Text and Cases", Himalayan Publishing House
11. Joshi , R. M. (2012). *International Business* (12<sup>th</sup> Ed.) Oxford Publication.

**Core Course**

**Negotiation and Counseling Skills**

Course Credits	4	Course Evaluation	100 Marks	Instruction Hours	40
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**Course Objectives:**

The objective of this course is to provide insights into handling behavioral issues at work place by developing counseling skills. It is also intended to facilitate an understanding of the structure and dynamics of negotiation

**Learning Outcomes:**

9. Describe the different approaches of counseling.
  10. List out the effective uses of counseling skills to facilitate O.D.
  11. Explain best practice mediation and negotiation process and describe the role of the mediator in ensuring a successful outcome.
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**Unit: 01 Counseling [10 Hours]**

Introduction, Approaches to Counseling, Goals and Process of Counseling; Counseling Procedures and Skills, Organizational Application of Counseling Skills.

**Unit: 02 Counseling and its Effect on Behaviour [10 Hours]**

Changing Behaviors through Counseling; Specific Techniques of Counseling; Role conflicts of Managers and Counseling. Application of Counseling in Specific Organizational Situations: Dealing

with problem Subordinates; Performance Management; Alcoholism and Other Substance Abuse. Ethics in Counseling.

**Unit: 03 Negotiations [10 Hours]**

Introduction, Nature and need for negotiation, negotiation process, Types and styles of negotiation; strategies and tactics; barriers in effective negotiation, Communication Style, Breaking Deadlocks

**Unit: 04 Negotiation Skills [10 Hour]**

Skills of a negotiator. Models of negotiation. Ethics in negotiation. Impact of cultural differences on negotiation styles. Gender in negotiation, Context of mediation, Negotiation as persuasion.

**Learning Resources**

1. Singh Kavita - Counseling Skills for Managers (PHI).
2. Carroll, M. (1996). *Workplace counseling: A systematic approach to Employee Care*. Sage Publication.
3. Kottler, J. A., & Shepard, D. S. (2014). *Introduction to Counseling: voices from the field*. Cengage Learning.
4. Moursund, J. (2001). *The Process of Counseling and therapy*. Pearson.

**Core Course**

**Quantitative Techniques in Management**

Course Credits	4	Course Evaluation	100 Marks	Instruction Hours	40
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**Course Objectives:**

To acquaint students with the construction of mathematical models for managerial decision situations and to use computer software packages to obtain a solution wherever applicable. The emphasis is on understanding the concepts, formulation and interpretation.

**Learning Outcomes:**

1. Application of quantitative techniques for business decisions.
  2. Develop an understanding of the factors and restrictions involved in building and using models for planning and management problems.
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**Unit: 01 Linear Programming [12 Hours]**

Formulation of LP problems, Graphical solutions (Special cases: Multiple optimal solution, infeasibility, unbounded solution); Simplex Methods (Special cases: Multiple Optimum solution, infeasibility, degeneracy, unbounded solution) Big-M Method and two phase method.

**Unit: 02 Transportation & Assignment Problems [10 Hours]**

Elementary Transportation: Formulation of Transport Problem, Solution by N.W. Corner Rule, Least Cost Method, Vogel's approximation method (VAM), Modified Distribution Method, (Special cases: Multiple solutions, Maximization case, Unbalanced case, prohibited routes)  
 Elementary Assignment: Hungarian Method, (Special cases: Multiple solutions, Maximization case, unbalanced case, Restrictions on assignment)

**Unit: 03 Decision Theory [8 Hours]**

Pay off table, Opportunity Loss Table, Expected Monetary Value, Expected Opportunity Loss, Expected Value of Perfect Information and Sample Information

**Unit: 04 Replacement Models and Simulation [10 Hours]**

Replacement of Equipment which deteriorates with Time, Replacement of Items that fail Completely, Staffing problems, Introduction to Simulation: Monte Carlo Simulation.

**Learning Resources**

1. **Vohra, N.D.**, *Quantitative Techniques in Management*, Third Edition, Tata McGraw Hill
2. **Kapoor V.K.**, *Operations Research*, Eight Edition, Sultan Chand & Sons
3. **Sharma J.K.**, *Quantitative Methods: Theory and Applications*, Macmillan Publishers India Ltd.
4. **Hillier F.S., Lieberman G.J.**, *Introduction to Operations Research*, Eight Edition, Tata McGraw-Hill Publishing Company Limited.
5. **Gupta PK, Man Mohan, Kanti Swarup**, *Operations Research*, Sultan Chand & Sons

**Core Course**

**Legal Aspects of Business**

Course Credits	4	Course Evaluation	100	Instruction Hours	40
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**Course Objective:**

This course provides an introduction to legal aspects of business. It is designed for the students with no legal background and serves as an introduction to legal concepts related to business transactions. Aim is also to understand the applications of laws to practical commercial situation.

**Learning outcomes:**

After studying this course the student shall be able to:-

1. Explain the concept of legal environment
2. Discuss the role of the legal aspects for business
3. Explain the legal and regulatory compliances in the context of business

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**Unit 01: Indian Contract Act 1872 [10 Hours]**

Meaning Nature and Sources of Law. Meaning and Essentials of contract; Kinds of contract-Based on: validity, formation & performance, law relating to offer and acceptance, consideration,



competency to contract, free consent, Void agreements, performance of contracts, discharge of contracts, breach of contracts and quasi contract, Special contracts: contract of indemnity and guarantee, bailment pledge, and agency.

**Unit 02: Sale of Goods Act 1930: [10 Hours]**

Sale and agreement to sell, implied conditions and warranties, Passing of property in goods, Sale by non owner, rights of unpaid seller. Negotiable Instruments Act 1881: Meaning of negotiable instruments, type of negotiable instruments, promissory note, bill of exchange, cheque.

**Unit: 03 Companies Act 2013 [10 Hours]**

Meaning and types, Incorporation, Memorandum & Articles of association, Prospectus, shares and its issue, company management, role of directors, share qualification, company meetings. The Limited Liability Partnership Act 2008: Meaning and nature of limited partnership, formation, partners & their relations, extent and limitation of liability.

**Unit: 04 Consumer Protection Act 1986 [10 Hours]**

Objectives and machinery for consumer protection, defects and deficiency removal, rights of consumers.

The Right to Information Act 2005: Salient features and coverage of the act, definition of terms information, right, record, public authority; obligations of public authorities, requesting information and functions of PIO.

**Learning Resources**

1. Kuchal MC - Mercantile Law
2. Kapoor ND - Mercantile Law - Sultan Chand 37th Revised Edition. 2015
3. Shukla MC - A Manual of Mercantile Law -S. Chand
4. Business Law including Company Law- SS Gulshan & GK Kapoor

**Core Course**

**GUIDELINES FOR FIELD PROJECT PRESENTATION and REPORT**

**GENERAL GUIDELINES:**

The following guidelines are merely indicative, not exhaustive and deviation can be made on recommendation of project Guide. Decision of Project Guide will be final binding on student.

Arrangement of Contents:

- a) Cover Page
- b) Title Page (Same as cover Page)
- c) Declaration
- d) Certificate by the Company
- e) Acknowledgement from students
- f) List of Symbols
- g) List of abbreviations
- h) List of Tables
- i) List of figures
- j) Table of contents

- k) Chapter: Introduction
- l) Format of Bibliography (Use APA Format)

**Description of the work (to be divided into following chapters)**

- Chapter - I: Introduction
- Chapter - II: Review of Literature
- Chapter - III: Research Methodology
- Chapter - IV: Data Analysis and Interpretations
- Chapter - V: Conclusions, Recommendations & Suggestions

**Report dimension & Binding specifications:** The dimension of the project report should be in A4 size and must be hard bound with plastic jacket. It is suggested that the cover page should be in specific colour.

Only Spiral binding report is to be submitted.

**Paper & Typing dimension.**

Milk white papers which do not deteriorate rapidly are to be used. The paper must be with informally even edges. Photocopies should be on copy bond available at most reproduction centers. The report should be typed in one side of the paper only. Whole of the report (except the cover and title page) should be typed in Times New Roman font size of 12, justified and a line spacing of 1.5 left, Margin 3 cm, Right margin 2 cm. Top margin 2.5 cm and Bottom margin 3.5 cm to be maintained. In case of mathematical expressions equation editor is to be used. Each chapter should start at a fresh page with a heading of a chapter.

**Pagination:**

Each page must have a number designation, though numbers may be at center at the bottom of the page and pages of chapter heading if the student prefers. All pages must be numbered consecutively as follows:

- Lower-case Roman numerals (i.e., i, ii, iii, iv, v, vi, etc.) are used for preliminary pages. The numerals appear at the right bottom of the page, approximately ½” above the bottom.
- Arabic numerals (i.e., 1, 2, 3, 4, 5, 6, etc.) are used for the body of the thesis/project. The numerals appear in the right bottom corner of the page, approximately ½” up from the bottom and ½” in from the right margin.
- Material inserted after final typing should be numbered as in this example: 21, 21a, 21b, etc. This expedient should be used sparingly. Appendices and the bibliography or reference list should be numbered consecutively with the rest of the thesis.

**Caption of figure & tables.**

Caption of figure and table should be provided at the bottom of the table and diagram. Captions should be italicized and should be at the center. Figure and table numbers should be in tune with the chapter numbers (e.g. the first figure of the chapter I should be numbered as Fig.1.1, first figure of chapter II should be numbered as Fig. 2.1 and so on.

**Bibliography:** Use APA Format

**Guard Sheets:** A blank white page (preferably thick) must be placed at the beginning and end of the report

## Core Course

### Business Policy and Strategy

Course Credits	4	Course Evaluation	100 Marks	Instruction Hours	40
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#### Course Objectives:

To equip students with the necessary information required for designing strategies for an organisation and linking the organisational strategies with the changing environment.

#### Learning Outcomes: Students will be able

1. To understand the concepts of business strategy
2. To understand the internal and external environment influencing business
3. To formulate strategies for a firm

#### Unit 01: Introduction to Business Policy and Strategy (10 Hours)

Introduction to the strategic management process and related concepts. Characteristics of corporate, business & functional level strategic management. Company's vision and mission: Need and formulation of a mission statement, criteria for evaluating a mission statement- Goal & Objectives.

#### Unit 02: Environmental Analysis & Diagnosis (10 Hours)

Analysis of company's internal & external environment Environmental impact on organisations policy and strategy, analysis of remote environment, Michael E. Porter's 5 Forces model; Importance of organisation's capabilities, competitive advantage and core competence, Michael E. Porter's Value Chain Analysis.

#### Unit 03: Formulation of Competitive Strategies (10 Hours)

Introduction to strategies of growth, stability and renewal, Types of growth strategies - concentrated growth, product development, integration, diversification, international expansion (multi domestic approach, franchising, licensing and joint ventures). Types of renewal strategies - retrenchment and turnaround. Strategic fundamentals of merger & acquisitions

#### Unit 04: Strategic Analysis & Choice (10 Hours)

Strategic gap analyses, portfolio analyses - BCG, life cycle portfolio matrix, grand strategy selection matrix; Behavioural considerations affecting choice of strategy; Culture and Strategic Leadership, Impact of structure, culture & leadership, functional strategies & their link with business level strategies, Balanced Score Card; Introduction to Strategic control & evaluation, Strategic surveillance.

#### Suggested Readings:

1. Pearce, J. A. & Robinson, R. B. (2011). *Strategic Management formulation implementation and control*. New Delhi, India: Tata McGraw Hill.
2. Kachru, U. (2017). *Strategic Management*. New Delhi, India: Excel books.
3. Thompson, A. A., Peteraf, M. A., Gamble, J. E., Strickland, A. J. III., & Jain, A. K. (2012). *Crafting and Executing Strategy*. New Delhi, India: McGraw-Hill.

