

## **SEMESTER 1**

### **COURSE TITLE: ACCOUNTING FUNDAMENTALS**

**Course Code: ACCT102**

#### **Course Objectives:**

- The basic objective of the course is to equip the students with the understanding of accounting rules and double entry system
- The course is designed so that the students can understand the scientific preparation of transaction with relevant interpretation.
- The course also provides students with knowledge on preparation of cash flow statements and company accounts.

**Pre-requisites:** Students of Accounting Fundamentals should be aware of the basic rules of accounting.

#### **Student Learning Outcomes:**

- Students who complete this program will be able understand accounting practice for measurement and disclosure of information, and financial decision making, having regard to IFRS applicability.
- By the end of the program students will able to analyze and interpret published financial information.
- Graduates of the program will ableto differentiate between the individual account and company account.
- Graduates of the program will able to understand amalgamation, absorption and reconstruction of companies

#### **course Contents/Syllabus:**

##### **Module 1: Introduction to Accounting**

Understanding the meaning, nature, functions and usefulness of accounting, branches of accounting, accounting equation, accounting concepts and Generally Accepted Accounting Principles. An overview of Indian and US GAAP.Introduction to IFRS

##### **Module 2: Recording of Transactions**

Concept of double entry. Understanding the Accounting cycle. Preparation of voucher, journal, ledger and trial balance and numerical on the same.

## Subsidiary Books

Preparation of subsidiary books including purchase book, sales book, purchase returns book and sales return books and numerical on the same.

Cash book, types of cash book and balancing of cashbook. Numerical on single column cashbook, double column cashbook, triple column cashbook and petty cash book.

## **Module 3: Financial Statements**

Preparation of trading account, manufacturing account, profit and loss account and balance sheet (Schedule VI Revised) along with adjustments and numerical on the same

## **Module 4: Financial Statement Analysis**

Introduction, objectives of financial statement analysis, Techniques-Ratio analysis, Comparative analysis with numerical on the same. Limitations of financial statement analysis .Purpose, use and structure of the Statement of Cash Flows, Preparation of the statement of cash flows as per AS-3. Reporting cash flows and interpreting the statement of cash flows with numerical on the same.

## **Module 5: Amalgamation Absorption and Reconstruction of Companies**

Determining purchase consideration. Numerical on accounting treatment of amalgamation, absorption, internal and external reconstruction. Understanding on intercompany holdings. (No numerical)

## **Module 6: Company Accounts**

Company Accounts: Introduction to shares, characteristics and types of shares no numerical on the same. Accounting for debentures: Classification of Debentures. Differentiate Debentures from shares. Numerical on issue of debentures for cash and for consideration other than cash. Issue of debentures as collateral security.

### **Text & References:**

- J.R. Monga, Financial Accounting
- Jain & Narang, Advanced Accountancy
- M.C Shukla and T.S Grewal, Advanced Accounts
- Mukherjee & Hanif, Modern Accountancy
- P.C. Tulsian, Financial Accounting
- R.L Gupta & M. Radhaswamy, Advanced Accountancy, Sultan Chand & Sons
- S.N. Maheshwari, Advanced Accountancy

## **COURSE TITLE: PRINCIPLES OF MARKETING**

**Course Code: MKTG101**

**Course Objectives:** The main objective of this course is to give students an elementary knowledge of the fundamentals in the field of marketing. The focus will be both on developing and helping them imbibe basic marketing principles and establishing an appreciation of contemporary realities.

### **Student Learning Outcomes:**

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

- Identify and relate to the importance of marketing in the success of a company.
- Describe and analyse the opportunities and challenges inherent in marketing environment.
- Apply product, pricing, distribution and communication strategies to bear positive results.

### **Course Contents/Syllabus:**

#### **Module I: Introduction to Marketing**

Meaning of marketing, Core concepts of marketing, Evolution and its role in the changing business environment, various marketing management philosophies, Relationship between Marketing and Strategic Planning.

#### **Module II: Analyzing Marketing Opportunities and Understanding Consumers**

Internal and External Marketing Environment Analysis, Introduction to Marketing Information System and Marketing Research, Buying Behaviour for Consumer Markets and Industrial Markets, Buying Decision Process and Factors Affecting Buyer Behaviour, Consumer Adoption Process.

#### **Module III: Segmentation, Targeting and Positioning**

Concept of Market Segmentation, Bases for segmenting, Consumer and Business markets, Approaches for Targeting, Differentiation and Positioning.

#### **Module IV: Product and Pricing Strategies**

Product: Concept & Levels, Classification of Products: Consumer and Industrial, Product Mix

Product Line Decision, Product Life Cycle and various strategies, New Product

Development: Challenges & Process, Packaging & Labeling: Concept & Importance

,Introduction to various objectives of pricing, Pricing Process. Understanding various pricing strategies and their application.

### **Module V: Distribution and Marketing Communication Mix**

Nature of Marketing Channels, Channel Functions and Flows, Channel Design and Management decisions, Channel Dynamics. Introduction to Wholesaling, Retailing and Logistics. The process of deciding the Marketing communication mix, Marketing communication budget. Introduction to various elements of integrated marketing communications.

### **Text & References:**

- Marketing Management – A South Asian Perspective; Philip Kotler, Kevin Lane Keller, Abraham Koshy and Mithileswar Jha, Pearson Education. ISBN: 9788131767160
- Marketing Management: A Strategic Decision – Making Approach; V.S. Ramaswamy and S. Namakumari. Tata McGraw Hill Education India. ISBN: 9781259026416
- Principles of Marketing South Asian Perspective; Philip Kotler, Gary Armstrong, Prafulla Y. Agnihotri and Ehsan ul Haque, Pearson Education. ISBN: 9788131731017
- Marketing Management, Rajan Saxena. Tata McGraw Hill. ISBN: 9780070144910

**COURSE TITLE: MANAGEMENT FOUNDATION**

**COURSE CODE: MGMT101**

**Course Objectives:**

The aim of the course is to orient the students in theories and practices of Management so as to apply the acquired knowledge in actual business practices. This is a gateway to the real world of management and decision-making. The course is aimed at developing an understanding of basic management principles applicable to individuals, small and large organizations.

**Student Learning Outcomes:**

By the end of the course students will be able to recognize professional skills required of managers and contrast different types, roles, and styles of managers. Students will also be able to diagnose the management issues in organizations and solve the management issues in real practice. Students will also understand the major functions of management and organizational structure and relationships.

**Module I: Introduction**

Concept, Nature, Scope and Functions of Management, Levels of Management, Evolution and Foundations of Management Theories - Classical and Neo - Classical Theories, Systems Approach to organization, Modern Organization Theory.

**Module II: Management Planning Process**

Planning objectives and characteristics, Hierarchies of planning, the concept and techniques of forecasting. Decision Making: Concepts and Process, Management by objectives (MBO) the concept and relevance.

**Module III: Organization**

Meaning, Importance and Principles, Departmentalization, Span of Control, Types of Organization, Authority, Delegation of Authority.

**Module IV: Staffing**

Meaning, Job analysis, Manpower planning, Recruitment and selection, Retention: Transfers and Promotions, Appraisals, Management Development, Job Rotation, Training, Rewards and Recognition.

**Module V: Directing**

Directing: Concept, Principles, Process, Elements. Motivation: Concepts and Theories (Maslow's Need Hierarchy Theory, Herzberg Two Factor Theory, Theory X & Y)ERG Theory. Communication: Concept, Process, Types, Barriers, Effective Communication. Leadership: Concept, Qualities of a Good Leader, Coordination.

## **Module VI: Management Control**

Meaning, Nature, Features, Objectives and Process of Management Control and Behavioural Aspects of Management Control, Need for Control system, techniques of control and linkage between planning and control.

### **References:**

- Koontz O' Donnel, Essential of Management,
- Stoner, Freemand and Gilbert ,Management,
- L.M. Prasad , Principles & practice of Mgmt.
- Burton & Thakur , Management Today

## **COURSE TITLE: BUSINESS STATISTICS**

**COURSE CODE: QAM 103**

### **Course Objectives:**

The objective of this course is to familiarize the students with fundamental statistical tools which can help them in analyzing the business data. This course will provide students with hands-on experience to use statistical tools in order to make scientific decisions even in uncertain business environment.

**Student Learning Outcomes:** On completion of this course the student will be able to:

1. Identify statistical tools needed to solve various business problems.
2. Compute measures of location and dispersion.
3. Apply discrete and continuous probability distributions to various business problems.
4. Develop the skill of performing the calculations needed for various methods of analysis.

### **Course Contents/Syllabus:**

#### **Module I: Introduction to Statistics**

Definitions, Functions of Statistics, Limitation of Statistics, Applications of Statistics, Collection of Data: Types and Methods, Classification and Presentation of data: Histogram, Frequency Curve, Frequency Polygon, Ogive .

#### **Module II: Measure of Central Tendency**

Concepts of Central Tendency: Meaning and Characteristics of Average, Types of Averages: Arithmetic mean; Combined mean; Weighted mean; Median; Mode .

#### **Module III : Measure of Dispersion**

Measures of Dispersion: Range, Quartile Deviation, Mean Deviation, Standard Deviation, Combined Standard Deviation, Correct Incorrect Values, Coefficient of Variation (Absolute & Relative Measure of Dispersion), Skewness-Karl-Pearson's Coefficient of Skewness, Bowley's Coefficient of Skewness, Moments, Kurtosis.

