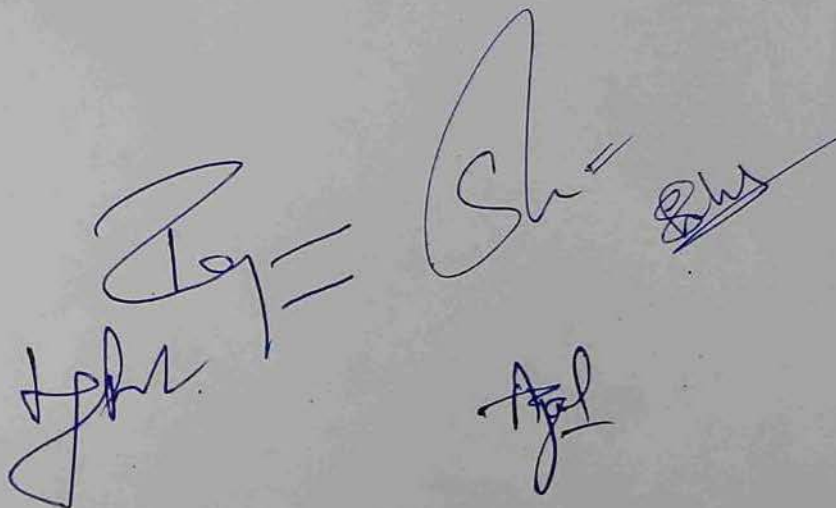


## Preamble

The University Grants Commission (UGC) has initiated several measures to bring equity, efficiency and excellence in the Higher Education System of country. The important measures taken to enhance academic standards and quality in higher education include innovation and improvements in curriculum, teaching-learning process, examination and evaluation systems, besides governance and other matters. The UGC has formulated various regulations and guidelines from time to time to improve the higher education system and maintain minimum standards and quality across the Higher Educational Institutions (HEIs) in India. The academic reforms recommended by the UGC in the recent past have led to overall improvement in the higher education system. However, due to lot of diversity in the system of higher education, there are multiple approaches followed by universities towards examination, evaluation and grading system. While the HEIs must have the flexibility and freedom in designing the examination and evaluation methods that best fits the curriculum, syllabi and teaching-learning methods, there is a need to devise a sensible system for awarding the grades based on the performance of students. Presently the performance of the students is reported using the conventional system of marks secured in the examinations or grades or both. The conversion from marks to letter grades and the letter grades used vary widely across the HEIs in the country. This creates difficulty for the academia and the employers to understand and infer the performance of the students graduating from different universities and colleges based on grades. The grading system is considered to be better than the conventional marks system and hence it has been followed in the top institutions in India and abroad. So it is desirable to introduce uniform grading system. This will facilitate student mobility across institutions within and across countries and also enable potential employers to assess the performance of students. To bring in the desired uniformity, in grading system and method for computing the cumulative grade point average (CGPA) based on the performance of students in the examinations, the UGC has formulated these guidelines.

The MBA curriculum builds on implementation of the CBCS & grading system. It aims at implementing outcome based education along with CBCS & grading system. The MBA programme of Department of Management, BNU has been designed to cater to the growing needs of industry & professionally qualified young men & women in area of management.

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# Syllabus of

MBA

Faculty of Commerce and Management

Bhupal Nobles' University



Post Graduate Programme

MBA (Two Year)

Master of Business Administration

Based on CBCS

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## Introduction to CBCS (Choice Based Credit System)

### Choice Based Credit System:

The CBCS provides an opportunity for the students to choose courses from the prescribed courses comprising the core, generic elective, discipline specific elective and open elective courses. The courses can be evaluated following the grading system, which is considered to be better than the conventional marks system. Grading system provides uniformity in the evaluation and computation of the Cumulative Grade Point Average (CGPA) based on student's performance in examinations which enables the student to move across institutions of higher learning. The uniformity in the evaluation system also enables potential employers in assessing the performance of the candidates.