4. Pearce, J. A. II., Robinson, R. B., & Mittal, A. (2017). *Strategic Management: Formulation, Implementation and Control*. New Delhi, India: McGraw Hill.

## Core Course

### Project Management

Course Credits	4	Course Evaluation	100 Marks	Instruction Hours	40
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#### Course Objectives:

Projects are important for individuals, organizations, and economies. This course aims to introduce the student with the basics of project management and familiarize them with the tools and techniques of planning, implementing and controlling projects effectively.

#### Learning Outcomes:

12. Define a project and recognize the role of a project manager.
13. Identify and list the important activities in the project.
14. Learn the process and parts of a detailed project report.
15. Recognize the importance of preparing a project plan for following it up to meet the goals of a project management.

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#### -----Unit: 01 Introduction to Project Management [10 Hours]

Defining Projects and Project Management, Characteristics of Projects, Scope of Project Management,  
 Elements of Project Management, Classification of Projects, Project Life Cycle, Organization Strategy and  
 Project Selection; Project Management Structures, Project Manager - Role and Responsibilities.

#### Unit: 02 Project Feasibility Analysis [10 Hours]

Market and Demand Analysis, Technology and Location Analysis, Financial Analysis (Pay Back Period,  
 NPV, IRR, Profitability Index), Social Cost Benefit Analysis, Environmental Impact Assessment,  
 Detailed  
 Project Report

#### Unit: 03 Project Planning [10 Hours]

Defining the Project Scope, Project Priority Matrix, Work Breakdown Structure, Responsibility Matrix,  
 Types of Project Costs, Developing the Project Network (CPM and PERT Networks), Reducing Time duration of Projects, Managing Risk.

#### Unit: 04 Project Closure & Managing Teams [10 Hours]

Project Control Process, Project Termination, Project Audit and Review, Managing Project Teams, situational factors affecting team development, managing virtual project teams, project team pitfalls.

**Learning Resources**

- 12. Clifford Grey, Eric W. Larson, Gautam V. Desai: *Project Management: The Managerial process*. Tata McGraw-Hill Education
- 13. Jack Gido, James Clement, *Project Management*. Cengage Learning.
- 14. Harvey Maylor, *Project Management*, Pearson Education.
- 15. Prasanna Chandra, *PROJECTS Planning, Analysis, Selection, Financing, Implementation, and Review*, Seventh Edition, Tata McGraw-Hill Education

**Finance Specialization [Elective Course]**

**Banking & Financial Services**

Course Credits	4	Course Evaluation	100 Marks	Instruction Hours	40
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**Course Objective:** The objective of this paper is to know the different aspects of Investment banking, mergers and acquisition and the detailed SEBI guidelines on issue management.

**Learning Outcomes:** Students will be able to

- 1. Describe the general structure of Indian banking system
- 2. To broaden the understanding of financial services concepts and techniques.
- 3. To make abreast that how investment banking has been diversified into variety of activities to bring suppliers and users together.
- 4. To analyses the impact of mergers and acquisition on the valuation of the companies

**Unit: 01 Structure and Role of Indian Banking System [10 Hours]**

Introduction to Indian Banking System (Commercial banks, Foreign Banks, Cooperative banks, Regional, Rural Bank). Introduction to Central bank and its functions. Monetary Policy: Objectives,

Reconciling dual objectives, The Taylor Rule, Indicators of Policy, instruments of policy (Bank Rate, OMO, CRR, SLR etc.)

**Unit: 02 Hire Purchase Finance & Housing Finance [10 Hours]**

Hire Purchase Finance - meaning, concepts of hire purchase finance, installment credit and consumer credit; sources of finance in India. Housing Finance - need, nature of housing finance, fixed and floating rate home loans; sources of housing finance in India, growth of housing finance in India; Role of National Housing Bank; concept of mortgage and reverse mortgage; housing loans and mortgage loans, types of mortgage loans

**Unit: 03 Lease Finance & Venture Capital Finance [10 Hours]**

Lease Financing - Meaning, definition and types of lease agreements; advantages and disadvantages from the point of view of lessor and lessee; purchase v/s leasing, borrowing v/s leasing; lease finance in India Venture Capital Financing - meaning, importance/need, scope of venture capital finance; venture capital v/s angel investors; Venture capital in India.

**Unit: 04 Mutual Funds [10 Hours]**

Meaning and importance of Financial Services; Meaning, Nature and organization of a mutual fund, types of schemes, valuation of units, advantages of investing in a mutual fund; Mutual Funds in India - growth, performance, problems, prospects, regulatory framework

**Suggested Readings:**

- 16. Singh, K. (2013). *Commercial bank management*. Tata McGraw-Hill Education.
- 17. Khan, M. Y. (2004). *Financial services*. Tata McGraw-Hill Education.
- 18. Pathak, B. V. (2011). *The Indian Financial System: Markets, Institutions and Services*. Pearson Education India.

**Finance Specialization [Elective Course]**

**Corporate Finance**

Course Credits	4	Course Evaluation	100 Marks	Instruction Hours	40
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**Course Objectives:**

This is an elective course offered with the objective of providing students a broad understanding Indian financial system. It will help the students to developed and manage strategies for different corporate houses to raise and manage funds

**Learning Outcomes:**

- 1. identify the key themes in corporate finance
- 2. explain the role of finance in an organization
- 3. explain and analyze the interrelationship between finance and governance
- 4. analyze the relationship between strategic decision making and corporate financing decisions.

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-----**Unit: 01 Introduction to Corporate Finance (10 Hours)**

Introduction, need and objectives of Corporate finance, Types of corporate firms, Balance sheet , Income statement, Introduction to Cash flow statement ,Importance of financial planning, Types of corporate securities .

**Unit: 02 Long Term Investments (12 Hours)**

Value and capital budgeting: Time value of money ,Net present value , Internal rate of return, Alternative investment rules, Risk analysis and capital budgeting ,Capital assets pricing model (CAPM),Leasing: Type of Lease ,Lease and purchase, Valuation of securities.

**Unit: 03 Capital Structure and Dividend policy (8 Hours)**

Corporate financing decisions: Implications of corporate finance, Financial leverages and value of firm, Financial Distress, Types of Dividend ,Dividends model: Modigliani and Miller Hypothesis, Walter and Gordon model.

**Unit: 04 Short Term Investment (10 Hours)**

Concept of working capital, Planning of working capital ,Aspect of short term financing policy, Types of short term finance, Theories of working capital, cash management and cash budget, Credit management.

**Learning Resources**

9. Brealey R.A., Myers S.C. *Principles of Corporate Finance*. 6th edition. McGraw Hill. 2000
10. Ross S., R.Westerfield, J.Jaffe. *Corporate Finance*. Fifth Edition. IRWIN-McGraw-Hill..
11. Copeland T. and Weston J.: *Financial Theory and Corporate Policy*. 1998
12. Damodaran A. *Applied Corporate Finance*. Wiley&Sons. 1999.
13. Reilly K.F., Brown K.C. *Investment Analysis and Portfolio Management*. 6<sup>th</sup> Edition. The Dryden Press.

**Finance Specialization [Elective Course]**

**Wealth Management**

Course Credits	4	Course Evaluation	100 Marks	Instruction Hours	40
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**Course Objectives:**

This paper provides knowledge about financial planning and its concepts ,financial planning profession and the practice of personal financial planning

**Learning Outcomes:**

1. Appreciate the various dimensions of equity, debt, gold, real estate- their role and risk involved.

2. To understand how investment funds can help in long term wealth creation.
  3. To analyze and select investment in a structured manner for wealth creation.
  4. To know how wealth management is different from financial planning and management.
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**-----Unit: 01 Introduction to Financial Planning [10 Hours]**

Introduction, Background and role of financial Planning, Role of a financial planner, Regulatory control and practices in financial planning, various views of financial planning, Good practices in financial planning

**Unit: 02 Time Value of Money [10 Hours]**

Concept, principles of compounding, Discounting , Annuities ,risk and return trade off, investment timing.

**Unit: 03 Types of Instruments and Procedures[10 Hours]**

Fixed interest instruments, Equity instruments, Property, Derivatives, Mutual funds, PMS, insurance bonds, other Special classes (Gold, Infrastructure, Private capital, Individual mortgage,) Concept of will, Administration of an estate, dwelling houses, power of attorney,

**Unit: 04 Tax Aspects of Financial Planning [10 Hours]**

Toward Financial Plan: Gathering information from client, Meeting client objectives, Assets Allocation, Implementation. Principles of taxation, Components of tax liabilities, Taxation of direct investment, Taxation of managed investment, Self assessment, Return on income, payment of tax, Capital gain tax (overview)

**Learning Resources**

1. Bhalla V.K. Investment Management, S.Chand
2. Desai, Joshi. *Investment Management, Biztantra Publication*
3. Bodie,Kane,Marcus,Mohanty .Investment Management 8<sup>th</sup> Edition, Tata Mcgraw Hill
4. Deepa Venkatraghavan (2009) *Kaise Nivesh Kare--Mandi Ho ya Teji*

**Finance Specialization [Elective Course]**

**International Financial Management**

Course Credits	4	Course Evaluation	100 Marks	Instruction Hours	40
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## **Course Objectives:**

The objective of this paper is to equip the students with the techniques that can help them in managing the financial issues in international environment. This course will help them to manage MNCs in more effective manner.

## **Learning Outcomes:**

1. Understand the complex body of international financial environment.
2. Evaluate the international financial objectives of various MNCs.
3. Possess the comprehensive knowledge of alternative source of international finance.
4. Explore the factors affecting the international investment decision.

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### **-----Unit: 01 Introduction [10 Hours]**

Concept of International trade, International Business, International Finance and differences among them. Theories of International trade, International trade financing in India. International Monetary System: Different types of Exchange rate mechanisms- the gold standard, the gold exchange standard, The Bretton Woods System, Current monetary system, European Monetary Union. IMF and World Bank

### **Unit: 02 Balance of Payment and International Linkages (10 Hours)**

Balance of payments and its components; BOP Accounting, BOP trends in major countries, Coping with current account deficit, Capital Account Convertibility – pros and cons

### **Unit: 03 International Financial Markets and Instruments (10 Hours)**

International money market – Euro Currency Market, Euro credits, Forward Rate Agreements, Euro Notes – International Bond market- Credit Rating and indices of international bond market – Types of instruments – International equity markets: Market structure, trading in international equities, cross listing of equities, GDRs, ADRs, IDRs, Global registered shares, International equity market benchmark, factors affecting in international equity market.

### **Unit: 04 Foreign Exchange markets: (10 Hours)**

Functions and structure of Forex market – Forex market participants, foreign exchange spot rates, forward, futures, options and swap market; Foreign Exchange rate determinants – International parity relationship, Interest rate parity, Purchasing power parity and International Fisher Effect.

## **Learning Resources**

1. Apte, P.G: **International Financial Management**, Tata McGraw Hill, New Delhi 2009,5th edition
2. Shaprio, Alan. C: **Multinational Financial Management**, Prentice Hall, New Delhi. 2006,8th edition
3. Cheol S. Eurn, Bruce G. Resnick, **International Finance Management**, Mc Graw Hill, 5th edition, 2009.

## Finance Specialization [Elective Course]

### Financial Institutions & Markets

Course Credits	4	Course Evaluation	100 Marks	Instruction Hours	40
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#### Course Objectives:

This is an elective course offered with the objective of providing students a broad understanding about Indian Financial system. It will help the students to understand the different aspects and components of Financial Institutions and Financial Markets.