#### **Module IV : Correlation Analysis and Regression Analysis Correlation:**

Introduction-Importance of Correlation, Types of Correlation, Scatter Diagram Method, Karl Pearson's coefficient of Correlation (Grouped and Ungrouped), Spearman's Coefficient of Rank Correlation, Rank Correlation for Tied Ranks.

**Regression Analysis:** Concepts of Regression, Difference b/w Correlation and Regression, Regression Lines. Regression Coefficient in a bi-variate frequency distribution .

## **Module V Time Series Analysis**

Introduction; Objectives of Time Series analysis; Components of a Time Series; Moving Average Method; method of least squares (fitting of linear trend only)

## **Module V1 Probability Theory and Distributions**

Concept; Addition and multiplication theorems of probability; conditional probability & independent events; Bayes' theorem; Probability Distribution Function, Binomial distribution; Poisson distribution; Normal distribution and their applications .

### **References:**

- Sharma J K (2014), Fundamentals of Business Statistics, Vikas Pub. House
- Gupta S P (2013), Statistical Methods, S. Chand & Co.
- Kapoor & Sancheti,(2011), Business Statistics, Sultan Chand & Sons
- Anderson Sweeney Williams(2010), Statistics for Business and Economics, Eighth edition, Thomson
- Rubin & Levin (2013), Statistics for Management, Seventh edition, Pearson, Prentice Hall of India.



## **COURSE TITLE – BUSINESS COMMUNICATION**

### **Course Code – BC107**

#### **Course Objectives :**

This course is aimed to equip students with effective oral and written communication . In this course , students will learn essential English Grammar and English writing mechanics ; some theoretical inputs into the process of communication , its different types , and the difference between written and oral communication , and presentation skills , the process of writing , its different types and the correct format of business documents , job search, creating resume , participating in group discussion and interview.

#### **Student Learning Outcomes :**

- Through participation in the course students will develop the following skills :
- Use English Language
- Analyse communication situations and audiences to make choices about the most effective and efficient way to communicate and deliver messages .
- Deliver effective presentations in contexts that may require power point , extemporaneous or impromptu oral presentations .
- Provide feedback , accept feedback and use feedback to improve communication skills.
- Understand the nature , importance and process of written communication .

### **Course Contents / syllabus**

#### **Module I : Essential English Grammar**

Tenses, Subject –verb agreement , Punctuation , Sentence structure , Common Errors in English , Foreign Words , Exercises based on each component .

#### **Module II : Written English Communication**

Essay Writing , Precis Writing , Summarizing , paraphrasing , Exercises based on each component .

#### **Module III : Concept and Nature of Communication**

What is communication , stages of Communication , Ideation , encoding , transmission , decoding & response , channels of communication , downward,upward,horizontal & diagonal communication , communication in organizational settings - internal and external, barriers to effective communication , guidelines to overcome communication barriers .

#### **Module IV : Listening**

The Listening Process , Listening with a purpose , Barriers to listening , effective Listening strategies .

### **Module V : Non Verbal Communication**

What is non Verbal; communication , functions of non verbal communication , gesture cluster , acoustic features .

### **Module VI : Effective Presentation**

Pre – Presentation Jitters , Preparation and Practice , Delivering the presentation , Qualities of a Skillful presenter , capturing and maintaining attention , handling questions , powerpoint presentations ,exercise .

### **Module VII : Writing for the Web**

Netiquette , Professional Profiles , Blogs

### **Module VIII : Correspondence**

Letters, Emails , Memo, Notices

### **Module IX : Reports**

Functions of Report , types of Report , the report /proposal process, organizing the report /proposal .

### **Module X : Employment Communication**

Resume Writing , Group Discussion – Qualities / skills assessed in a group discussion , do's and don'ts in a group discussion , effective participation in a group discussion , mock GD session .

### **References :**

- Murphy, Herta A., Herbert Herbert Hildebrandt, Jane Thomas ( 2008) Effective Business Communication 7<sup>th</sup> Ed. New Delhi : Tata Mcgraw Hill Education Private Limited.
- Guffey, M.A. (2000)Business Communication : Product & Process South- Western College Publishing..
- Lesikar, R.V., Flatley, M.E., Rentz, K. & Pande , N. ( 2009) Business Communication 11<sup>th</sup> Ed. New Delhi: Mc Graw Hill.

## **SEMESTER 2**

### **COURSE TITLE: FUNDAMENTALS OF FINANCIAL MANAGEMENT**

**Course Code: FIBA201**

#### **Course Objectives:**

The basic objective of the course is to equip the students with the understanding time value of money & use it for decision making. To evaluate projects and investments is the basic objective of the course. The course is designed so that the students are aware various sources of finance. The course also provides students with knowledge on management of working capital & capital budgeting.

#### **Student Learning Outcomes:**

Students who complete this course will be able understand the use of finance for decision making By the end of the course students will able to describe time value of money, how a project is made and appraised. Students of the course will able to differentiate between the various sources of finance and their pros & cons. Students who complete this course will be able to outline capital requirements for starting a business & management of working capital Students of the course will able to recommend whether and why an investment should be accepted or rejected.

#### **Course Contents/Syllabus:**

##### **Module 1: Introduction to Financial Management & Tools for financial decision making.**

Evolution of Financial Management, Key activities of Finance Manager Changing Role of Finance Managers, Key Decision Areas in Financial Management, Objectives of the firm. Meaning, importance and role of Indian Financial System. A framework for Financial Decision Making - Financial Statement Analysis: Interpretation & Analysis of fund flow statement, cash flow statement, financial ratio, common size statement, Comparative statement, trend analysis, time series. Concept of Time value of Money, Process of Compounding and Discounting, Future Value of a Single amount, Future Value of an Annuity, Present Value of a Single Amount, Present Value of an Annuity.

##### **Module 2: Analysis and Techniques of Capital budgeting**

Basics of Capital Budgeting, Types of capital budgeting decisions, Preparation of capital budgeting proposal, estimating cash flows for project appraisal, Green capital budgeting. Non-discounted Cash Flow Techniques: Payback Period, ARR, Discounted Cash Flow Techniques: NPV, IRR, Modified IRR, PI and Capital Rationing.

### **Module 3: Sources of Finance**

Sources of finance – Debt: Term Loans, Debentures. Equity: Ordinary Shares. Hybrid: Preference, Warrants, Convertible securities, ADRs, GDRs. An introduction to: leasing, Hire purchase, Leverage Buyouts and securitization. An Overview of Sources of short term finance: Accruals, Trade credit, Working capital advance by commercial banks, Public Deposits, Inter-corporate deposits, Short term loan from financial institutions, Commercial Paper, Factoring & Forfaiting, securitization, Institutional sources of funds- banks, FII's, VCF's.

### **Module 4: Working Capital Management**

Factors influencing working capital requirement, estimating working capital requirement (numerical), Operating cycle analysis, Negative Working Capital. An introduction to inventory management. Objectives of Inventory management, EOQ Model (with numerical). Receivables management: An Introduction. Management of cash: Cash Planning, Managing the cash flows, Determining Optimum Cash Level (Baumol Model with numerical), Investing surplus cash, Calculation of Maximum Permissible Bank Finance(MPBF).

### **Module 5: Cost of Capital and Leverage Analysis**

Concept, significance, assumptions, factor affecting cost of capital. Computation of cost of capital of various sources: Equity, Debt, Reserve & Surplus and Preference shares (floatation cost and its adjustments). Weighted average cost of capital. Book value weights v/s market value weights. EBIT-EPS analysis, Leverage Analysis: Operating Leverage, Financial Leverage & Combined Leverage.

### **Text & References:**

#### **Text:**

- Pandey, I. M. Ninth Edition, Financial Management, Vikas Publishing House Pvt. Ltd.

#### **References:**

- Brearly R.A. and Myers, S.C. Eighth Edition Principles of Corporate Finance, Tata Mc-Graw Hill
- Chandra, P. Fundamentals of Financial Management, Sixth Edition, Tata McGraw Hill.
- Horne. V. Tenth Edition, Financial Management and Policy, Prentice Hall of India

## **Course Title: FUNDAMENTALS OF HUMAN RESOURCE MANAGEMENT**

**Course Code: HR201**

### **Course Objectives:**

- To appreciate the importance of human resource management as a field of study and as a central management function.
- Developing an understanding of the HRM function and how it relates to other organizational functions.
- Learning the managerial skills involved in acquiring and maintaining a workforce that is both productive and high on maintenance factors such as loyalty and cohesiveness. Showing how such important functions as human resource planning, job requirements, recruitment, selection, training, managerial development, career planning, performance appraisal, and compensation can be utilized in attaining organizational goals. Preparing the individual student in some important personal career planning activities.
- Enhancing sensitivity to HRM issues so the student will be able to identify problem areas more readily and resolve them more effectively, both as a manager and as an individual working on personal career development concerns.

### **Student Learning Outcomes:**

By the end of the course, students will be able to

- Demonstrate the basic concepts of HRM.
- Learn the various objective, scope and function of HRM.
- Learn application of HRM in the organization.
- Evaluate the current issues and trends in HRM.
- Gain an understanding of the different analytical approaches used by HR Professionals to solve real business problems.