### Definitions:

- (i) 'Academic Programme' means an entire course of study comprising its programme structure, course details, evaluation schemes etc. designed to be taught and evaluated in a teaching Department/Centre or jointly under more than one such Department/ Centre
- (ii) 'Course' means a segment of a subject that is part of an Academic Programme
- (iii) 'Programme Structure' means a list of courses (Core, generic elective, discipline specific elective and open elective courses) that makes up an Academic Programme, specifying the syllabus, Credits, hours of teaching, evaluation and examination schemes, minimum number of credits required for successful completion of the programme etc. prepared in conformity with University Rules, eligibility criteria for admission
- (iv) 'Core Course' means a course that a student admitted to a particular programme must successfully complete to receive the degree and which cannot be substituted by any other course
- (v) 'Generic Elective (GE)' Elective course is a Course that Students choose to take as part of the Programme of study. Students are required to choose two electives from a pool of courses in the listed and they may be:
  - Supportive to the Discipline of Study/ Program Specific.
  - Providing an expanded scope.
  - Enabling an exposure to some other Discipline/Domain/Inter-discipline.
  - Nurturing students Proficiency/Skill.
- (vi) 'Open Elective' means an elective course which is available for students of all programmes, including students of the same department. Students of other Departments can opt these courses subject to fulfilling eligibility criteria as laid down by the Department offering the course.
- (vi) 'Discipline Specific Elective(DSE)' generally a course which can be chosen from a pool of courses and which may be very specific or specialized or advanced or supportive to the discipline/ subject of study or which provides an extended scope or which enables an exposure to some other discipline/ subject/ domain or nurtures the candidates' proficiency/skill is called a Discipline Specific Elective Course.

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(vii) 'Credit' means the value assigned to a course which indicates the level of instruction; One-hour lecture per week equals 1 Credit, 2 hours practical class per week equals 1 credit. Credit for a practical could be proposed as part of a course or as a separate practical course.

Course offered may have anyone or combination of the following components:

1. Lecture (L): Classroom sessions delivered by faculty in an interactive mode.
2. Practical (P): Practical/Project Work consisting of field work/case studies etc. that equip students to acquire the required skill component.

The norms for Course Credits are as follows:

Lecture (L)/Tutorials (T): One (1) hour per week is assigned one (1) Credit (C). Practical (P): Two (2) hours per week is assigned one (1) Credit (C).

(viii) 'SGPA' means Semester Grade Point Average calculated for the individual semester.

(ix) 'CGPA' is Cumulative Grade Points Average calculated for all courses completed by the students at any point of time. CGPA is calculated each year for both the semesters clubbed together.

(x) 'Grand CGPA' is calculated in the last year of the course by clubbing together of CGPA of two years, i.e., four semesters. Grand CGPA is being given in Transcript form. To benefit the student, a formula for conversion of Grand CGPA into percentage marks is given in the Transcript.

### **Programme Objectives (POs):**

MBA—the two-year full-time programme is designed with the objective of developing young men and women into highly adept professional managers, capable of working in diverse sectors, continuously striving for excellence in performance, while propagating thought leadership and contributing to the welfare of the society at large. The curriculum of the continuously evolving MBA - two-year full-time programme rests on two pillars: one, providing a strong analytical foundation in key functional areas and the other, enabling a high degree of academic flexibility, thereby allowing students to customize their MBA experience.

The programme nurtures and develops world-class business leaders with personalized care and attention, in small workgroups and teams and in a practical, application-oriented environment. Every year aspirants avail the opportunity of realizing their dreams through this programme after proving their mettle in one of the most rigorous selection processes.

### **Specific Outcomes of the Programme:**

The faculty strives to achieve the following specific outcomes from its MBA programme:

1. Helps students in becoming highly adept professional managers.
2. Helps students explore the practical application of the management concept.
3. Empowers students in developing their capability to do creative innovation and the ability to

execute the same in real-life situations.

4. Helps students create synergies amongst the most diverse set of variables and their ability to continuously learn, improvise, adapt, energize, excel and grow.
5. Encourages students on their professional development plans by reflecting on their first year's learning and Summer Internship experiences.
6. Provides a strong analytical foundation in key functional areas as well as a high degree of academic flexibility, thereby enabling them to take up leadership roles in future.
7. Inculcate respect for diversity, sensitivity towards societal needs and ethical attitude

John P. =

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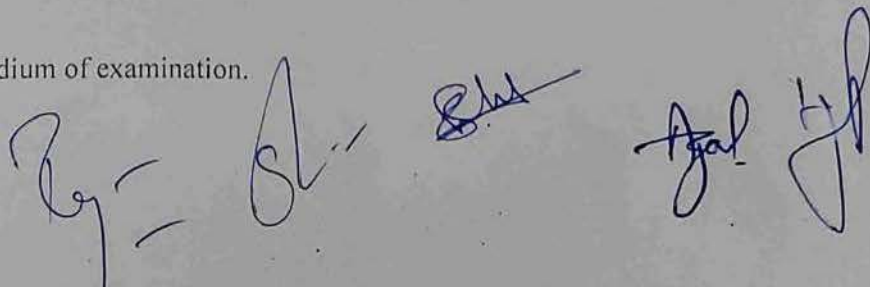
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## MBA Programme Details:

**Programme Duration:** The Master of Business Administration Programme is of two years duration. It is divided into two parts as under. Each part consists of two semesters which are known as Semester – 1 and Semester – 2.