#### Learning Outcomes:

16. Examine the role of financial system in Indian and global economy.
17. Define the type of the risk involved in different securities and institution.
18. Compare and contrast the role and functions of organized financial market and institutions.
19. Examine the government intervention in deciding the policies related to financial system.

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#### -----Unit: 01 Structure of Indian Financial System [10 Hours]

An overview of the Indian financial system, financial sector reforms: context, need and objectives; major reforms in the last decade; competition; deregulation; capital requirements; issues in financial reforms and restructuring; future agenda of reforms; Regulation of Banks, NBFCs & FIs: Salient provisions of banking regulation act and RBI Act; Role of RBI as a central banker; Products offered by Banks and FIs: Retail banking and corporate banking products. Universal Banking: need, importance, trends and RBI guidelines, Core banking solution (CBS); RTGS and internet banking, NBFCs and its types; comparison between Banks and NBFCs

#### Unit: 02 Introduction to Financial Markets in India [10 Hours]

Role and Importance of Financial Markets, Financial Markets: Money Market; Capital Market; Factors affecting Financial Markets, Linkages Between Economy and Financial Markets, Integration of Indian Financial Markets with Global Financial Markets, Primary & secondary market, Currency Market, Debt Market- role and functions of these markets. Primary Market for Corporate Securities in India: Issue of Corporate Securities: Public Issue through Prospectus, Green shoe option, Offer for sale, Private Placement, Rights Issue, On-Line IPO, Book Building of Shares, Disinvestment of PSU, Employees Stock Options, Preferential Issue of Shares, Venture Capital, Private Equity, Performance of Primary Market in India, Corporate Listings : Listing and Delisting of Corporate Stocks.

#### Unit: 03 Secondary Market in India [10 Hours]

Introduction to Stock Markets, Regional and Modern Stock Exchanges, International Stock Exchanges, Demutualization of exchanges, Comparison between NSE and BSE, Raising of funds in International Markets: ADRs and GDRs, FCCB and Euro Issues; Indian Stock Indices and their construction, maintenance, adjustment for corporate actions (rights, bonus and stock split;) on index with numerical, free float vs. full float methodology, Classification of Securities to be included in the Index, Bulls and Bears in Stock Markets, Factors influencing the movement of stock markets, indicators of maturity of stock markets, Major Instruments traded in stock markets: Equity Shares, Debentures, Myths attached to Investing in Stock Markets. Trading of securities on a stock exchange; Selection of broker, capital and margin requirements of a broker, MTM and VAR Margins, kinds of brokers, opening of an account to trade in securities, DEMAT System, placing an order for purchase/sale of shares, margin trading and margin adjustment, contract note and settlement of contracts, Algorithmic trading, Settlement mechanism at BSE & NSE

#### Unit: 04 Money Market and Debt Markets in India [10 Hours]

Money Market: Meaning, role and participants in money markets, Segments of money markets, Call Money Markets, Repos and reverse Repo concepts, Treasury Bill Markets, Market for Commercial Paper, Commercial Bills and Certificate of Deposit. Role of STCI and DFHI in money market, Debt Market: Introduction and meaning, Market for Government/Debt Securities in India, Secondary

market for government/debt securities, Over subscription and devolvement of Government Securities, Government securities issued by State Governments, Municipal Bonds, Corporate Bonds vs. Government Bonds

**Learning Resources**

- 19. Bhole L.M, Mahakud Jitender, Financial Institutions and Markets, 5<sup>th</sup> Edition Tata McGraw-Hill.
- 20. Khan M.Y. Indian Financial System, 9<sup>th</sup> Edition, Tata McGraw-Hill
- 21. Varshney, Mittal, Indian Financial System, Sultan Chand & Sons
- 22. Gurusamy, S. *Financial Services*, TMH.

**Finance Specialization [Elective Course]**

**Cost Accounting**

Course Credits	4	Course Evaluation	100 Marks	Instruction Hours	40
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**Course Objectives:** This is an elective course offered with the objective of providing students a broad understanding Indian banking system. It will help the students to developed and manage strategies for banking products and Services of various categories.

**Learning Outcomes:**

- a) Identify and understand general cost term and analyses the schedule of cost of goods manufactured.
- b) Understand the flow of cost like allocation and application of different overheads.
- c) Apply cost accounting methods to evaluate and project business performance.
- d) Understand the practical utility and application of cost, volume and profit analysis.

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**Unit : 01 Introduction to Cost Accounting (10 Hours)**

Definition of Cost Accounting, Nature and Scope of cost accounting, objectives of cost accounting, Relationship between Financial accounting, Cost Accounting & management accounting. Classification of Cost, Element of cost and its classification. Material Costing, Labor Costing and Overheads costing

**Unit : 02 Costing Methods (12 Hours)**

Meaning, objectives and Importance of Unit Costing, introduction to Cost sheet, Performa of cost sheet & steps of calculating profit. Job Costing - Meaning objectives and Importance. Difference between unit costing and job costing, Process costing: Meaning, Features, Accounting procedure of Process costing, concept of Normal and Abnormal gain and loss .

**Unit : 03 Marginal Costing (10 Hours)**

Concept and Technique of Cost volume profit Analysis, Meaning, objectives, scope & Importance, limitation of marginal costing. Concept of Break even Analysis, Decision involving alternative choices : Make or Buy, decision to continue or drop a product line, decision to accept special order etc.

**Unit :04 Reconciliation of Cost and Financial Accounts (8 Hours)**

Reasons for differences between the results of cost accounts and Financial accounts, General Rule regarding addition and subtraction of items of difference in preparing reconciliation statement, Performa of reconciliation statement, Preparation of statement of cost, profit & loss A/c and reconciliation statement.

### Learning Resources

1. **Nigam and Jain (2001)** *Cost accounting (Principles & Practices) ninth edition* Vikas Publishing House
2. **A Murthy, S Gurusamy** *Cost Accounting (2<sup>nd</sup> edition)* Tata Mcgraw Hill
3. **M Y Khan, P K Jain (2010)** *Cost accounting (tenth edition)* Tata Mcgraw Hill
4. **Ravi M Kishore (July 2009)** *Cost Accounting & Financial management (6<sup>th</sup> edition)* Taxmann Publication Private Ltd.

## Finance Specialization [Elective Course]

### Investment Management

Course Credits	4	Course Evaluation	100 Marks	Instruction Hours	40
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**Objective:** The aim of this course is to provide a conceptual framework for analysis from an investor's perspective of maximizing return on investment:

**Learning Outcomes:** Students will be able to

1. To introduce the world of security valuation and portfolio management.
2. To equip with the knowledge of Indian Security Market
3. To improve analytical skills necessary to face the challenges of managing Investment.

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### Unit 1: Introduction [10 Hours]

Meaning and scope of Investments; Investment Process; Objective; Investment Planning, Variables in Investment Decisions; Investment Avenues; Investment versus Speculation Types of securities: equity shares, sweat equity, non-voting shares, right shares, bonus shares, preference shares, debentures, bonds, and warrants.

### Unit 2: Primary / New Issue Market [10 Hours]

Role, objectives, functions, players New Issue market in India: features Issue of shares: need for issue of share in public, types of issues, issue price, market capitalization, difference between public issue and private placement; IPO Price discovery through book building process; Difference

between offer of shares through book building and offer of shares through normal public issue  
Prospectus: Types; Listing and delisting of securities ADRs and GDRs Emerging issues

### Unit 3: Secondary Market [10 Hours]

Meaning, features, functions and players Role of secondary market Difference between secondary and primary market and importance of each Stock Exchanges: role of stock exchanges, demutualization of stocks. Products in secondary markets: equity and debt instruments Market indices and types Emerging Issues

### Unit 4: Fundamental Analysis & Technical analysis

Fundamental analysis: economic analysis; industry analysis; company analysis; earnings of the company; financial analysis; growth in earnings Technical analysis: assumptions; technical tools - Dow theory; Primary trend, Secondary trend, Minor trends, Support and resistance, Indicators, Odd lot trading, Moving averages, Rate of change, Charts, Technical analysis and fundamental analysis.

### Suggested Readings:

23. Bodie, Z., Kane, A., & Marcus, A. J. (2013). *Essentials of investments*. McGraw-Hill
24. Bal Krishan & Narta S. S. (1997): *Security Markets in India*, New Delhi, Kanishka
25. Fischer D. E. & Jordan R. J. (1995): *Security Analysis and Portfolio Management*, New Delhi, Prentice-Hall of India
26. Avadhani V. A. (1997): *Investment Analysis and Portfolio Management*, Mumbai, Himalaya

## Human Resource Management Specialization [Elective Course]

### Cross Cultural HRM

Course Credit	4	Course Evaluation	100 Marks	Instruction Hours	40
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### Course Objectives:

To familiarize students with the relevance of increasing importance of global HRM and acquaint them with international HR practices as well as to develop a diagnostic and conceptual understanding of the cultural and related behavioral variables in the management of global organizations

### Learning Outcome:

1. Analyse and evaluate the cultural influences on management practices and theories and develop the understanding of own cultural beliefs, assumptions, and practices.

2. Respond to cultural influences on key HRM processes, such as selection interviews, team building, giving feedback, training and development.
3. Comprehend a range of conceptions of culture; Compare and contrast cultures; appreciate the complexity of cross cultural and international management.
4. Critically assess the different theories of culture and their implications on global HRM.

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**Unit 1: Global Cultural & Business Environment [10 Hours]**

Global Business Environment, The Concept of Culture, Organizational culture from Global Perspective, Human and Cultural Variables in Global Organizations, Cross Cultural Differences and Managerial Implications, , Hofstede Model, Global HR Environment.

**Unit 2: Cross Cultural Management, Leadership and Decision Making [ 10 Hours]**

Cross cultural variable, Theories, Cross Cultural Leadership, Cross Cultural Communication, Cross Cultural Negotiation, Cross cultural negotiating training, Comparative study of Negotiating styles in different countries, Human Resource Management in Global organization.

**Unit 3: Managing and Supporting International Assignment [8 Hours]**

Domestic vs International HRM, Managing International HR activities, International Recruitment and Selection, and Training and Development, Performance Management, Compensation, Strategic IHRM, Managing diversity at work.

**Unit 4: Sustaining International Business Operations and Global HR Issues [12 Hours]**

International Business entities, International HRM roles in multinational organizations, Characteristics of effective expatriate managers, Selection of expatriates, dealing with culture shock, reasons for expatriate failure, **Global HR Issues:** Re-entry and career issues, Trends & Future Challenges in IHRM, International Industrial Relations, Ethics & International HR Manager

**Learning Resources:**

1. Dowling, P., Schuler, R. S.& Welch, D. E. (1994). *International Dimensions of Human Resource Management (2nd Ed.)*.Wadsworth
2. Bhattacharya, Deepak Kr. (2010). *Cross-cultural Management: Texts and Cases*. PHI
3. Hofstede, G. (1984). *Cultures Consequence; International Differences in Work related Values*. Sage
4. Deresky, H. (2008). *International Management: Managing Across Borders and Cultures (6th Ed.)*. PHI: New Delhi.

**Human Resource Management Specialization [Elective Course]  
Labour Laws & Industrial Relations**

<b>Course Credit</b>	<b>4</b>	<b>Course Evaluation</b>	<b>100 Marks</b>	<b>Instruction Hours</b>	<b>40</b>
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**Course Objectives:**

To familiarize the students with the fundamentals of Industrial Relations, methods to avoid industrial conflict, managing and developing harmonious relations and understanding of the provisions of labour laws relating to social security, wages, working condition and labour welfare.