### **Course Contents/Syllabus:**

#### **Module I - Introduction To Hrm**

Introduction, Concept and Functions, Evolution (PM vs. HRM), Scope and Significance of Human Resource Management, Role and Responsibilities of the Human Resource Manager and essentials of Sound HR Policies.

#### **Module II- Acquisition Of Human Resources**

Objectives, Policies and Process of Human Resource Planning, Job Analysis, Recruitment (process, methods: internal, external), Selection (process, tests, interviews), Induction, Placement.

#### **Module III- Development Of Human Resources**

Training and Development (process, methods: On-the job, Off-the job), Evaluation of training and Performance Appraisal (concept, significance, process, methods- traditional and modern.

#### **Module IV-Maintenance Of Human Resources**

Job Evaluation: concept, process, Compensation: concept, components, Designing and Administering the Wage and Salary Structure, Grievance Procedure and Handling, Discipline, Attrition and Retention.

#### **Module V- Current Trends In Hrm**

Understanding People Analytics, HRIS (Human Resource Information System); Contemporary issues in HRIS, Introduction to Multigenerational Workforce, Flexible Workforce, Role of Technology in HRM.

#### **Text & References:**

##### **Text:**

- Basak, S. P. (2017). Human Resource Management: Text & Cases. New Delhi: Pearson

##### **References:**

- Rao, S. (2014). Essentials of Human Resource Management & Industrial Management: Text & Cases. New Delhi: Himalaya Publication.
- Armstrong, M. (2010). Handook of HRM Practice. USA: Kogan Page.
- Dessler, G. (2010). Human Resource Management. New Delhi: Prentice Hall.
- Robbins, D. A. (2010). Fundamentals of Human Resource Management. New Delhi: Wiley

## **COURSE TITLE: IT APPLICATIONS IN BUSINESS**

**Course code : CSIT118**

### **Course Objectives:**

The objective of this subject is to provide:

- Conceptual knowledge of the information technology to the future managers.
- Highlight important technologies such as DBMS, Network, Internet, E-commerce, used in industry, Inculcate understanding to take routine managerial decisions efficiently.

### **Student Learning Outcomes:**

1. Develop the understanding and practical exposure to the techniques of Information Technology
2. Provide the best chance of growth of an organization in the new age.
3. Development of basic skills of Information Technology
4. Enhance the analytical and design skills which are applicable in all Business Functional Areas.

### **Course Content / Syllabus**

#### **Module I: World of Computers**

Introduction to world of Computers, Basic Structure of Computer System, Computers in Home (Reference, Education & Communications, Entertainment and Digital Media Delivery, Smart Appliances, Home Computers), Computers in Education, Computers in workplace (productivity and decision making, customer services, communications), Computers on the move (Portable and Hand held computers, Self-Service kiosks, GPS Applications), Generation of Computer, Types of Computer (Size and Technology wise), Support Systems - Hardware and Software, Computer Peripherals, Memory Management.

#### **Module II: Computer Networks and Internet Technology**

Introduction to Computer Networks, Networking components, Classification and types of Networks, Network Topologies – Overview with Advantages and Disadvantages, Communication Channels, Client Sever Architecture, LAN concepts, Introduction to Internet (History, Concepts, & Myths), Difference between Internet, Intranet and Extranet, Domain Name Service, Internet Protocols and Addressing, Services of Internet, Internet and Support Technologies, Censorship and Privacy issues.

#### **Module III: E-Commerce**

Introduction, E-Commerce Vs E-Business, Advantages & Disadvantages of E-Commerce, E-Commerce Transaction Models, E-Commerce Business Models, E-Commerce Technologies,

Hosting E-Commerce Site – Planning and constructing web services, Electronic Payment System, E-Commerce Applications, E-Core Values – Ethical, Legal, Taxation and International issues, E-Commerce Security Issues.

#### **Module IV: Enterprise Resource Planning**

Introduction, History of ERP, Scope and Benefit, ERP and related technologies (BPR, MIS, DSS, EIS, SCM, OLAP), ERP implementation methodology – implementation life cycle, ERP and its success factors, Pitfalls and management concerns, ERP Market – renowned vendors and the packages.

#### **Module V: Database Management System**

Introduction, Need for DBMS, Components of DBMS, Benefits of DBMS over Traditional File System, classification and types of Database Models, Database Approach – Its benefits and disadvantages.

#### **Module VI: Future Trends in Technology**

Cloud computing and business organizations, SaaS, Big Data, Use of artificial intelligence in business, Machine Learning, Industrial internet of things, Intelligent interfaces, Augmentation Reality, Quantum computing, Blockchain, Smart dust.

#### **Text & References:**

- Deborah Morley - Understanding Computers: Today & Tomorrow, Eleventh Edition, April 11, 2007, Thomson
- IT Strategy for Business, Parag Kulkarni & Pradip Chande, Oxford University Press
- Rajaraman, V. 1998, An Introduction to Computers, Prentice Hall of India.
- Bhatnagar, S.C. and Ramani, K.V., Computers and Information Management.
- Hunt and Shelly. 1994, Computers and Common sense, Prentice Hall of India.



## **SEMESTER 3**

### **COURSE TITLE: CROSS CULTURAL MANAGEMENT**

#### **Course Code: HR202**

#### **Course Objectives:**

- The Course Contents provide exposure to the diverse management styles across the globe and impart understanding of different approaches and each management style.
- It will enable students to identify some of the factors that influence how decisions are made in cross-cultural management contexts .
- Identify, describe and explain key models used for comparing cultures, critically assessing the practical value of these in the context of cross-cultural management decision-making.
- An insight about the systems in case of Styles of Management and its impact on the Cross Cultural Management.
- Integrate and differentiate the various HR issues of Cross Cultural Teams viz North America, Europe,
- Middle-East, Latin America, CIS and Asia8.

#### **Student Learning Outcomes:**

- Students would be able to comprehend International management and Culture. Culture. Culture.
  - Students would also be able to distinguish the practical implications of various models of cross cultural management.
  - Students would be able illustrate the integration of the Styles of Management and its impact on the Cross Cultural Management.
- The students would be able to differentiate & demonstrate the HR issues of Cross Cultural Teams.

#### **Module I Introduction to Cross Cultural Management**

Introduction to the Concept of Cross Cultural Management, Definition of Culture and Impact of the Culture on International Business, Various Connotations and determinants of culture, International management and Culture, Comparing Cross-Cultural and International Management, Implications for International Management .

#### **Module II Modalities of Cross-Cultural Dimensions**

Kluckhohn and Strodtbeck's Cultural Dimension, Hofstede's Cultural Dimensions, Trompenaars Cultural Dimensions, Hall and Hall's Cultural Dimension, . Globe project and country clusters. The interacting spheres of culture- Professional culture, Functional Culture and Corporate culture. Managing differences in the cultures of industry, Cultural challenges in the modern Indian work place.

#### **Module III Styles of Management and its impact on the Cross Cultural Management**

Indian style of Management, Japanese Style of Management , German style of Management, French Style of Management , UK Style of Management , USA Style of Management , Styles of

Management in African Countries ,Style of Management of Latin American Countries, Chinese Style of Management, Australian Style of Management.

#### **Module IV : Managing Across Cultures**

Culture as a Factor in People's Response to Change, Recognizing the Significance of Shifts in Culture, How Economic Factors Influence Shifts in National Cultures, How Foreign Intervention Causes Shifts in Local Cultures.

#### **Module V :Cross - Cultural Communication**

Successful communication across the culture, Appropriate communication within and across the culture, Interpreting contexts for Management communication within and across the culture, The cross cultural significance of Non verbal communication, Managing the cultural specific perceptions, Responding to the demographic change.

#### **Module VI HR issues of Cross Cultural Teams**

Cultural influences on motivation, Leadership and culture, different leadership styles in North America, Europe, Middle-East, Latin America, CIS and Asia. Factors influencing IHRM, Difference between IHRM and domestic HRM: in Staffing, Recruitment and selection, training and development, performance appraisal and compensation and rewards, Reasons for using expatriates, Concerns of managing expatriate employees, Relation between cultural values and team processes, Techniques to design and implement effective international teams

#### **Text:**

- Daniels, J. D. and Radebaugh, L. H. (2004). International Business: Environments and Operations, 10th Edition. Prentice-Hall, Inc., New Jersey. ISBN: 0-13- 121726-7. (referred to as D&R)

#### **References:**

- Hill, C. W. (2003). International Business: Competing in the Global Marketplace. 4th Edition.McGraw-Hill. (referred to as H)
- Griffin, R. W. and Pustay, M. W. (2002). International Business: A Managerial Perspective. FT/Prentice Hall.3rd edition.
- Griffin, R. W. and Pustay, M. W. (2005).International Business.FT/Prentice Hall.4th edition. Hibbert, E. (1997). International Business Strategy and Operations. MacMillan Press Ltd.
- Henry, C. M. and Springborg, R. (2001).Globalization and the Politics of Development in the Middle East.Cambridge University Press.
- Rugman, A. M. and Hodgetts, R. M. (2003).International Business.3rd Ed. Pearson Education Limited. ISBN: 0-273-67374-2. (referred to as R&H)
- Smith, A. (1937). The Wealth of Nations. New York: The Modern Library.
- Tayeb, M. (2003). International Management: Theories and Practice. Prentice Hall.
- Todaro, M. P. (2000). Economic Development, 7th Edition. Pearson Education Limited. ISBN: 0-201-64858-X.

## **COURSE TITLE: FINANCIAL MARKETS AND SERVICES**

**Course Code : FIBA206**

### **Course Objectives:**

- To explain structure and functioning of financial markets
- To acquaint students with various financial services
- To give an insight into the strategic, regulatory, operating and managerial issues concerning select financial services
- To familiarize the student with the present status and development taking place in the financial services sector
- To develop an integrated knowledge of the functional areas of financial services industry in the real world situation

**Student Learning Outcomes:** On completion of the course, student shall be able to:

- Explain basic concepts and different types of financial markets & services
- Describe the structure and functioning of financial markets
- Demonstrate their knowledge related to regulatory framework for different markets & services
- Apply their knowledge in taking decisions related to financial markets and services

### **Course Contents/Syllabus:**

#### **Module I: Introduction to Indian Financial System**

Overview of Financial systems In India – Structure, Regulation Role And Functions of Financial Systems – Financial Instruments – Financial Markets – Capital Markets & Money Markets – Interlink Between Money Market & Capital Market – Characteristics Of Financial Markets – Functions Of Stock Exchange – Introduction To Forex.

#### **Module II: Financial Services and Merchant Banking**

Role of Financial Services in economic development, Evolution of Financial Services Sector in India, Merchant banking – pre and post issue management, Underwriting & Regulatory framework relating to merchant banking in India.

#### **Module III: Venture Capital and Private Equity**

Characteristics of Venture Capital Financing, Stages of VC financing, Structure & sources of VC financing in India, Difference between private equity and venture capital. Pre and Post money valuations in case of venture capital financing.

#### **Module IV: Leasing, Hire Purchase & Credit Rating**

Leasing and Hire Purchase Services, Types of Leasing, Pricing Methodology, Taxation, and Legal Framework for Leasing and Hire Purchase Companies & Leasing Vs. Buying- NPV, Consumer Credit, Credit rating -concept of Credit rating, Types of credit rating, Advantages and Disadvantages of credit rating, Credit rating agencies in India.

#### **Module V: Recent Trends and Use of Technology in Financial Services Sector**

Use of technology in various financial markets and services, use of software, emerging issues and future prospects, KYC, mobile Apps.

#### **Text Reading:**

- Khan, M.Y(2017), Financial Services, Tata McGraw Hill, New Delhi.
- Meir Kohn (2018), Financial Institutions and Markets, Tata McGraw-Hill, New Delhi.

#### **References:**

- H.R Machiraju( 2018), Indian Financial Systems, Vikas Publication, New Delhi.
- Gurusamy,S.(2009), Financial Services, Tata McGraw Hill, New Delhi

## **COURSE TITLE: ESSENTIALS OF PRODUCTION AND OPERATIONS MANAGEMENT**

**Course Code : POM204**

### **Course Objectives:**

The course is oriented to familiarize the students with fundamentals of Production and Operations Management, and tools and techniques used in taking decisions in operating and controlling the Production and Service Industries. Further this course will familiarize the students with Quality Management and Current Quality Tools used in Production and Service Industries.

### **Student Learning Outcomes:**

On completion of the course the student will be able to:

1. Demonstrate knowledge of fundamental concepts of production and operation management.
2. Plan decisions in operation and control of production and service units.
3. Develop the knowledge of approaches to operation performance improvement.
4. Understand the functional areas and apply knowledge of business concepts and functions in an integrated manner.

### **Course Contents/Syllabus**

#### **Module I: Overview of Production and Operation Management**

- Brief history of Production and Operation Management, The Service Revolution, Definition,
- Factors Affecting Operations Management,
- Role- Scope and Function of Production and Operation Management,
- Criteria of Performance for the Production and Operation Management,
- Operation Strategies,
- Effect of Growth of Service Sector on Operations Management
- Real life project in industry based on operation management techniques

#### **Module II: Demand Forecasting**

- Qualitative Forecasting Methods (Educated Guess, Consensus, Delphi Method, Historical Analogy, Market Research),
- Quantitative Forecasting (Linear Regression, Moving Average, Weighted Moving Average, Exponential Smoothing with Numerical).
- Analytical tools for DSS for operations management

### **Module III: Facility Location and Facility Layout**

#### **Facility Location**

- Factors Affecting Location Decisions,
- Quantitative Techniques in Facility Location (Factor Rating Method, Centre of Gravity Method, Load Distance Method, Break Even Analysis Method).
- Utilization of GIS in Plant Location.

#### **Facility Layout**

- Principles of Facility Layout,
- Types of Layout (Process Layout, Product or Line Layout, Fixed Position Layout),
- Concepts of Line Balancing -No Numerical), Merits and Demerits of Product and Process Layout

### **Module IV: Production Planning and Control**

- Concepts of Capacity Planning, Aggregate Planning, Master Production Scheduling – No Numerical.
- Concepts of Push System, Pull System.
- Job Shop Scheduling and its Criteria (Mean Flow Time, Mean Tardiness, Number of Tardy Jobs - with Numerical),
- Single Processor Job Shop Scheduling (Due Date Method, Shortest Processing Time Method – with Numerical).
- Concepts of two machines scheduling (Johnson’s Rule) – No Numerical.

### **Module V: Inventory Management, Supply Chain Management & Logistics Management**

- Inventory Management: Basic Concepts of Inventory Management, Lead time, Safety Stock, Elements of Inventory Costs, ABC Analysis, Basic EOQ model
- Just in time system
- Basic concepts of supply chain management
- Basic Concepts of Logistics Management

### **Module VI : Foundations of Quality**

- Foundations of Quality,
- Introduction to TQM
- Concepts of Statistical Quality Control.
- X (Bar), R chart; c Chart, p Chart – with Numerical.
- Introduction of Acceptance Sampling, – No Numerical
- Concepts of Kaizen, 5S, ISO standards and 6-Sigma,

- Lean Manufacturing,
- TPM
- Guest lecture on issues in operations management by industry expert

### **Text & References**

- Buffa, E.S, Sarin RK,2008, Modern Production/ Operations Management, John Wiley & Sons

### **References:**

- Chary SN, 2008, Production and Operations Management, McGraw Hill.

## **COURSE TITLE: RESEARCH METHODS FOR MANAGERS**

**Course Code: QAM204**

### **Course Objectives:**

- To understand the way in which systematic research can be conducted to describe, explain, and predict phenomena of interest.
- To develop practical knowledge and skills to understand and carry out research projects.
- To develop understanding of the basic techniques and tools for conducting research.
- To develop contents and organization of both the written report and oral presentation for which the research study was done.

### **Student Learning Outcomes:**

On completion of the course the student will be able to:

- Analyse qualitative and quantitative data, and explain how evidence gathered supports or refutes an initial hypothesis.
- Evaluate critically the quality of research by others
- Formulate research questions designed to test, refine, and build theories
- Identify and demonstrate facility in research designs and data collection strategies that are most appropriate to a particular research project
- Formulate a complete and logical plan for data analysis for adequately answer the research questions a probe alternative explanation
- Interpret research findings and draw appropriate conclusions

### **Course Contents/Syllabus:**

#### **Module I Nature and Scope of Research Methodology**

Types of research: Exploratory & Conclusive; Research process and steps in conducting research; Approaches of research: Deductive, Inductive, Qualitative and Quantitative; Planning a research project: Problem identification and formulation. Research Design: Exploratory, Descriptive and Experimental.

#### **Module II Research Methods and Data Collection Technique**

Research modelling: Types and Stages; Data collection methods: Survey, Observation and Questionnaire; Questionnaire Design: Steps in constructing a questionnaire, Attitude measurement; Scaling techniques; Sampling Plan: Sampling frame, sample selection methods- Probability and non- probability, sample size; Sampling and non-sampling errors; Editing, tabulating and validating of data.



Project for questionnaire design and data collection for identified research problem.

### **Module III Data Analyses Techniques**

Hypothesis concept, types and formulation; testing of hypothesis procedures: Parametric tests (z-test, t-test, and F-test) and Non-parametric test (Chi-square test, One-way ANOVA).  
Multivariate Techniques: Multi-Dimensional scaling, Data reduction (Factor analysis) and Cluster analysis. Use of statistical software SPSS 21.0 for data analysis.

### **Module IV Associative and Predictive Techniques**

Introduction to Correlation, Types of Correlation, Coefficient of correlation.  
Concepts of Regression, Regression Coefficient, Regression line.  
Use of statistical software SPSS 21.0 for data analysis.

### **Module V Field Project and Report Writing**

Pre-Writing considerations, Research report components, Common Problems encountered when preparing the Research Report. Presenting research report.  
Reporting of result and their interpretation in assigned project.

### **References**

1. Cooper D R, Schindler P S and Sharma J K (2012) ; Business Research Methods, McGraw Hill Education.
2. Bryman and Bell; Business Research Methods, Oxford University Press.
3. Malhotra, Naresh (2007); Market Research, Prentice Hall of India.
4. Churchill, Gilbert A, Lacobucci, Dawn (2008); Marketing Research: Methodological Foundations, South Western.
5. Panneerselvam R (2006); Research Methodology, Prentice Hall of India.