**Learning Outcome:**

1. Describe the general structure and system of Industrial Relations.
  2. Demonstrate an understanding of the perspectives, theories & concepts in the field of Labour Welfare.
  3. Analyze the rationale behind the laws and their enforcement problems.
  4. Evaluate the effectiveness of the law in regulating the industrial relations, individual employment relationships, human rights and equality in workplace.
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**Unit 1: Introduction to Industrial Relations [12 Hours]**

Concept, Scope, Evolution, Approaches to IR, Conflict & Cooperation, Bi-Partism, Tri-Partism, Collective Bargaining, Worker's Participation in Management, Grievance Handling and Disciplinary action, Code of Conduct, IR in changing scenario, Employer's organizations.

**Trade Unions:** Concept, Evolution, Problems, Provisions of Trade Union Act, 1947, Emerging role of Trade Union in India.

**Unit 2: Laws relating to Working Conditions [ 8 Hours]**

Factories Act 1948, Contract Labour Act 1970.

**Unit 3: Laws Relating to Wages [10 Hours]**

Minimum Wages Act, 1948, Payment of Wages Act, 1936, Payment of Bonus Act, 1965, Equal Remuneration Act, 1976.

**Unit 4: Laws Relating to Labour Welfare and Social Security [10 Hours]**

The Payment of Gratuity Act, 1972, Employees' Provident Fund & Miscellaneous Provision Act 1952, Employee Compensation Act, 1923, Employee State Insurance Act, 1948

**Learning Resources:**

1. Mamoria C.B. & S. Mamoria: *Dynamics of Industrial Relations in India*. Mumbai. Himalaya Publishing House.
2. Sinha, P.R.N (2013) *Industrial Relations, Trade Unions & Labour Legislation*. Pearson.
3. Malik, S. (2011). *P L Malik's Industrial Law Volume1, 23<sup>rd</sup> Edition*, Eastern Book Company
4. Srivastava, S.C., *Industrial Relations & Labour Laws*, Vikas Publishing House (P) Ltd.

**Human Resource Management Specialization [Elective Course]**

**International Human Resource Management**

Course Credits	4	Course Evaluation	100 Marks	Instruction Hours	40
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**Course Objectives:** To give an understanding of the Human Resource Management in international contexts The course aims building awareness of increasing impact of Globalization , cross-cultural issues, diversity of workforce, cross border mergers and acquisitions and seeks to look at HRM in a broader, comparative and international perspective to deal with complex issues and manifold risks.

**Learning Outcomes:** Students will be able to:

1. Analyse the contemporary issues and challenges pertaining to International HRM.
2. Analyse issues in dealing with cross cultural situations.
3. Apply concepts and knowledge about the management of Human resources in multinational organisations
4. Evaluate external forces (e.g. globalisation, sociocultural changes, political and economic changes) that have the potential to shape International HRM.

**Unit – I: Introduction to IHRM: [10 hours]**

Basics of IHRM Importance - Definition, Nature, Scope and components of IHRM Strategy, Functions, difference between Domestic HRM and IRHM, Over view of International HR activities- HR planning, Recruitment, Selection, Training and Development, Performance Management, Remuneration, Repatriation.

**Unit – II: International Recruitment and Selection: [10 hours]**

Approaches to international Recruitment- ethnocentric, polycentric, geocentric, region-centric; Selection process-factors effecting in expatriate selection process, individual adjustments and family adjustments. International Compensation: Detail the key components of an international compensation program, two main approaches to international compensation (Going Rate and Balance Sheet Approach) and the advantages and disadvantages of each approach, third emerging approach to international compensation: Local Plus. Examine recent developments and global compensation issues.

**Unit – III: Globalization & HRM: [10 hours]**

Meaning, Features Impact of Globalization on Employment, Collective Bargaining, and Participative Management. Definitions of culture, Cultural concepts, Results of intercultural management studies such as Hofstede, the GLOBE study and others Reflections on cross-cultural management research, Discussion of the development of cultures. Description of organizational behaviour within countries and cultures.

**UNIT-IV: Key Issues in international industrial relations and the policies and practices of MNEs. [10 hours]**

Examine the potential constraints that trade unions may have on MNEs. Outline key concerns that trade unions have with regard to the activities of MNEs. Discuss recent trends and issues in the global workforce context International business ethics and HRM. Mode of operation and IHRM, Ownership issues relating to IHRM requirements of organizations other than the large multinational, such as non-government organizations (NGOs). Safety ,security and terrorism issues.

Special Issues in IHRM: Challenges of Globalization and implications of Managing people . Trends and future issues in human resource management in global environment

**Learning Resources:**

- a) P.L. Rao, *International Human Resource Management - Text and Cases, Revised Edition*, Excel Books- New Delhi
- b) Dowling, Peter J, Festing, Marion and Engle, Allen D (2013) *International human resource management*.
- c) K. Aswathappa - *International Human Resource Management Sadhna Dash Text and Cases*, Tata McGraw Hill Publishing Company Ltd
- d) P. Subba Rao, *International Human Resource Management* Himalaya Publishing House
- e) Charles M. Vance, *Managing a Global Workforce, challenges and opportunities in IHRM*, PHI-Private Ltd, New Delhi - 2007



- f) Dr. Nilanjam Sengupta- *International Human Resource Management* Excel Books, New Delhi

## Human Resource Management Specialization [Elective Course]

### Negotiation and Counseling Skills

Course Credits	4	Course Evaluation	100 Marks	Instruction Hours	40
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#### Course Objectives:

The objective of this course is to provide insights into handling behavioral issues at work place by developing counseling skills. It is also intended to facilitate an understanding of the structure and dynamics of negotiation

#### Learning Outcomes:

20. Describe the different approaches of counseling.
  21. List out the effective uses of counseling skills to facilitate O.D.
  22. Explain best practice mediation and negotiation process and describe the role of the mediator in ensuring a successful outcome.
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#### Unit: 01 Counseling [10 Hours]

Introduction, Approaches to Counseling, Goals and Process of Counseling; Counseling Procedures and Skills, Organizational Application of Counseling Skills.

#### Unit: 02 Counseling and its Effect on Behaviour [11 Hours]

Changing Behaviors through Counseling; Specific Techniques of Counseling; Role conflicts of Managers and Counseling. Application of Counseling in Specific Organizational Situations: Dealing with problem Subordinates; Performance Management; Alcoholism and Other Substance Abuse. Ethics in Counseling.

#### Unit: 03 Negotiation [12 Hours]

Introduction, Nature and need for negotiation, negotiation process, Types and styles of negotiation; strategies and tactics; barriers in effective negotiation, Communication Style, Breaking Deadlocks

#### Unit: 04 Negotiation skills [12 Hour]

Skills of a negotiator. Models of negotiation. Ethics in negotiation. Impact of cultural differences on negotiation styles. Gender in negotiation, Context of mediation, Negotiation as persuasion.

#### Learning Resources

5. Singh Kavita - Counseling Skills for Managers (PHI).

6. Carroll, M. (1996). *Workplace counseling: A systematic approach to Employee Care*. Sage Publication.
7. Kottler, J. A., & Shepard, D. S. (2014). *Introduction to Counseling: voices from the field*. Cengage Learning.
8. Moursund, J. (2001). *The Process of Counseling and therapy*. Pearson.

## **Human Resource Management Specialization [Elective Course]**

### **HRD Systems and Strategies**

Course Credits	4	Course Evaluation	100 Marks	Instruction Hours	40
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**Course Objective:** The course gives an overview of the need for HRD and practices which can develop and improve an Organization's systems and strategies leading to an optimal HRD climate.

**Learning Outcomes:** Students will get acquainted to various facets of HRD:-

- a) Explain the role and importance of HRD in organization
- b) Demonstrate a practical knowledge of designing and developing and evaluating HRD programme.
- c) Define the role and competencies of HRD professionals.
- d) Design and develop HRD interventions to improve organizational effectiveness.

#### **Unit - I: Foundations of Human Resource Development (HRD) : (10 Hours)**

Evolution of HRD, Relationship between HRM and HRD, HRD functions, roles and competencies of an HRD professional, framework of HRD process, challenges to organization and HRD professionals. Influences on employee behavior, Learning and HRD.

#### **Unit - II: Framework for HRD (10 Hours)**

Assessing need for HRD; Designing and developing effective HRD programs; Implementing HRD programs; Evaluating HRD programs.

#### **Unit- III: HRD Applications (12 Hours)**

Career management and development, Management development, HRD and diversity, Employee socialization, Skills and technical training Coaching and performance management, Competency mapping, Appreciative inquiry, Employee counseling and wellness services.

#### **Unit – IV: Integrating HRD with technology (8 Hours)**

Evaluating the HRD Effort; Data Gathering; Analysis and Feedback; Industrial relations and HRD, HRD Experience in Indian Organizations, International HRD experience, Future of HRD.

#### **Learning Resources:**

- a) Werner and Desimone (2009) Human Resource Development, Cengage learning
- b) Deb, Tapomoy (2010) Human Resource Development, Ane Books Pvt Ltd.
- c) Viramani B.R. and Seth, Pramila: Evaluating Management Training and Development, Vision Books.
- d) Rao T.V: Human Resource Development, Sage Publication.

## Human Resource Management Specialization [Elective Course]

### Training & Development

Course Credits	4	Course Evaluation	100 Marks	Instruction Hours	40
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**Course Objective:** To familiarize students with the fundamentals of training and development programs and their execution in the organization.

**Learning Outcomes:** Students will get acquainted to various facets of Training and Development:-

- a) Describe the influence of business and market conditions on training and employee development.
- b) Evaluate the possible methods and techniques for identifying training needs in organizations.
- c) Understand various and appropriate methods for delivering effective training.
- d) v. Understand and state the applicable principles of adult learning
- e) Evaluate the effectiveness of a training program.

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#### Unit 1. Training & Development - (12 hours)

Concept, Training goals and roles, need and importance of training. Role of stakeholders in training. Aligning training with business strategy, Important concepts - Learning, KSA, Competencies, Training, Development and Education, Problems and pitfalls in training and development.

#### Unit 2. Adult learning- (8 hours)

Concept of learning, Theories of learning, Principles of and conditions for learning, Learning cycle, Learning curve, Adult learning, Process of Adult Learning in a Training Programme.

#### Unit 3. Training needs assessment (TNA) - (8 hours)

Concept, objectives and advantages of TNA, Components /process of TNA (Organizational analysis, Person and Performance analysis, Task analysis), Different approaches to TNA, Levels of training Needs.

#### Unit 4. Training - Design, Delivery and Evaluation- (12 hours)

Key considerations in designing effective Training Programs, types of training programs, Training programme delivery, Transfer of training. Evaluating effectiveness of training and development programmes, Evaluation Criteria, and models. Determining training ROI, Best practices and new areas in training & development.

**Learning Resources:**

- a) Blanchard, P.N & Thacker, J.W. ( 2009) *Effective Training Systems, Strategies and Practices*. Pearson
- b) Noe, R.A.& Kodwani, A. D (2012) *Employee Training & Development*, McGraw Hill
- c) Lynton, R. P. & Pareek, U. (2011). *Training for Development*. Sage.
- d) Sahu, R. K. (2005). *Training for Development*. Excel Books.
- e) Janakiram, B. (2008). *Training & Development*. Biztantra.
- f) Rao, P. L. (2008). *Enriching Human Capital through Training and Development*. Excel Books

## **Human Resource Management Specialization [Elective Course]**

### **Compensation Management**

Course Credits	4	Course Evaluation	100 Marks	Instruction Hours	40
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#### **Course Objectives:**

This course will examine the strategic use of compensation systems by management to attract, motivate, retain, and reward employee performance. This course will explore the factors of job analysis, and job evaluation as the basis of compensation strategy offering students an opportunity to develop competencies in making equitable compensation decisions.