## SEMESTER 4

### COURSE TITLE: FUNDAMENTALS OF ENTREPRENEURSHIP

**Course Code: ENTR301**

#### **Course Objectives:**

- This course is designed to help students understand the basic nuances of Entrepreneurship.
- From this course the students will come to know about the motivation behind entrepreneurship.
- Students undergoing the course will be appraised on how to shape a business idea.
- The course will help students to identify the components of a Business Plan.

**Student Learning Outcomes:** By the end of this course the student will be able:

- To identify the concept of entrepreneurship, its emergence and its need for society.
- To generate a business idea and diagnose for a new business opportunity.
- To prepare a business plan.
- To identify different institutional support available to the entrepreneur.

#### **Course Contents/Syllabus:**

##### **Module I : Basic Concepts of Entrepreneurship**

Entrepreneur : The concept of entrepreneur, Distinction between entrepreneur and manager, Entrepreneurial competencies or traits, Functions of entrepreneurs, Types of entrepreneurs, Women entrepreneurs, Entrepreneurship and its role : Role of entrepreneurship in economic development, Emergence of entrepreneurial class in India, Myths about entrepreneurship.

##### **Module II: Environmental Monitoring and Importance of Business Idea**

Motivation to entrepreneurs, Environmental factors affecting entrepreneurship, Creativity and innovation, Sources of Idea, Idea generation techniques: Brainstorming, Reverse brainstorming, Brain writing, Checklist method, Attribute listing.

##### **Module III: Scanning the Environment**

Opportunity Recognition: Identifying the business opportunity: SWOT and PESTEL analysis, Fundamentals of feasibility plan, Idea selection, Preliminary Screening, Idea and its importance, Pre-feasibility analysis- Stages of Project Feasibility Analysis-Market, Technical, Financial, Social and Ecological Analysis

##### **Module IV: Business Plan and Sources of Capital**

An introduction to the Business Plan, Components of Business Plan: Marketing plan, organizational plan, and financial plan. Sources of capital: Debt: Commercial banks,

Institutional finance, private placement; Equity: personal, friends and family. Angel Financers and Venture capital.

### **Module V : Institutional Support for Entrepreneurs**

MSMED Act 2006, Role of government & its nodal agencies in entrepreneurship development, Financial assistance and subsidies offered by government and developmental agencies – DIC, Ministry of MSME, NIESBUD, NSTEBD, Technology Development Board, EDII.

#### **Text & References:**

##### **Text:**

- Hisrich, Robert D., Michael P.Peters,Dean A. Sheperd (2007).Entrepreneurship. New Delhi : The McGraw-Hill Companies. Latest Edition.

##### **References:**

- Charantimath, Poornima M.(2009), Entrepreneurship Development Small Business Enterprises. New Delhi : Dorling Kindersley (India) Pvt. Ltd.
- Desai Vasant.(2007). Fundamentals of Entrepreneurship and Small Business Management.NewDelhi :Himalya Publishing House.
- Holt, david H. (1992), Entrepreneurship New Venture Creation. New Delhi . PHI Learnings Private Limited.

##### **Journals**

- Emerald emerging market case studies (EEMCS), Emerald
- Harvard Business Review (HBR)
- International Journal of Entrepreneurship & Innovation (IJEI), IP Publishing
- International Journal of Globalisation and Small Business (IJGSB) , Inderscience
- Journal of Business Venturing (JBV) – Elsevier
- Journal of Chinese Entrepreneurship (JCE), Emerald
- Journal of Entrepreneurship in Emerging Economies (JEEE), Emerald
- Journal of Small Business Management (JSBM), Blackwell Publishing
- Technology, Innovation, Entrepreneurship and Competitive Strategy, Emerald
- World Review of Entrepreneurship Management and Sustainability Development (WREMSD), Inderscience

## **COURSE TITLE: PRINCIPLES OF CONSUMER BEHAVIOUR**

**Course Code: MKTG304**

### **Course Objectives:**

The course will help the students take a holistic view of the buyer; it will help equip them with knowledge of various models and frameworks to help understand buyer behaviour and align the knowledge with formulation of appropriate marketing strategies. The objective is to gain an understanding of the theoretical and conceptual concepts of buyer behaviour and apply them to real life marketing situations and practices.

### **Student Learning Outcomes:**

The students who successfully complete the course will be able to identify and relate to the importance of consumer behaviour in the overall marketing process. The graduate of the course will be better equipped to analyze, review and discuss as to how and why consumers behave in general and by segments. The students will be able to employ, illustrate and interpret tools used to uncover underlying aspects of consumer psychology that runs behind the decision making process. The student will be able to apply knowledge of buyer behaviour to create product, service and marketing ideas in ways that motivate consumers to act.

### **Course Contents/Syllabus:**

#### **Module I Introduction**

Consumer Behaviour: Definition and significance. Understanding consumer and market: Profile of Indian and Global Consumers. Applications of consumer behaviour knowledge in marketing Methods of consumer research.

#### **Module II External Influences on Buying Behaviour**

Culture: Meaning and Characteristics. 30 Cross Cultural understanding of Consumer Behaviour. Subculture, Social class, Demographics and social stratification Social Groups: Meaning and formation of a group, group properties. Family: Lifecycle and its significance on Consumer Behaviour. Family purchase decision process. Reference group influences on consumer behaviour and marketing strategy.

#### **Module III Internal Influences on Buying Behaviour**

Personality, self concept 30 and Lifestyle and its relevance in consumer behaviour. Motivation: Nature and role of motives and their significance in marketing. Perception and Marketing Strategy; Consumer Learning Outcomes and measures of consumer learning Attitudes: Characteristics, functions and its importance in buyer behaviour. Strategies for changing attitude and intentions

## **Module IV Consumer Decision Process**

Consumer decision process model Types of consumer decisions. Situational Influences. Problem Recognition, Search and Evaluation, Purchasing Process. Post-purchase Behaviour: Post Purchase evaluation, Post-purchase dissonance and Product disposition.

### **Text & References:**

- Schiffman, Leon G / Kanuk, Leslie Lazar, (2010), Consumer Behaviour, PHI,
- Hawkins et al, (2006), Consumer Behaviour. McGraw Hill
- Blackwell et al (2009), Consumer Behaviour, Thomson Publishing
- Solomon (2007), Consumer Behaviour, Prentice Hall
- Loudon, David / Bitta, Albert Della (2008), Consumer Behaviour: Concepts & Applications, Tata McGraw Hill

## **COURSE TITLE: OPERATIONS RESEARCH**

### **COURSE CODE: QAM 201**

#### **Course Objectives:**

This course aims to introduce students to Use operations research techniques for effective decisions-making, Model formulation and applications that are used in solving business decision problems.

#### **Student Learning Outcomes:**

On completion of this course, a student should be able to

1. Identify and express a decision problem in mathematical form and solve it graphically and by Simplex method,
2. Recognize and formulate transportation, assignment problems and drive their optimal solution.
3. Identify parameters that will influence the optimal solution of an LP problem and derive feasible solution using a technique of O R.

#### **Course Contents/Syllabus:**

##### **Module I: Introduction to Operations Research (OR)**

Definitions of Operations Research ,

Features of OR and its approach to problem solving; Models and modeling in OR; Methods for solving OR models; Phases of OR approach to problem solving; Application areas of OR .

##### **Module II: Linear Programming**

Linear Programming (LP) and allocation of resources, Structure of LP model, Advantages , Assumptions, and Limitations of LP model ; LP model formulation with examples ; Graphical and simplex method for Solving LP model (Up to three variables – only maximization), Dual of LP model and its economic interpretation; Standard results on duality; managerial significance of duality.

##### **Module III : Sensitivity Analysis**

Changes in Objective Function, Availability of resources and input-output coefficients; Addition of an additional variable and constraint

##### **Module IV: Transportation Model**

Mathematical model of transportation problem; Feasible Solution Methods: Northwest Method, Lowest Cost Method, and Vogel's Method; Optimal Solution: Modified Distribution (MODI) Method; Unbalanced Transportation Problem and its solution; Degeneracy and its Resolution; Multiple optimal solutions ; Maximization transportation problem.

### **Module V: Assignment Model**

Mathematical model of assignment problem ; Hungarian method for solving assignment problem; Unbalanced assignment Problem and its solution; Multiple optimal solutions ; Maximization assignment problem; Restrictions on assignment ; Travelling salesman problem.

#### **References:**

- Sharma J K (2013), Operations Research: Theory and Applications, Macmillan Pub India
- Wayne L Winston (2004) , Operations Research: Applications and Algorithms, Indiana University,
- Taha H A, ( 2009 ), Operations Research: An Introduction, Prentice-Hall of India

## **COURSE TITLE: SALES AND DISTRIBUTION MANAGEMENT**

**Course Code: MKTG302**

### **Course Objectives:**

Globalization, increased competition, rapid transformation in communication & information technology and need for higher level of customer orientation have made sales and distribution management extremely important. The purpose of this course is to acquaint the students with the concepts which are helpful in developing and managing sales force and marketing channels so as to gain competitive advantage. The course is designed to familiarize students with the concepts, techniques and the practical aspects of the key decision making variables in distribution channel management.

### **Student Learning Outcomes:**

The student after completion of this course will be able to:- Recognise and demonstrate the significant responsibilities of sales person as a KEY individual. Describe and Formulate strategies to effectively manage company's sales operations. Evaluate the role of Sales manager and his/ her responsibilities in recruiting, motivating, managing and leading sales team. Illustrate the fundamentals of Distribution channels, Logistics and Supply Chain Management.