#### **Learning Outcomes:**

1. Describe the process and evaluate the implications of job evaluation
2. Identify the internal and external environmental factors that have an impact on the pay structure of an organization
3. Familiarize students with the various methods and practices of compensation management
4. Demonstrate an understanding of the process of designing a pay structure taking account of the company environment

#### **-----Unit: 01 Introduction to Compensation management [08 Hours]**

Overview of Compensation Management, Wage and Salary Administration - Nature, Importance, Philosophy, Objectives, Definition, Goals Role of various parties - Employees, Employers, Unions & Government and Legislations for compensation, Macroeconomics of Labor market , , Wage Boards and Pay Commissions

#### **Unit: 02 Developing Compensation Program [12 Hours]**

Job Evaluation, Basic systems Time wage, Piece wage, Wage payments and Total Salary Structure, Compensation Surveys, Hay Plan, Designing a basic pay structure, Developing Competitive Compensation Programs, Developing Salary Structures, Planning a Job Analysis Program, Measuring Cost- to - Company (CTC). Job Evaluation, Basic systems Time wage, Piece wage, Incentives, Wage payments and Total Salary Structure, Compensation Surveys, Hay Plan.

#### **Unit: 03 Derivatives of Compensation [8 hours]**

Pay for Performance, Merit pay and Performance Appraisal, Performance based rewards, Performance Criteria Choices, and Competency Mapping & Developing Performance Matrix,

Performance based Compensation Schemes. Converting Remuneration Survey results into a Salary Proposal Fundamentals – Managerial Remuneration: Situation in India

### **Unit: 04 Incentive Plans and Current Trends [12 Hours]**

Incentive Plans: Short Term and Long Term Incentive plans, individual and group incentive plans, Premium and differentials, pay for unit produced, individual based bonus and rewards, organization wide short term incentives, Scanlon plan, Lincoln's incentive system, Productivity Gain sharing plans, Profit Sharing Plans, Non - Financial and Financial incentives, Deferred Compensation plans Social security, retirement plan, pension plans, Introduction to ESOPs, Flexible benefits and Benefit Surveys. Current Trends in Compensation Management, Quantitative Tools & Innovation in Compensation Management. Equity Compensation Plans - objective of equity compensation, types

of Stock Plans, valuing stock grants, SEBI Guidelines, taxability of stock options, Flexi Payment System, Various Types of Allowances

### **Learning Resources**

1. Compensation and Reward Management, B D Singh, Excel Books
2. Compensation Management, 3<sup>rd</sup> Edition , Dipak Kumar Bhattacharya, Oxford Publications
3. Compensation Management in a knowledge- based world, Richard I. Henderson, Pearson Education

## **Marketing Specialization [Elective Course]**

### **International Marketing Management**

Course Credits	4	Course Evaluation	100 Marks	Instruction Hours	40
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### **Course Objectives:**

This course aims at clarifying the concept and providing the knowledge of International Marketing for better decision making and market exposure.

### **Learning Outcomes:**

1. Be aware of the differences between domestic marketing and international marketing.
2. Analyze the different orientations in segmenting international markets.
3. Locate and evaluate the concept of global markets.
4. Examine how International marketing decisions are made at different levels with differences in the political, legal, economic, and cultural environments.

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### **Unit 1: Introduction to International Marketing (10 Hours)**

Framework of international marketing .Intra firm& environmental factors, social cultural, economic, political & legal aspects, Difference between domestic marketing, International marketing, Definition & concept

**Unit 2: Policy Framework in International Trade (10 Hours)**

Policy framework, Indian Trade Policy, Recent trends in Indian foreign trade, Basic steps in starting an export business - An overview of licensing regulations & Procedures.

**Unit 3: International Marketing Decisions (10 Hours)**

International Marketing Decisions - Product planning for export manufacturing firms & export houses. Identifying foreign markets, market research overseas; Market entry. Export pricing - International terms, payment terms. Distribution logistics for export, foreign sales agent selection & appointment, Promotion of products/ services abroad-overview, merchandising, Trade fairs/exhibition

**Unit 4: Export Assistance in India / Export Documentation and Procedures (10 Hours)**

Institutional infrastructure for export in India, Export Assistance, Introduction to Export documentation and procedures, framework, pre-shipment & post- shipment documents, Role of ITPO in export promotion, quality control & pre-shipment inspection, Labelling /packing, Marking of consignments, Marine/cargo insurance etc.

**Learning Resources**

1. Phillip R. Cateora, John L. Graham and Prashant Salwan (2008). *International Marketing, 13/e*, Tata McGraw Hill, New Delhi.
2. Rakesh Mohan Joshi (2005). *International Marketing*. Oxford University Press, New Delhi.
3. Masaaki Kotabe and Kristian Helen (2005). *Global Marketing Management*. John Wiley & Sons, New York.
4. Warren J. Keegan (2007). *Global Marketing Management, 7/e*. Pearson Education, New Delhi.
5. Johny K. Johansson (2008). *Global Marketing, 4/e*. Tata McGraw Hill, New Delhi.

**Marketing Specialization [Elective Course]**

**Retail Management**

Course Credits	4	Course Evaluation	100 Marks	Instruction Hours	40
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**Course Objectives:**

The primary objective of the course is to have students develop marketing competencies in retailing and retail consulting. The course is designed to prepare students for positions in the retail sector or positions in the retail divisions of consulting companies.

**Learning Outcomes:**

1. Demonstrate the ability to identify and understand basic theories, principles, practices and terminology related to each functional area of retail business.
2. Demonstrate competency in communicating effectively using oral, written and non-verbal techniques, to include the use of technology, in the gathering and presentation of information.
3. Understand what retail marketing means to business executives and academics.
4. Understand the ways that retailers use marketing tools and techniques to interact with their customers.

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**-----Unit: 01 INTRODUCTION TO RETAIL [10 Hours]**

Introduction to Retailing, Definition, Characteristics; Retailing in India; Evolution of Retailing in India; Emerging Trends in Retailing; Factors Behind the change of Indian Retail Industry; Retail models and theories of retail development; Ethical issues in retailing.

**Unit: 02 RETAIL STRATEGY AND MARKETING [10 Hours]**

Retail Strategy and Management; Retail franchising; Retail store location and site selection; Retail store design; Understanding the retail consumers; Customer relationship management in retailing; Servicing the retail customers; Retail marketing mix strategy;

**Unit: 03 RETAIL MERCHANDISING [10 Hours]**

Basics of retail merchandising; Process of retail merchandising; Method of merchandise; Merchandising: Buying function, Markups & Markdown in merchandise management, shrinkage in Retail merchandise management.

**Unit: 04 RETAIL OPERATIONS MANAGEMENT [10 Hours]**

Retail Operation: Elements/Components of Retail store operations; Store Administration;; retail human resource management; financial aspects of retail management; retail information system; supply chain management in retailing.

**Learning Resources**

1. Pradhan, Swapna; Retailing Management; Tata McGraw Hill; New Delhi.
2. Fiona Elliott and Janet Rider, Retail Buying Techniques, Jaico Book.
3. Bajaj, Chetan, Tuli, Rajnish and Srivastava, Nidhi; Retail Management; OUP; New Delhi
4. Berman, Barry & Evans, Joel R.; Retail Management - A strategic approach; Pearson, Education/Prentice Hall of India; New Delhi
5. Levy, Michael & Weitz, Barton A.; Retailing Management; Tata McGraw Hill; New Delhi
6. Newman, Andrew J. & Cullen, Peter; Retailing - Environment and Operations; Thomson Asia Pvt. Ltd.; New Delhi

**Marketing Specialization [Elective Course]****Rural Marketing**

Course Credits	4	Course Evaluation	100 Marks	Instruction Hours	40
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**Course Objectives:**

This course aims to expose the students with the basic concepts of Rural Marketing, the Rural Consumer and marketing of agricultural inputs and produce.

**Learning Outcomes:**

1. Explore the various facets of rural marketing and develop an insight into rural marketing regarding different concepts and basic practices in this area.
2. Identify the challenges and opportunities in the field of rural marketing for the budding managers and also expose the students to the rural market environment and the emerging challenges in the globalization of the economies.
3. To acquaint the students with the appropriate concepts and techniques in the area of rural marketing.
4. Apply adaptations to the rural marketing mix (4 A's) to meet the needs of rural consumers.
5. Understand the concept and methodology for conducting the research in rural market.

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**-----Unit: 01 RURAL MARKETS AND MARKETING [10 Hours]**

Defining Rural Markets and Rural Marketing; Indian Rural Market; Evolution of Rural Marketing; Rural Environment; Rural Economy; Population and its locations; occupation pattern; expenditure pattern; infrastructure facilities.

**Unit: 02 THE RURAL CONSUMER [10 Hours]**

Characteristics and factors influencing Consumer purchase decision; rural demand; Rural buyer characteristics; Hierarchy of markets and rural market index; Problems in rural marketing; Rural Marketing research.

**Unit: 03 MARKETING MIX IN RURAL MARKETS [10 Hours]**

4 A's of Rural Marketing Mix, Product decisions and strategies; Price setting strategies; Distributions channels; Challenges in Rural communication; Advertisements for Rural consumers; Rural service marketing mix.

**Unit: 04 INNOVATIONS AND FUTURE OF RURAL MARKETS [10 Hours]**

Role of Innovation in Rural Markets; Emergence of Organized Retailing in Rural India; Practices adopted by Indian Companies; Measures taken by Public and private sector for development; Dependency on Agriculture; Rural tourism: its importance and limitations.

**Learning Resources**

27. Pradeep Kashyap, 2<sup>nd</sup> Edition Rural Marketing, Pearson Education Publication.
28. C.S.G. Krishnamacharyulu and Lalitha Ramakrishnan, 2<sup>nd</sup> Edition, Rural Marketing, Pearson Education Publication
29. Balram and Ghuman (2007), *Rural Marketing*, Mc Graw Hill Education.
30. Dinesh Kumar and Punam Gupta, Rural Marketing: Challenges and Opportunities, Sage Publications

## Personal Selling and Sales Force Management

Course Credits	4	Course Evaluation	100 Marks	Instruction Hours	40
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### Course Objectives:

To familiarize the students with the concepts of sales management and to equip them with the various tools required to be a success in the various techniques essential for sales staff management.

### Learning Outcomes:

1. Demonstrate an understanding of the role that a sales force plays in marketing strategies.
  2. Describe the selling process and understand the factors that affect sales force success.
  3. Identify and explain the processes involved in recruiting, selecting, training, motivating, compensating, and retaining salespeople.
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### Unit: 01 Introduction [11 Hours]

Introduction to Personal Selling, functions of a sales person, qualities of an effective Sales Person; Personal Selling situations, Direct Marketing, Telemarketing, Sampling, Institutional selling.

### Unit: 02 Personal Selling and its Approaches [9 Hours]

Theories of Selling: Canned Approach, AIDAS, Right Set of circumstances, Buying formula theory, Behavioural Equation Theory.

### Unit: 03 Selling Process [12 Hours]

Pre-approach - acquiring product knowledge, acquiring competition and market knowledge, Identifying and qualifying prospects - sources of prospecting, conditions for qualification, Opening a sale - methods of approaching, Sales presentation - presentation strategies and methods, Sales demonstration - planning effective demonstration, use of sales tools, Handling objection - types of objections, determining hidden objections, strategies for handling objections, Closing a sale - trial close, closing techniques, Post sales follow up.

### Unit: 04 Sales Management [8 Hours]

Introduction to sales force management: Objectives of Sales management, Role of a sales manager; Managing Sales force - Recruitment, Selection, Training, Compensation and evaluation of sales force; Sales Territory Coverages: Sales Territory Concept, Reasons for establishing sales territories, procedures for selling up sales territories.