### **Course Contents/Syllabus:**

#### **Module I: Introduction**

Concept, Objectives and functions of Sales Management Evolution of Sales Management Nature and Role of Sales Manager's Job The Personal Selling Process Emerging Trends in Sales Management- Vendor Management, ERP, Sales Automation System. New Means of Selling.

#### **Module II: Sales Organisation and control**

Purpose of Sales Organisation, setting sales organisation, Types of sales organization structures. Coordinating selling function with other marketing activities, Sales Territory: Concept and process of devising sales territories. Sales forecasting and Sales Potential, Sales Forecasting Techniques Sales Budget: Purpose and Procedure Sales Quotas: Concept and types.

#### **Module III: Managing Sales Force**

Concepts of sales force management: Recruitment and Selection of sales personnel. Sales Training: Areas of sales training: Company specific knowledge, product knowledge, industry and market trend knowledge, and customer education. Compensating and motivating sales force. Routing and scheduling of sales force. Sales audit

#### **Module IV: Distribution Channel Strategy**



Distribution Channels: Concept, Functions and Types. Distribution channel strategy and features of effective channel design. Channel Conflict: Concept and stages, conflict management International distribution strategy

### **Module V: Logistics and Supply Chain Management**

Definition & scope of logistics, Components of logistics. Inventory management decisions: Concept of EOQ, ROP, JIT, online inventory management Out bound Logistics: Transportation decision, location and warehousing decisions Concept and scope of Supply chain management. Components of Supply Chain Management.

#### **Text & References:**

- Sales and Distribution Management: Text and Cases; Krishna K. Havaladar, Vasant M. Cavale Tata Mc-Graw Hill Education. ISBN: 0070611904
- Sales and Distribution Management; Tapan K. Panda and Sunil Sahadev; Oxford University Press. ISBN: 9780198077046
- Sales Management: Decision Strategy and Cases; Richard R. Still, Edward W. Cundiff and Norman A.P. Govani; Pearson Education. ISBN: 9788131710890
- Management of Sales Force; Rosann Spiro, William Stanton, Gregory Rich; Tata Mc-Graw Hill Education. ISBN: 978-0072398878

#### **Journals:**

- Harvard Business Review
- International Journal of Sales
- The Journal of Sales and Marketing Journal of Marketing Channels

#### **Suggested Readings:**

- Manage Consolidation in the Distribution Channel, Adam J. Fein and Sandy D. Jap, MIT Sloan Management Review, October 15, 1999
- What the CUSTOMER wants you to KNOW; Ram Charan; Penguin Books India Pvt. Ltd.
- Organizing and Managing Channels of Distribution, Gary L. Frazier, Journal of the Academy of Marketing Science, SAGE Publications on January 4, 2008 Harvard Business Review on Strategic Sales Management
- Harvard Business Review Paperback Series) Paperback – April 12, 2007

## **COURSE TITLE: FUNDAMENTALS OF PROJECT MANAGEMENT**

**Course Code: POM203**

### **Course Objectives:**

This course seeks to impart basic understanding about project and introductory project management techniques.

### **Student Learning Outcomes:**

On completion of the course the student will be able to:

- Define various phases in project management.
- Describe elements of a network analysis of projects.
- Demonstrate both forward and backward passes for a project.
- Prepare critical path.
- Calculate the variance of activity times.
- Comply basic project management method in an appropriate work

### **Course Contents/Syllabus:**

#### **Module I: Project Management Concepts**

- Concept of project;
- Attributes of a project;
- Project management life cycle;
- Project need identification;
- Defining the project scope

#### **Module II Planning the Work**

- Work breakdown structure;
- Time and cost estimation;
- Organisation breakdown structure and Project organisation;
- Cost breakdown structures and Budgeting;
- Activity on Arrow Diagram,
- Numbering the events (Fulkerson's rule),
- Activity on Node Diagram,
- Critical Path determination;

- Project Gantt Chart;
- Detail Project Report;
- Project kick-off

### **Module III: Working the Plan**

- Project team;
- Leadership and Project Manager;
- Communication and Conflicts in projects;
- Periodic Progress Review;
- Time management;
- Project Control using Gantt chart;
- Revising the Critical Path and Reallocation of resources

### **Module IV Project Termination**

- Termination processes;
- Project handover and commissioning;
- Project audit; Project final report;
- Project closure:

#### ***Texts:***

- Meredith & Mantel, Project Management: A Managerial Approach, 8/e, Wiley India
- Pinto, Project Management: Achieving Competitive Advantage, Pearson India

#### ***References:***

- Kloppenborg, Contemporary Project Management, Cengage Learning
- Nicholas and Steyn, Project Management for Business, Engineering & Technology, Elsevier
- Kerzner, Project Management, 10/e, Wiley India

## **SEMESTER 5**

### **COURSE TITLE: BUSINESS STRATEGY**

#### **Course Code : STRA303**

#### **Course Objectives:**

The objective of this course is to let students study an organization's vision, mission, inspect principles, techniques and models of organizational and environmental analysis, discuss the theory and practice of strategy formulation and implementation such as corporate governance and business ethics for the development of effective strategic leadership.

The course is designed to expand the student's capacity to integrate and appreciate the changes in the environment that shape the strategy of a business and lead to developing a competitive edge. Being an integrative course, it aims to develop the perspective of students towards understanding the culmination of different functional areas into building up of a corporate strategy. The purpose is to expose the students to the various approaches in crafting business strategy, in a dynamic business environment using analytical tools that aid in reasoning carefully about strategic options and make sound strategic decisions.

#### **Student Learning Outcomes:**

On successful completion of the course, the student will be able to

- Understand the strategic decision-making process in the organization and recognize the importance of strategic planning for success of an organization.
- Explain the basic concepts, principles and practices associated with strategy formulation and implementation.
- Analyze and evaluate the firm's environment and industry competition through insights into strategic models of successful organizations.
- Develop and acquire cognitive framework to understand and analyse the hyper-turbulent business environment.
- Study the challenges presented by the environment and design creative and sustainable business opportunities and strategies.
- Investigate into existing business firms to understand the relevance and implementation of strategic management process.

#### **Course Contents/Syllabus:**

##### **Module 1: Fundamentals of Strategic Management**

Introduction to Strategic Planning and Strategic Management Process , Challenges to Strategic Management and Organizational Adaptation , Strategic Decision Making , Strategic Direction and Purpose: Mission and Vision , Corporate Governance- Role of the Board of Directors , Corporate Social Responsibility and Ethical Decision Making.

##### **Module 2: Environment Analysis and Diagnosis**

Concept of Environment and its Impact on Strategic Planning ,External Environment Scanning: Remote Environment , Industry Analysis (Porter's Approach to Industry Analysis) , Internal Scanning through Organizational Analysis (Resource Based Approach, Value Chain Analysis, Benchmarking)

### **Module 3: Strategic Formulation and Choice**

Situation Analysis: SWOT analysis for Strategic Choice , Understanding the Balanced Scorecard Approach , Formulating Corporate Strategies , Formulating Business Level Strategies: Porter's Competitive Strategies , Understanding the Red Ocean and Blue Ocean Strategies , Strategy Formulation at Functional level , Multi-business Strategy

### **Module 4: Strategic Implementation and Control**

The Implementation Process , Objective, Task setting and Resource Allocation , Organization Structure , Leadership and Culture , Strategic Control

### **Module 5: Strategic Change, Innovation and Entrepreneurship**

Managing Strategic Change , Role of Technology and Innovation in Strategy Development , Strategic Issues in Entrepreneurial Ventures

#### **Text:**

Strategic Management, Formulation, Implementation & Control, Pearce, Robinson and Mittal (McGraw Hill), (12th Edition)

#### **References:**

- Concepts in Strategic Management & Business Policy, Wheelen and Hunger (Pearson), (13th Edition)
- Crafting & Executing Strategy, The Quest for Competitive Advantage, Thomson, Strickland, Gamble & Jain (McGraw Hill), (16th Edition)
- Concepts in Strategic Management and Business Policy – Towards Global Sustainability, Wheelen & Hunger (Pearson), (13th Edition)
- Strategic Management and Business Policy, Kazmi (McGraw Hill), (3rd Edition)
- Corporate Strategy, Lynch (Pearson), (4th Edition)

## **COURSE TITLE: MARKETING IN DIGITAL AGE**

**Course Code : MKTG316**

### **Course Objectives:**

The course aims to make students aware about the current state of Virtual world, emerging digital technologies and have an understanding on online value chain. An attempt will also be made to understand the legal and ethical implication of the digital world.

### **Student Learning Outcomes:**

At the completion of the course, students will be able to

- Clear understanding about the working of digital marketing and how companies are cashing upon the virtual world.
- Be aware about the global presence and issues involved in digital marketing viz a viz strategies used by organization in the digital scenario.

### **Course Contents/Syllabus:**

#### **Module I : Marketing in the Digital World**

Overview of digital environment, Internet basics, Concept of markets in virtual world, Understanding digital customers, The virtual value chain: Marketplace vs. market space, Marketing 4.0 in the digital economy: Redefining marketing in the digital economy, New frameworks for marketing in the digital economy

#### **Module II: The Internet Marketing Mix**

Internet Marketing Mix: How the digital 'stuff' fits into the traditional marketing mix, Product in the Internet Marketing Mix, Online product presentation building a virtual brand, Price in the Internet Marketing Mix, Online Distribution, Online Promotion.