### Learning Resources

1. Still, Cundiff and Govani (2013), *Sales Management*, Pearson Education
2. Havaladar and Cavale(2018), *Sales and Distribution Management*, McGraw Hill
3. Panda and Sahadev(2015), *Sales and Distribution Management*, Oxford University Press
4. Gupta(2012), *Sales and Distribution Management*, Excel Books

## Marketing Specialization [Elective Course]

### Customer Relationship Management

Course Credits	4	Course Evaluation	100 Marks	Instruction Hours	40
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**Course Objectives:** To The objective of this subject is to create insight and new learning in the area of customer relationship management and to discuss the conceptual foundations of relationship marketing and its implications for further knowledge development in the field of business.

**Learning Outcomes:** Upon successful completion of this course, a student will be able to:

1. Understand the meaning of CRM in a successful business
  2. Analyze different customer relationships and the CRM of a company
  3. Plan, manage and develop the CRM system in a company.
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#### **Unit 01: CRM concepts & CRM in Marketing (12 Hours)**

Acquiring customers, customer loyalty, and optimizing customer relationships. CRM defined: success factors, the three levels of Service/ Sales Profiling, Service Level Agreements (SLAs), creating and managing effective SLAs. One-to-one Relationship Marketing, Cross Selling & Up Selling, Customer Retention, Behaviour Prediction, Customer Profitability & Value Modeling, Channel Optimization, Event-based marketing. CRM and Customer Service

#### **Unit 02: E-Commerce and Utility: (10 Hours)**

E-Commerce and Customer Relationships on the Internet, Enterprise Resource Planning (ERP), Supply Chain Management (SCM), Supplier Relationship Management (SRM), Partner relationship Management (PRM).

#### **Unit 03: Analytical CRM: (08 Hours)**

Managing and sharing customer data - Customer information databases, Ethics and legalities of data use. Data Warehousing and Data Mining concepts.

#### **Unit 04: CRM Implementation: (10 Hours)**

Defining success factors, preparing a business plan - requirements, justification, processes, managing customer relationships: conflict, complacency, Resetting the CRM strategy. Selling CRM internally: CRM development Team, Scoping and prioritizing, Development and delivery, Measurement.

#### **Learning Resources:**

5. Buttle, F (2008). *Customer Relationship Management*. New Delhi, India: Routledge.

6. Jagdish Seth, et al. (2016). *Customer Relationship Management*, New Delhi, India: Laxmi Publications Private Limited.
7. Brown, S. A. (2000) *Customer Relationship Management*, Canada: John Wiley & Sons.

## Marketing Specialization [Elective Course]

### Marketing of Services

Course Credits	4	Course Evaluation	100 Marks	Instruction Hours	40
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**Course Objectives:** This course builds on the knowledge & understanding about unique challenges inherent in the marketing of services, & the concepts, tools & strategies needed to address them. The course takes a multidisciplinary view of firm's strategies to attract, satisfy & retain customers & employees in ways that increase long-term profitability & Shareholder value.

**Learning Outcomes:** On completion of the course, students will be able to:

1. Examine the unique challenges of services marketing, including the elements of product, price, place, promotion, processes, physical evidence, and people (7Ps).
2. Analyse how customer relationship marketing (CRM), including retention strategies, creates an environment that achieves excellence in customer service.
3. Design service quality measurements to build customer loyalty and evaluate the effectiveness and efficiency of customer service offerings.
4. Integrate course concepts into individual performance to become better customer service representatives in the service environment.

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#### **Unit 01: The emergence of service economy: (10 Hours)**

Contributory factors, consumption pattern analysis, economic transformation unique aspects of services: goods, services, products, managerial challenges, Concept of value and value drivers, extended framework Service marketing system: production, marketing, human resources, sequential analysis.

#### **Unit 02: Service system positioning: (8 Hours)**

Service delivery process, blueprinting Service buying behaviour; difference in perspective, risk analysis, decision process.

#### **Unit 03: Service Marketing (10 Hours)**

Service marketing strategy; segmentation, targeting and positioning, market innovation Competitive differentiation; competitive advantage and value chain analysis

#### **Unit 04: Service and Relationship Marketing (12 Hours)**

Service quality; concept, technical and functional quality, Service quality models and measurement Demand and supply imbalances management; challenges and strategies; Service culture; managing by values, recovery and empowerment; Relationship building: relationship marketing, bonding and life time value Service industries: insurance, banking, air transportation, courier, education etc.

### Learning Resources:

1. **Fisk, R. P., Grove, S. J., & John, J.:** *Interactive services marketing*. New York. Houghton Mifflin.
2. **Glynn, W. J., & Barnes, J. G.:** *Understanding services management - Integrating marketing, organizational behaviour, operations and human resources management*, Prentice Hall.
3. **Gronroos, C.:** *Service Management and Marketing - A customer relationship management approach*, New York: John Wiley.
4. **Hoffman, K. D., & John, E. G. B.:** *Marketing of services: Concepts strategies and cases*, Thomson-South Western.
5. **Shanker, R. (2002).** *Services Marketing: The Indian perspective*, Excel Book.

### Specialization Course (Marketing)

#### Advertising and Brand Management

Course Credits	4	Course Evaluation	100 Marks	Instruction Hours	40
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### Course Objectives:

To equip the students with the nature, purpose & complex constructions in the planning and execution of a successful advertising program. The course will expose student to issues in brand management, faced by firms operating in competitive markets.

### Learning Outcomes:

1. Attain knowledge and skills to support the study of advertising and brand management as a creative and dynamic activity.
2. Develop a personal design methodology and enable them to speculate on new, innovative approaches to the subject.
3. Appreciate, explore, interrogate and challenge the existing forms of the subject through independent and collaborative enquiry.
4. Equip them with necessary transferable skills to assist them in determining their professional future.

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#### Unit: 01 Introduction to Advertising and its application [10 Hours]

Advertising need & importance, advertising & the marketing mix, types & classification of advertisement, advertising spiral; Social & economic aspects of advertising; Marketing communication models: AIDA, hierarchy of effect, innovation adoption model, action first model, quick decision model; Planning framework of promotional strategy

#### Unit: 02 Retail and Globalization of Markets [10 Hours]

The Internationalization of the Retail Supply Chain, International Sourcing, Differences in Distribution, The 'Culture' in international Markets ,The Internationalization of Logistics Practices

#### Unit: 02 : Advertising and its Application [10 Hours]

How advertising works, Positioning strategies, Creating copy strategies, Art & layout of an advertisement: Principles of design, layout stages, difference in designing of television, audio & print advertisement.

**Unit: 03 Media Planning and Sales Promotion [10 Hours]**

Media planning & scheduling: Introduction to broadcast & non -broadcast media; Budgeting decision rule: percentage of sales method, objective to task method, competitive parity, & all you can afford; Key factors influencing media planning; Media decisions, media class, media vehicle, Importance & need for sales promotion, planning for consumer schemes & contests.

**Unit: 04 Brand and Brand Management [10 Hours]**

Introduction to brands and brand management, branding challenges and opportunities, Strategic brand management process, Brand extension. Brand hierarchy, Brand equity, brand personality, brand image, Integrating advertising and brand management

**Learning Resources:**

1. Aaker, Myers &Batra : Advertising Management , Prentice Hall.
2. Wells, Moriarity & Burnett : Advertising Principles & practices , Prentice Hall.
3. Kleppner’s Advertising Procedure: W.Ronald Lane, kane Whitehill king and J. Thomas Russell, Pearson Education.
4. George E.Belch& Michael A. Balch : Advertising and Promotion, TMH
5. S.H.H Kazmi and SatishK.Batra : Advertising and sales promotion, Excel books

**General Elective Course**

**Ethics and Corporate Social Responsibility**

Course Credits	4	Course Evaluation	100 Marks	Instruction Hours	40
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**Course Objective:** The objective of this paper is to make the students more clear about the importance of ethics in business and practices of good corporate governance. It also talks about the corporate social responsibility.

**Learning Outcomes:** Students will be able to

1. Understand the ethical components of decision making
2. Develop analytical skills using ethical framework
3. Be sensitive towards influence of ethics on business

**Unit: 01 Introduction to Business Ethics [12 Hours]**

Meaning of ethics and business ethics, Ethical issues in business. Ethical principles in business: Utilitarianism, Rights and duties, Justice and fairness. Virtue ethics. Profit maximization vs. social responsibility. Rights and responsibilities of workers.

**Unit: 02 Corporate Governance [13 Hours]**

Corporate governance: concept, Need to improve corporate governance standards, Features of good governance, Role played by regulators to improve corporate governance, corporate disclosure, insider trading.

The Board -Quality, Composition and role of Board, Outside Directors on the board (independent, nominee), Executive and Non- Executive directors, SEBI clause 49, CEO Duality.

**Unit: 03 Role of Auditor and Ethical Issues [10 Hour]**

Role of auditors in enhancing corporate governance, duties and responsibilities of auditors.

Whistle blowing: Kinds of whistle blowing, need for whistle blowing. Discrimination: Meaning, Types and remedies. Equal employment opportunity, Affirmative action, Preferential hiring,

**Unit: 04 Corporate Social Responsibility [10 Hours]**

Corporate social responsibility: Meaning, Evolution of corporate social responsibility, common indicators for measuring business social performance, Social Auditing.

**Learning Resources:**

1. Khanka, S.S. (2014). *Business Ethics and Corporate Governance*. S.Chand
2. Fernando. A.C. (2011). *Business Ethics: An Indian Perspective*. Pearson Education.
3. N. Gopalswamy. (2019). *Corporate governance a new paradigm*. Wheeler Publishing Co Ltd.
4. Luthans Hodgetts and Thompson. (1987). *Social issues in business*. Macmillan USA

**General Elective Course**

**India's Diversity and Business**

Course Credits	4	Course Evaluation	100 Marks	Instruction Hours	40
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**Course Objectives:**

The objective of the paper is to understand the bases of India's diversity and its linkages with the people, livelihood, occupational diversity and socio-economic challenges. Further, it aims at understanding the diversity and its implications for the business.

**Learning Outcomes:** Students will be able to

1. Be able to understand the interrelationship between diversity and business
2. Understand the socioeconomic challenges for a business due to diversity.

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**Unit: 01 Understanding the diversity of Indian Society [10 Hours]**

Social diversity in India: languages, castes, religions, family, kinship and social institutions; Geographical diversity, Unity in Diversity. Challenges and dilemmas posed by diversity. Regional approach to understanding diversity in terms of India's topography, natural vegetation, rural and urban settlements

**Unit: 02 People, Livelihood and Occupational Diversity [10 Hours]**

Traditional livelihoods and their nature - agriculture, crafts, industry and services; Region, occupation and employment

**Unit: 03 Diversity and India's Socio-economic challenges [10 Hours]**

Communalism, Regionalism, Mono-culturalism, Food insecurity, economic inequalities, poverty, environmental degradation and sustainable development;

**Unit: 04 Diversity and Business [10 Hours]**

Indian Consumers in Rural and Urban market  
Relationship between Diversity and Innovation;  
Workforce diversity and management

## Learning Resources

1. Badi, Ravindranath. (2016). *Culture Diversity and Society*. HPH
2. Harvey, Carol and Allard, M. June (2014). *Understanding and Managing Diversity*. Pearson Education
3. Hilda David and Francis Jarman. (2017). *India's Diversity*. Om Books International
4. Nehru J (1946). *The Discovery of India*, OUP

## General Elective Course

### Tax Planning

Course Credits	4	Course Evaluation	100 Marks	Instruction Hours	40
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### Course Objectives:

The objective of this course is to acquaint the students with the tax structure for individuals and corporate and also its implications for planning.