#### **Module III : Operational Digital Marketing**

Search engine optimization: Keyword selection, On-site optimization, Off-site optimization, Strategic search engine optimization. Website development: The basics, Content development, The B2B website, The global web presence. E-commerce: The e-commerce Websites, Comparison shopping engines, e-marketplaces and third-party shopping websites. Online Advertising: Programmatic advertising, Online ad formats, Search advertising, Network advertising, Landing pages. Email marketing: Email newsletters, Email as a medium for direct marketing and marketing messages. Bluetooth Marketing, Online Marketing.

#### **Module IV : Social Media and Mobile Marketing**

Advertising Online: Engaging Consumers with Web 2.0, Social centrality and the Emergence of Social-Media Marketing, Blogging, Forums, Consumer reviews and ratings, Social networking, Social sharing, Strategic marketing on social media, Measure and monitor. Mobile usage, Mobile Marketing toolkit, Features, Campaign and analytics

#### **Module V: Web Analytics**

Data Collection, Key Metrics, Making web analytics actionable, multi channel attribution, types of tracking codes, mobile analytics, Competitive intelligence.

#### **Text & References:**

- Chaffey, Chadwick, Johnston, Mayer, Internet Marketing,3rd edition, 2009, Pearson Publication
- Strass, El-Ansary, Frost , e-Marketing, 5th edition, Pearson Publication
- Carter-Brooks-Catalano-Smith, Digital Marketing for Dummies, Wiley Publication
- Godfrey Parkin, Digital Marketing: Strategies for Online Success, 2009, New Holland
- Urban, Digital Marketing Strategy: Text and Cases,1/e, 2004 Prentice Hall

## **COURSE TITLE: MANAGING CUSTOMER RELATIONSHIPS**

**Course Code: MKTG201**

### **Course Objectives:**

Understanding Customer Relationship Management has become a marketing “mantra” of businesses over the past one decade. Consumers are hooked to their choices for all 365 days in a year. There is a huge need to en cash these consumes insights. Henceforth, adoption and implementation of CRM systems truly depicts a transition of the organizations from product-centric to a more customer-centric approach. The objective of businesses is no longer to just acquire customers and battle competition in making customers switch, but the objective is one of acquisition followed by development and retention, especially of those customers a business deems “best”.

### **Student Learning Outcomes:**

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

To define and explain the principles of CRM. To analyze and illustrate the impact of relationship marketing and CRM strategies . To appraise the nuances of m-CRM and e-CRM.

To evaluate the overall impact of CRM on business.

### **Course Contents/Syllabus:**

#### **Module I Introduction and Significance of Customer Relationship Management**

Definition of CRM Purpose and benefits of CRM, Types of CRM CRM Decisions CRM Model Understanding Principles of Customer Relationship Relationship Building Strategies Building Customer Relationship Management by Customer Retention Stages of Retention Understanding Strategies to Prevent Defection and Recover Customers. CRM Applications.

#### **Module II CRM Process**

Introduction and Objectives of a CRM Process Key e-CRM and m-CRM features The CRM cycle i.e. Assessment Phase Planning Phase The Executive Phase Modules in CRM 4C's (Elements) of CRM Process

#### **Module III Managing Customer Relationship**

Introduction (Pre Industrial age, Industrial age , Service Economy age, Knowledge Economy Age), Key Principles of Relationship marketing, Managing the customer as an asset, Customer Touch points Customer privacy



#### **Module IV : Managing different stages of CRM**

Customer Acquisition Strategies, Customer Retention Strategies The add-on-selling, Customer Equity Customer Metrics Customer loyalty Life time value The value of measuring customer satisfaction, Conflicts and Customer Complaint Management.

#### **Module V Issues and Challenges in Implementation of CRM**

CRM Implementation Road Map, CRM Roadblocks (4P's), Potential Rewards from CRM Implementation Future of CRM.

#### **Text & References:**

1. William, G. Zikmund, Raymond McLeod Jr.; Faye W. Gilbert (2003). Customer Relationships Management. Wiley.
2. Mohammed, H. Peeru and a Sagadevan (2004). Customer Relationship Management. Vikas Publishing House, Delhi.
3. Paul Greenberge (2005). CRM-Essential Customer Strategies for the 21st Century. Tata McGraw Hill.
4. Alok Kumar, Chhabi Sinha, Rakesh Sharma, Customer Relationship Management – Concepts and Application 2009, Biztantra.
5. S.Shajahan Relationship Marketing 2009 Tata McGraw Hill 6. Ronald S, 2001, Accelerating Customer Relationships, Swift, PHI'

## **COURSE TITLE: FINANCIAL PLANNING**

**Course Code : FIBA306**

### **Course Objectives:**

- To introduce the students with the concept of financial planning
- To explain investment and financial issues arising from the management of personal wealth
- To understand & perform simple financial need analysis and explain the features of various forms of investment available to individuals and outline their advantages and disadvantages
- To outline the role of retirement & estate planning within the financial planning process
- To explain tax laws and their use in tax planning

### **Student Learning Outcomes:**

On completion of the course, students shall be able to:

- Identify primary areas of personal finance
- Analyze an individual's financial situation
- Examine and recommend investment and retirement strategies
- Compute personal tax and do tax planning

## **Course Contents/Syllabus**

### **Module I : Introduction to Personal Financial Planning**

Concept of Personal Financial Planning: Need, Significance, Scope; Ethical issues in Personal Financial Planning; Changing per capita investors. Residential status of individual, HUF, and company. Real Assets: Investment in Real Assets: Real Estate, Precious Metals and Other Fixed assets. Their relative merits & demerits. Change in their returns over the past few years. Financial Assets: Investments in securities: Through IPO, Secondary Market. Investment in G-sec; Debt instruments, Post Office instruments, Insurance Policies, Mutual Funds, Certificate of Deposits, Foreign Market.

### **Module II : Basics of Taxation**

Planning for tax considerations, computation of tax implications heads of Income Tax. Importance of tax planning, Tax evasion and tax avoidance, Individual Taxation Slabs, Wealth Tax, Gift Tax, Capital Gains Tax, Service tax, Recent Tax saving schemes.

### **Module III: Liability Planning and Investment Fundamentals**

Concept and importance of Life Insurance & Social Security, Health Insurance, Property & Liability Insurance. Introduction to Stocks and Bonds, Choosing various investment avenues as per client profiling.

### **Module IV: Tax Planning and Retirement Planning**

Concept of risk assessment of individual, Introduction to portfolio management, Retirement planning & investment: Income generation after retirement, liability management, anticipation of expenses. Investment for major goals: House, Family, Education, Medical, Reverse mortgage. Their role, significance & growth.

### **Module V: Recent Trends and developments in Personal Financial Planning**

Understanding recent developments in financial sector, use of IT in various services to the client, concept of re-wired investor, science vs human based advice, growing importance of analytics and big data and understanding of new investment environment.

#### **Text Reading:**

- Kapoor Dlabay, Les R, Hughes Robert J(2019) Personal Finance, McGraw-Hill, New Delhi.

#### **References:**

- Sinha Madhu (2016), Financial Planning, McGraw-Hill, New Delhi.
- Gitman J. [Lawrence, Personal Financial Planning, Cengage Learning, USA.](#)

## **COURSE TITLE: QUALITY MANAGEMENT**

**Course code : POM309**

**Course Objectives:** The objective is to familiarize the students with the concepts of quality techniques with an aim of managing, controlling and improving quality and related aspects in any organization. In addition, it aims to provide understanding of basic knowledge and skill to implement quality measures in any organization.

**Student Learning Outcomes:** At completion of the course, the students shall be able to

- Explain basic concepts of quality in Manufacturing and Service Systems
- Describe different Quality Management Awards and Frameworks.
- Understand the role of Leadership, Strategic Planning and Customer focus in quality management
- Explain various quality tools.
- Apply technical system for quality.

### **Course Contents/Syllabus:**

#### **Module I: Introduction to Quality**

- Evolution of quality and its dimensions,
- Quality in Manufacturing and Service Systems,
- Strategic Planning and Competitive Advantage,
- The cost of quality and measurement of the return on quality

#### **Module II: Philosophies of Quality Gurus**

- The Deming, Juran and Crosby Philosophy
- Brief about philosophy on Quality by - A. V. Feigenbaum, Karou Ishikawa and Genichi Taguchi
- Quality Management Awards and Frameworks - The Malcolm Balridge National Quality Award, The Deming Prize, European Quality Award, Rajiv Gandhi National Quality Award

#### **Module III: Quality Management Systems**

- Leadership and Strategic Planning – Leadership for quality, seven management and planning tools
- Focusing on Customers- The importance of customer satisfaction and loyalty, understanding customer needs, linking customer information to design, production, and service delivery, Measuring customer satisfaction

- Process Management- Business processes, Designing work processes, process Improvement (Kaizen, Deming Cycle, creative problem solving), Breakthrough Improvement (Benchmarking, Reengineering)

#### **Module IV: Statistical Process Control**

- Seven quality tools- Flow Charts, Check Sheets, Histograms, Pareto Analysis, Cause and Effect Diagram, Scatter diagram and Control charts
- Acceptance Sampling, OC curve
- Quality Control Measurements
- Control charts for variables data –  $\bar{x}$ ,  $r$  and  $s$  charts
- Control charts for attribute data –  $p$ ,  $np$ ,  $c$ , and  $u$  charts
- Designing and Analyzing Control Charts

#### **Module V: Technical System for Quality**

- Six Sigma- Statistical basis for six sigma,
- Six sigma methodology-Define, Measure, Analyze, Improve, Control (DMAIC)
- Design for Quality – Quality Function Deployment
- Design for six sigma -Define, Measure, Analyze, Design and Verify process (DMADV)
- Design Optimization-Taguchi Loss function , Design Failure Mode and Effects Analysis (FMEA)
- Introduction to Quality Management Standards: The ISO 9001:2000 Quality Management System Standard, The ISO 14001:2004 Environmental Management System Standard, ISO 27001:2005 Information Security Management System
- Use of Analytics in Quality Management
- Real life quality management cases by industry experts.