### Learning Outcomes:

5. Understand the complex body of international financial environment.
6. Evaluate the international financial objectives of various MNCs.
7. Possess the comprehensive knowledge of alternative source of international finance.
8. Explore the factors affecting the international investment decision.

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### Unit: 01 Concept of Income [10 Hours]

Basic Concepts - Definitions - Residential Status of Individual, HUF, AOP, Firm & Company- Exempted Incomes- Deductions

### Unit: 02 Computation of Income under Salary (10 Hours)

Income from salary. Salient features of salary. Basic of charge. Basic of pay. Perquisites. Allowances. Retirement benefits. Fringe benefits. Leave travel concession. Deduction.

### Unit: 03 Computation of Income under House Property (10 Hours)

Determination of Annual Value. Computation of Income under the head House Property

### Unit: 04 Computation of Income under Business & Profession, Capital Gain and Other Sources: (10 Hours)

Introduction. Admissible expenses. Computation of Income under Business & Profession, Capital Gain and Other Sources

## Learning Resources

- a) **Singhania, V.K.** *Student Guide to Income Tax*. Taxmann Publications Pvt. Ltd.
- b) **Ahuja & Gupta.** *Simplified Approach to Corporate Tax*. Flair Publications Pvt. Ltd
- c) **Mahesh Chandra & Shukla, D.C.** *Income Tax Law & Practice* Pragati Publications.



d) **Goyal, S.P.** *Tax Planning and Management.* Sahitya Bhawan Publications.

## General Elective Course

### Social Welfare & Services

Course Credits	4	Course Evaluation	100 Marks	Instruction Hours	40
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#### Course Objectives:

This is an elective course offered with the objective of providing students a broad understanding of social welfare concept. It will help the students to differentiate between general philanthropic activities and social work as a profession.

#### Learning Outcomes:

1. Describe the general philosophy behind social welfare.
  2. Describe the changing practices in social welfare.
  3. Evaluate the different methods of indulging into social work.
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#### Unit: 01 The concept of Social Welfare [10 Hours]

Social Welfare: Concept, need and objectives Philosophy of Social Welfare and Social work Social welfare in historical perspective

#### Unit: 02 Development and Social Welfare [10 Hours]

Changing concepts and practices of social welfare in relation to social, economic and industrial development Changing political philosophy and its impact on social welfare

#### Unit: 03 Social work as a profession [10 Hours]

Nature and characteristics of a profession. The basic values and Principles of professional social work. Professional status of Social work in India. Code of ethics for social workers

#### Unit: 04 Methods of Social Work [10 Hours]

Primary Methods of Social work Secondary methods of Social work Integrated approach of social work Interface between Professional and voluntary social work

#### Learning Resources

1. Friedlander, W.A. (1959). *Introduction to Social welfare*. New York Prentice Hall
2. Surendra Singh (Chief Editor). (2012). *Encyclopedia of Social work in India*. New Royal Book Company
3. Sanjay Bhattacharya. (2008). *Introduction to Social Work*. Deep and Deep Publications
4. Desai M. (2002). *Curriculum Development on History of Ideologies for Social Change and Social Work*. TISS Mumbai

## General Elective Course

### Event Management

Course Credits	4	Course Evaluation	100 Marks	Instruction Hours	40
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**Course Objectives:**

To acquaint the students with concept issues and various aspects of event management.

**Learning Outcomes:**

- a) To understanding about planning and managing an event.
- b) To understand how to market an event, publicize it, generate interest and attract participants.

**UNIT: 01 Introduction to Event Management [10 Hours]**

Principles of Project/Event Management - Understand projects, resources, activities, risk management, delegation, project selection, role of event manager. Understanding the facts - conducting market research, establishing viability, capacities, costs and facilities, plans, time scales, contracts.

Preparing a proposal - Clarity, SWOT analysis, estimating attendance, media coverage, advertising budget, special considerations, and success.

**UNIT: 02 Planning and Organising Events [12 Hours]**

Crisis management plan - crisis planning, prevention, provision, action phase, handling negative publicity, structuring the plan. Seeking Sponsors - different types of sponsorship, definition, objectives, target market, budget, strategic development, implementation, and evaluation.

Purpose, Venue, timing, guest list, invitations, food & drinks, room dressing, equipment, guest of honour, speakers, media, photographers, podium, exhibition.

**Unit: 03 Marketing and Media Tools [12 Hours]**

Marketing - Types of advertising, merchandising, give-aways, competitions, promotions, website and text messaging. **Promotion** - Flyers, Posters, Invitations, Website, newsletters, blogs, and tweets. **Media** - Media invitations, photo calls, press releases, TV opportunities, radio interviews.

**Unit: 04 Post Event Evaluation [6 Hours]**

Evaluation - Budget, cost of event, return on investment, media coverage, attendance, feedback.

**Learning Resources**

1. **Cheryl Kimball**, *Start your own event planning business 3/E: Your step by step Guide to success*, Persus Books Group
2. **Leelamma Devasia & V. V. Devasia**, *The Art of Successful Event Management*, APH Publishing Corporation
3. **Panwar J. S.** *Marketing in the new Era*, Sage Publications
4. **Avvich, Barry**, *Event and Entertainment Marketing*, Vision Books Delhi
5. **Devesh Kishore & Ganga Sagar Singh**, *Event Management: A blooming industry and an eventful career*. Har Anand Publication
6. **Berry, Isaac**, *The Business Growth Handbook*, Marquis Books, USA

**General Elective Course**

**Logistics and Supply Chain Management**

Course Credits	4	Course Evaluation	100 Marks	Instruction Hours	40
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**Course Objectives:**

This course aims at providing the students an introduction to Business Logistics and Supply Chains – an area of management that helps to achieve the twin goals of cost reduction and enhanced customer service.

**Learning Outcomes:** Students will be able to understand

1. The role of logistics and supply chain in an organisation and economy.
2. The main transportation, warehousing and inventory strategies.
3. The main supply chain decisions and strategies.

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**Unit: 01 Introduction to Business Logistics & Supply Chain Management (10 Hours)**

Process of Supply Chain, Role of SCM in Economy and Organisation, Functions of Business Logistics, Competitive Advantage and Logistics, Logistics Interface with Production and Marketing, Third party Logistics, 4PL, Customer Service, Measuring Logistics Performance

**Unit: 02 Network Design & Warehousing (10 Hours)**

Network Operations Planning, Relevant Costs for Network Decisions, Network Design Decisions, Facility Location Decisions, Hub and Spoke Model, Warehousing and Distribution Centers, Functions of a Warehouse, Types of Warehouses, Cross Docking, Logistics Packaging and Material Handling

**Unit: 03 Transportation & Inventory Management (10 Hours)**

Service Choices and Their Characteristics, Single Service Choices, Intermodal Services, Vehicle Routing, Separate and Single Origin and Destination Points, Multiple Origin and Destination Points, Coincident Origin and Destination Points, Need for Inventory, Types of Inventory, Inventory Costs, Push vs. Pull Inventory Control, EOQ Model, Turnover Ratio, Risk Pooling.

**Unit: 04 Supply Chain Management (10 Hours)**

Push & Pull Based Supply Chains, Collaborative Issues in SCM, IT in Supply Chain Management, Supply Chain Strategies: Agile Supply Chains, Responsive Supply Chains, Reverse Logistics, Green Supply Chains, Overview of International Logistics Management.

**Learning Resources:**

1. **Ronald H. Ballou, Samir K. Srivastava (2012).** *Business Logistics/Supply Chain Management. Fifth Edition*, Pearson Education.
2. **M. Christopher (2011).** *Logistics and Supply Chain Management. Second Edition*, Pearson Education
3. **John J. Coyle, C. John Langley (2009).** *A Logistics approach to Supply Chain Management*, Cengage Learning
4. **Vinod V. Sople (2011).** *Logistics Management. Second Edition*, Pearson Education
5. **D. K. Agrawal (2007).** *A Textbook of Logistics and Supply Chain Management*, Macmillan
6. **Janat Shah (2009).** *Supply Chain Management*, Pearson

**General Elective Course  
Production and Operations Management**

Course Credits	4	Course Evaluation	100 Marks	Instruction Hours	40
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**Course Objectives:**

To understand the production and operations function and familiarize students with the tools and techniques of planning and control of the production process for effectiveness.

**Learning Outcomes:**

1. Explain the components of the operations and production management processes and their interaction with other business functions.
2. Learn the tools and techniques to optimize production processes for efficient operations.

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**Unit: 01 Introduction to Production & Operations Management [10 Hours]**

Responsibilities & key decisions of OM, Goods vs. Services; Operations as a key functional area in an organization. Productivity and its measures; Operation Strategies: strategy formulation process, order qualifying and winning attribute. Maintenance Management: Types of maintenance, equipment life cycle (Bathtub curve), measures for maintenance performance (MTBF, MTTR and availability).

Lean production: Definition of lean production, lean Demand Pull logic, waste in operations, elements that address elimination of waste, 2 card Kanban Production Control system.

**Unit: 02 Forecasting and Scheduling [10 Hours]**

Forecasting-Definition, types, qualitative (grass roots, market research and Delphi method) and quantitative approach (moving averages, weighted moving average and single exponential smoothing method), forecast error, MAD. Operations Scheduling, goals of short term scheduling, job sequencing (FCFS, SPT, EDD, LPT, CR) & Johnson's rule on two machines, Gantt charts.

**Unit: 03 Process Selection, Layout Decision, and Capacity Planning [12 Hours]**

Process Selection: Definition, Characteristics that influence the choice of alternative processes (volume and variety), type of processes- job shop, batch, mass and continuous, product-process design Matrix, technology issues in process design, FMS and CIM. Layout Decision: Benefits of good layout, importance, types of layouts (Process, Product, GT and Fixed position); Location Decisions & Models: factors that influence location decision, factor rating method. Capacity Planning: Definition, measures of capacity (input and output), types of planning over time horizon. Decision trees analysis

**Unit: 04 Aggregate Planning, Statistical Quality Control [08 Hours]**

Aggregate Planning: Definition, nature, strategies of aggregate planning, methods of aggregate planning (level plan, chase plan and mixed plan, keeping in mind demand, workforce and average inventory), Statistical Quality control: Variations in process (common & assignable causes), Control charts: Variable measures (mean and range chart), Attribute measures (proportion of defects and no. of defects) using control tables.

**Learning Resources**

6. **Mahadevan B.** *Operations Management Theory & Practice.* Pearson Education
7. **Heizer Jay and Render Barry.** *Production & Operations Management.* Pearson Education
8. **Gaither and Frazier.** *Operations Management.* Thomson South-Western

**General Elective Course  
Management Information Systems**

Course Credits	4	Course Evaluation	100 Marks	Instruction Hours	40
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**Course Objective:** The objective of this course is to provide knowledge about computer based business information applications and introducing the students to some computer programs that are a part of the Management Information Systems in corporate world.

**Learning Outcomes:** This course will help in developing capability in the following areas-

- Identify and analyze requirements for information systems
  - Analyze and apply design principles in Information Systems
  - Discuss and apply system development & project management principles
  - Effectively evaluate technology alternatives to solve problems in an MIS context
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**Unit 01: Introduction of Information and System (10 Hours)**

Information Concepts, Classification and Nature of Information, Management Fundamentals, Importance of Information Technology and Information System, System Concept, Types of System, Elements and Characteristics of System, Open, Closed and Cybernetic Systems, Graphical Representation of Relationship between Data, Information & Knowledge

**Unit 02: Introduction to MIS (10Hours)**

Definition of MIS, Role and Impact of MIS, Limitations of MIS, Classification of IS, Relationship Between TPS, MIS & DSS, Decision Making and its Process, Role of MIS in Decision Making, Functions of MIS and Subsystems of MIS.

**Unit 03: Database Management System (DBMS) and Networking (11 Hours)**

DBMS vs. Traditional File Management System, Different Models for DBMS, Advancements in DBMS (Models & Software), Concepts and Application of Data Warehousing and Data Mining, Database Centralization, Telecommunication Networks, Application of Internet, Intranets and Extranets

**Unit 05- Application of Management Information System in Business (9Hours)**

MIS application in Business: Decision Making Process, Decision Support Systems, Role of MIS in Decision Making, Expert Systems Application in Business, E-Commerce: its Types and Application in Business, Electronic Data Interchange and its Standards, Overview of Enterprise Resource Planning and Support Systems, Customer Relationship Management, Logistics and Supply Chain Management.

**Learning Resources:**

1. **James A. O’ Brien.** *Management Information System*, Ninth Edition, McGraw Hill
2. **D. P. Goyal,** *Management Information System*, Third Edition, Pearson Education.
3. **Waman. S. Jawadekar,** *Management Information System*, Fourth Edition, McGraw-Hill
4. **Ken Laudon, Jane Laudon, Rajnish Das.** *Management Information System*, Twelfth Edition, Pearson Education
5. **Robert Schultheis, Mary Sumner.** *Management Information Systems: The Manager’s View*, Fourth Edition, McGraw Hill

**Skill Enhancement Course**

**Statistical Analysis with Microsoft Excel**

Course Credits	2	Course Evaluation	100 Marks	Instruction Hours	20
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**Course Objectives:**

To familiarize students with data analysis related to the Statistics and Research papers and which will also help in the Research Project. Statistical analysis functions are available in add in tools in Excel.

**Learning Outcomes:**

1. Calculate and interpret measures of statistical inference and apply these measures to decision-making in a management context.
2. Demonstrate an understanding and ability to interpret the results of statistical analysis.
3. Utilize a comprehensive set of descriptive statistical methods, using industry standard statistical software, in order to organize, summarize, and display data in a meaningful way.

-----**Unit: 01 Introduction [05 Hours]**

Frequency distribution. Creating table using Pivot table. Graphical Representation of data. Descriptive statistics through Excel.

**Unit: 02 Time Series [05 Hours]**

Time series data and analysis using Excel.

**Unit: 03 Hypothesis Testing [05 Hours]**

Sampling and confidence intervals. Parametric Hypothesis testing.

**Unit: 04 Regression Analysis [05 Hours]**

Linear Correlation and Regression Analysis.

**Learning Resources**

1. Larry J. Kitchens(2002) *Basic statistics and Data Analysis*, Hardcover Publication
2. C R Kothari, Gaurav Garg(2013) *Research Methodology* New age International Publications
3. Deepak chawla and Dr Neena Sondhi (2014) *Research Methodology- concepts and cases*, Vikas Publishing

**Skill Enhancement Course**

**IT Tools for Business**

Course Credits	2	Course Evaluation	100 Marks	Instruction Hours	20
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**Course Objectives:**

The course seeks acquisition by students of the mechanisms of functioning and structure of the architecture of computing components. It also aims at highlighting the performance gap between functional parts of the computer to search for optimum use.

**Learning Outcomes:**

1. Apply a mature understanding of operating system design and how it impacts application systems design and performance.
2. Exhibit familiarity with the fundamental concepts of operating systems;
3. Understand the relationship between computer programs and organizational processes.
4. Exhibit competence in recognizing operating systems features and issues

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**-----Unit: 01 Introduction to Spreadsheets-I [06 Hours]**

Concept of worksheets and workbooks. Using formulae and functions: Understanding absolute, relative and mixed referencing in formulas, Consolidating worksheets and Printing and Protecting worksheets: creating portable documents and printing data and formulae. Implementing file level security and protecting data within the worksheet Creating charts and graphics: Choosing a chart type, understanding data points and data series, editing and formatting chart elements.

**Unit: 02 Introduction to Spreadsheets-II (04 Hours)**

Analysing data using pivot tables: Creating, formatting and modifying a pivot table, sorting, filtering and grouping items, creating calculated field and calculated item, creating pivot table charts.

**Unit: 03 Word processing (05 Hours)**

Creating and saving your document, working with styles and character formatting, working with paragraph formatting techniques using indents, tabs, and alignment. Page setup. Working with tables: Creating tables, modifying table layout and design, sorting, inserting graphics in a table, converting text to table and vice versa. Create newspaper columns, indexes and table of contents. Spell check your document using inbuilt and custom dictionaries, Mail merge: Creating and editing your main document and data source, sorting and filtering merged documents and using merge instructions like ask, fill-in and if-then-else.

**Unit: 04 Power point presentation (05 Hours)**

Introduction: Creating a blank presentation using a design template, creating graphs, tables, diagrams, organization charts, inserting clip art and images. Viewing and navigating a presentation: Organising ideas in outline view, using slide sorter to rearrange a presentation, previewing presentation in slide show, understanding master views, using title master, slide master, handout master and notes master, working with headers and footers, using hyperlinks. Animation and multimedia. Final presentation: Applying transition to slides, controlling transition speed, using hidden slides, using custom shows, using on screen pen and adding and accessing notes during a presentation.

**Learning Resources**

1. Madan Sushila, (2007) *Information Technolog* 4th edition, Taxmann
2. Rajeev Midha, S Brinda (2013) *Fundamentals of Information Technology*, Taxmann

**Skill Enhancement Course**

**Personality Development & Communication Skills**

Course Credits	2	Course Evaluation	100 Marks	Instruction Hours	20
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**Course Objectives:**

The objective of the course is to bring about personality development with regard to the different behavioural dimensions that have far reaching significance in the direction of organisational effectiveness.

**Learning Outcomes:**



1. It will enable students to convert the conceptual understanding of communication into everyday practice
  2. Train students to ground concepts/ideas in their own experience
  3. Create a learner-language interface enabling students to exercise control over language use
  4. Sensitise students to the nuances of the four basic communication skills - Listening, Speaking, Reading and Writing
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----- **Unit 1- Introduction (7Hours)**

Techniques in Personality development

- a) Self confidence
- b) Mnemonics
- c) Goal setting
- d) Time Management and effective planning

**Unit 2- Written communication (7 Hours)**

Basics of Letter writing, memorandum, notice, email, and report writing. Resume writing

**Unit 3- Communication skills and Personality Development (6Hours)**

- a) Intra personal communication and Body Language
- b) Inter personal Communication and Relationships
- c) Leadership Skills
- d) Team Building and public speaking

**Learning Resources:**

1. **Rajendra Pal J.S Korlahilli (2013)** *Business Communication*, Sultan Chand
2. **T. N Chhabra(2009)** *Business Communication*, Sun India
3. **K K Sinha(2012)***Business Communication*, Galgotia Publishing Company

**Skill Enhancement Course**

**E - Commerce**

Course Credits	2	Course Evaluation	100 Marks	Instruction Hours	20
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**Course Objective:**

This course provides an overview of e-commerce from both technological and managerial perspectives. It is designed to familiarize students with current and emerging E - Commerce technologies using the internet.

**Learning Outcomes:**

- a) Acquaint the student with the environment and strategies in the New Economy.
- b) Provide an understanding of the different types and key components of business models in the New Economy.
- c) Understand the traditional and new communication/marketing approaches that create competitive advantage in the New Economy.

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**-Unit 1- Introduction - (5Hours)** Meaning and concept of ecommerce, ecommerce vs e-business, advantages and disadvantages of ecommerce, value chain in ecommerce, Porter's value chain model, competitive advantage and competitive strategy, different types of ecommerce like B2B, B2C, C2C, C2B,G2C

**Unit 2- Technology in ecommerce: (5 Hours)** An overview of the internet, basic network architecture and the layered model, internet architecture, network hardware and software considerations, intranets and extranets ,The making of world wide web, web system architecture, ISP, URL's and HTTP, cookies.

**Unit 3- Security threats: (5Hours]** Security in cyberspace, kinds of threats and crimes: frauds and scams. Basic cryptography for enabling security in ecommerce: encryption: public and private key encryption, authentication and trust using digital signature and digital certificates, internet security using VPN, firewalls, SSL Internet payment systems: Features of payment methods, 4C payment methods, ACID and ICES test, payment gateway, SET protocol for credit card payment, electronic payment media: e-cash and e-wallet, e-check, credit card, debit card, smart card, EFT and ACH

**Unit 4- Business to Business e-commerce: (5 Hours)** Meaning, benefits and opportunities in B2B, B2B building blocks and relationship to supply chain management, EDI as a B2B tool. Consumer oriented e-commerce: traditional retailing and e-retailing, key success factors for e-retailing, models for e-retailing like specialized and generalized e-stores, e-mail supplementary distribution channel, e-broker and e-services like web-enabling services, information selling on the web, entertainment services and auction services .ethical issues, legal issues, taxation issues and international issues.

**Learning Resources:**

1. **Bharat Bhasker** *Electronic Commerce* Tata McGraw Hill
2. **Whiteley** *E Commerce: Strategy, Technology and Applications* Tata McGraw Hill
3. **U S Pandey, Er Saurabh Shukla (2012)** *E commerce and Mobile commerce Technologies*, S. Chand & Sons

**Skill Enhancement Course**

**Financial Software Package (s)**

Course Credits	2	Course Evaluation	100 Marks	Instruction Hours	20
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### Course Objective:

To learn computerized accounts and extraction of data from a financial database. These will enhance the learning in the core papers of Business Accounting and Financial Management, and also help in other Finance related papers, specially the Research Project.

**Learning Outcomes:** Students will be able to:

- a) Select appropriate statistical techniques for summarizing and displaying business data.
  - b) Analyze and draw inferences from business data using appropriate statistical methods and computer software.
  - c) Interpret and communicate the results of a statistical analysis in the context of a business problem.
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### Unit 1- Introduction Financial Accounting Software Package (4 Hours)

For students' learning, free versions of Accounting Software Packages are available on the internet. For example Tally (free student version), GNUCASH (open source) or any other equivalent., Understanding the facilities provided by the Accounting Software Package. Understanding user interface. Customizing software features to suit the users' requirements.

### Unit 2- Computerised Accounting and its application (8 Hours)

Creating a new company for the purpose of starting computerized accounting.Modifying an existing company. Creating the required accounts and linking them to appropriate class, viz., Assets, Liabilities, Revenues, Gains, Expenses, and Losses. Passing accounting entries for different types of business transactions.Correcting incorrect accounting entries. Generating and understanding various reports, viz., Cash Book, Ledger Accounts, Trial Balance, Profit & Loss Account, and Balance Sheet.

### Unit 3- Extraction of Data and Analysis (8Hours)

Any Financial Database such as Prowess from CMIE, Capitaline, ACE or any other equivalent. Selection of company/s, period to be studied Creation of a peer group Use of filters for data query. Data extraction from balance sheet, profit & loss statement and cash flow statements Stock market data- price and volume, BSE/NSE, adjusted prices, Saving and exporting data to a spreadsheet for further analysis

### Learning Resources:

1. **Larry J. Kitchens(2002)** *Basic statistics and Data Analysis*, Hardcover Publication
2. **C R Kothari, Gaurav Garg(2013)** *Research Methodology* New age International Publications
3. **Deepak chawla and Dr Neena Sondhi (2014)** *Research Methodology- concepts and cases* , Vikas Publishing
4. **Ranjit Kumar (2011)** *Research Methodology- A step by step guide for beginners*, Sage Publications