#### **Text & References:**

##### **References:**

- Evans, James R., Lindsay, William M., (2011), The Management and Control of Quality, 8th Edition, Cengage Learning
- Dale, Barrie G., Wilely, Ton Var Der, Iwaarden, Jos Van., Managing Quality, 5th Edition, Wiley India
- Subburaj Ramasamy, (2008), Total Quality Management, Tata McGraw Hill Education, India

## SEMESTER 6

### **COURSE TITLE: BRAND MANAGEMENT**

**Course Code: MKTG 313**

#### **Course Objectives:**

The objective of this course is to help the students to outline and appraise the theoretical concepts of branding a product. This course enables students to gain valuable knowledge, broader perspectives, and strategic insights of the concept of a brand as an identifiable and differentiated good or service.

#### **Student Learning Outcomes:**

- To identify the role of the branding strategy and its integration with the organization's overall strategy.
- To produce a brand strategy and formulate action plan for implementation.
- To interpret the implications of managing brands for sustainable competitive advantage.

#### **Course Contents/Syllabus:**

##### **Module I :Introduction**

- Meaning and importance of brands.
- Brands v/s products.
- Challenges and opportunities of branding.
- Brand management process.
- Role of CRM in building brands.

##### **Module II: : Brand equity**

- Concept of Brand Equity
- Sources of brand equity.
- Customer Based Brand Equity,
- Brand identity prism,
- Brand Building
- Concept of Cult brands
- Implications of brand building.

##### **Module III: Brand Marketing**

- Criteria for choosing Brand elements.
- Brand nomenclature
- Brand positioning, basis & considerations

- Integrated marketing communication.
- Celebrity endorsements
- Concept of Internal branding, Brand mantras, co-branding  
Brand audits.

#### **Module IV: Brand Performance and Branding strategies**

- Brand value chain,
- Brand hierarchy.
- Designing branding strategy.
- Brand extension: Concept, Advantages and disadvantages.  
Evaluating opportunities of brand extension.

#### **Module V: Managing Brands**

- Reinforcing Brands.
- Brands revitalization
- Managing brands internationally,
- Advantages and disadvantages of global marketing.  
Contribution of technology in branding

#### **Text & References:**

- Keller Kevin Lane, Strategic Brand Management: Building, Measuring and Managing Brand Equity, Second Edition, Prentice Hall.
- Jean Noel Kampferer, Kogan Page, Strategic Brand Management, Second Edition
- Richard Elliott, Lary Percy, strategic brand management, oxford university press, third edition
- S. Ramesh Kumar, Managing Indian brands, Vikas publication, second edition

#### **Journal**

- IUP Journal of Brand Management
- Brand Reporter

## **COURSE TITLE: FUNDAMENTALS OF INTERNATIONAL HUMAN RESOURCE MANAGEMENT**

**Course Code: HR305**

### **Course Objectives:**

The objective of this course is to familiarize the students with the diversity of HRM in an international context and the key HR challenges facing organizations working internationally. This course emphasizes on developing a theoretical grasp of issues and problems and an understanding of practical implications of various theories of human behavior at work. This course aims at introducing the students to many of the basic principles of human behavior that effective managers use when managing individuals and groups in organizations within a global environment. This course will acquaint students with the theories of behavior of people in modern global organizations.

### **Student Learning Outcomes:**

By the end of the course students will demonstrate proficiency in the concept of international human resource management, apply theories and practice the same through assignments. Recognize and analyze various issues and practices pertaining to the major HRM functions within the context of multinational environment. Students will identify and review the skills for recruiting and selecting staff for international assignments, multinational performance management, compensation system and international Labour Relations.

### **Course Contents/Syllabus:**

#### **Module I Internationalization**

Introduction to IHRM Definition, reasons for going global, Features, elements Approaches to IHRM, Difference between IHRM and Domestic HRM, Reasons for emergence of IHRM, Model of IHRM, Internationalization of HRM, Domestic and International HRM, Factors influencing the global work environment, expatriation-repatriation, Women Expatriates.

#### **Module II Strategic Human Resource Management**

Strategic HRM , Strategic IHRM, Integrating the business and HR strategies, Formulating HR strategy, Relationship between International Strategy and SIHRM, International



Transfer and repatriation strategies, Problems of Repatriation, rewards in the international context, Global work-life management,

### **Module III Cross-Cultural Management**

Introduction to Culture - Key Concepts, Determinants of Cultural Identity, Cultural diversity, Study the impact of culture on employee behavior and business operations, Culture Shock and ways to overcome it, Frameworks for Mapping the Culture, Concept of Geert Hofstede value dimension framework, Approaches to Understanding Cultural Diversity: Achieve global model, Halls and Halls cross cultural.

### **Module IV International Recruitment, Training and Rewards**

Approaches of Recruitment: Ethnocentric, Poly-centric, Regio-centric ,Geo-centric , advantages and disadvantages of different selection methods, different approaches to multinational staffing decisions ,Latest recruitment methods using head-hunters, cross-national advertising, erecruitment; Selection criteria and techniques, use of selection tests, interviews for international Selection, international staffing issues, Global Staffing Practices: Japan, USA, China, France, Britain, Training Global executives, Pre departure Training, Diversity training:ASKE Model, Repatriate training, International trends in Rewards and recognition of employees

### **Module V Management and Compensation in International Business**

Compensation In international perspective, the framework and practices in countries, key components of international compensation, Approaches to international compensation, global compensation: emerging issues. issue of double taxation, International Labour laws an overview, HRM Practices & Emerging Trends: North America, South America, Europe, China, Middle East , Japan, Canada .

### **Text & References:**

- Dowling, Peter; Title: International human resource management - Managing people in a multinational context; Publisher: Thompson.
- Bhatia S K,Title :International Human Resource Management-a global perspective: Publisher: Deep & Deep Publications Pvt.Ltd References:
- By Monir H. Tayeb International Human Resource Management: A Multinational Company Perspective, Oxford University Press.
- By Paul Sparrow, Chris Brewster, Hilary Harris; Pub. Taylor and Francis, Globalizing Human Resource Management; Oxford University Press.

## **COURSE TITLE: FUNDAMENTALS OF RETAILING**

**Course Code: RETL101**

### **Course Objectives:**

This course is designed to give a thorough idea about Retail practices in India and other parts of the World by integrating dynamics of Retail environment with the theoretical framework. It introduces the field of retailing, the basics of retail formats, the importance of building and maintaining retail stores.

### **Student Learning Outcomes:**

At the completion of this course, students will be able to:- Comprehend Retail concepts and situations in a beneficial manner Develop strategic perspective to understand retail Explore the possibility of a full time career in Retail Management

### **Course Contents/Syllabus:**

#### **Module I INTRODUCTION TO RETAILING**

Nature scope and importance of Retailing, A Retailer's Role in Distribution Channel, Functions Performed by Retailers Retail Environment and its influence on retailing viz demographic changes, Lifestyle changes, Technological Changes, Classification of Retailers, Trends in Retailing, Multichannel in Retailing, Introduction to Rural retail

#### **Module II CONSUMER BEHAVIOUR IN RETAILING**

Consumer Behavior in Retailing, Buying decision process in Retailing, Types of Buying decisions, Factors influencing buying behaviour, Market Segmentation for Retailing:- Criteria for evaluating market segments, Approaches for segmenting markets

#### **Module III STORE LOCATION & STORE LAYOUT**

Retail Locations: - Concept & Importance, Type of Locations:-Unplanned Retail Locations, Planned Retail Locations, Site Selection, Trading Area. Store Layout : Concept & Types of Store Layout , Traffic management

## **Module IV MERCHANDISE MANAGEMENT**

Concept of Merchandise Management , Evolution of Merchandising ,Merchandiser Role & Responsibilities ,Buyer Role & Responsibilities Buying Cycle, Buying for Chain Stores , Buying for Non-Store Retailers Understanding Private Labels

## **Module V VISUAL MERCHANDISING & CUSTOMER SERVICE**

Meaning, Atmospherics, Merchandise Presentation. Customer Service in Retail & Advantages through Customer Service, Customer Loyalty Programmes.

### **Text & References:**

- Bajaj, Tuli & Srivastava, (2010) Retail Management- Oxford University Publications.
- Ogden & Ogden , Integrated Retail Management- Biztantra Publications.
- Gibson G Vedamani, Retail Management: Functional principles & practices- (Jaico Publishing House)
- Swapna Pradhan ,Retailing Management ,Tata –Mcgraw hill Publications