		Semester- Odd	Semester- Even
<b>Part I</b>	First Year	Semester 1	Semester 2
<b>Part II</b>	Second Year	Semester 3	Semester 4

1. **Eligibility for Admission:** Graduation in any discipline(10+2+3) 50% (For SC/ST/OBC as per BN University Rules)
2. **Selection Procedure:** The Admission procedure for 30 seats will be as under:
  - MAT Score or CMAT Scores or Any other Management Aptitude Exam conducted at National or state level.
  - In case the candidate has not appeared in MAT/ CMAT or any other Management Aptitude Exam at National or state level, admission would be done through departmental screening process comprising of percentage in graduation in addition to Group Discussion and Personal Interview.(graduation percentage would be given 50% weight age, 25% weight age would be given to group discussion and 25% to personal interview)
  - Relaxations for SC/ST/OBC candidates will be given as per BN University norms.
3. **Intake Capacity:** 30 seats
4. **Medium of Instruction:** The medium of instruction shall be in English.
5. **Pedagogy**
  - a. Class Room teaching
  - b. Case Study Analysis and Discussion
  - c. Group Exercises
  - d. Group Discussions
  - e. Role Plays
  - f. Audio, Video, Film-based discussions/analysis
6. **Attendance:**
  - a. For the purpose of calculating attendance, each semester shall be taken as a Unit.
  - b. A student shall be considered to have satisfied the requirement of attendance for the semester, he /she has attended not less than 75% in aggregate of the number of working periods in each of the subjects compulsorily.
7. **Span Period:** The span period of the programme is four years from the date of registration in the programme. A student to be eligible for award of degree has to clear all the papers offered during the two- year programme within the span period.
8. **Scheme of Examination:**
  - a. English shall be the medium of examination.



- b. Written Examinations shall be conducted at the end of each Semester as per the Academic Calendar of the Bhupal Nobles' University.
- c. Each course will carry 100 marks of which 30 marks shall be reserved for internal assessment and the remaining 70 marks for written examination to be held at the end of each semester.
- d. The duration of the written examination for each paper shall be three hours. There shall be three sections in the question paper (70 Marks End term exam)

**Section - A - 10 questions (10x1=10 Marks) Word Limit 25 words.**

**Section - B - 4 out of 6 questions (4x10=40 Marks) Word Limit 250 words**

**Section - C = Case Study (20 Marks)**

- e. The internal assessment marks shall be based on factors such as:
  1. Participation in case studies/ discussion, seminars and group activities;
  2. Class tests, quizzes and mid-term tests;
  3. Submission of written assignments, term papers and viva-voce
  4. Class attendance.

A candidate shall be required to attend minimum 75% of the classes held in each paper including the tutorials and practicals, if any. A candidate fail to satisfy the requirement of attendance in one or more papers shall be detained from appearing at the semester end examination.

% of Attendance Marks

Percentage of Attendance	Marks
0 – 75%	0
76 – 80%	2
81%- 85%	3
86 –90%	4
90 & above	5

The weight age given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark sheet.

- f. The scheme of evaluation for the subject IT Tools in Management there shall be practical examination of 100 marks. (Practical- 70 marks, Viva voce- 30 marks).
- g. The scheme of evaluation for the subject Case Study Analysis : Marks would be given out of 100 (50 marks for the Project Report and 50 marks for Viva- voce.)
- h. The scheme of evaluation for Major Research Project : Marks would be given out of 100 (50 marks for the Project Report and 50 marks for Viva- voce.)
- i. Comprehensive Viva Voce is intended to assess the Student's understanding of various Subjects he/she studied during the MBA Course of Study. Every Student shall be required to undergo Comprehensive Viva Voce at the end of II Semester. The Comprehensive Viva Voce shall be conducted on I and II Semester courses of the MBA Programme. Evaluation Committee (comprising of external expert and internal expert) will be constituted and will evaluate the Student performance for maximum marks of 100 in Viva Voce.

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### 9. Pass Percentage

The minimum marks for passing each semester shall be 45% in aggregate. Student has to procure a minimum of 40% in each paper (internal & external combined) for all the semesters

In each paper, numeric scores will be awarded to both the evaluation components: internal assessment and final semester examination. The total score in a paper is obtained by adding the internal assessment marks and end semester examination marks.

### 10. Promotion Criteria

To be eligible for promotion to the Second Year (Part II) of the programme, a student must clear successfully at least 10 papers out of the 14 papers offered during the first year of the programme. However, he/ she will have to clear the remaining papers while studying in Part-II of the programme or in the subsequent examination as the case may be during the span period of the programme.

A candidate has to acquire a minimum of 30 credits in first and second semester and 28 credits in third and fourth semesters to complete them.

- i. **Guidelines for Open Elective Courses:** A student is allowed to take additional elective courses (Open Electives) up to a maximum of 4 credits. These courses will be open and above the minimum requirement of 30 credits and shall be mentioned in grade sheet.

The grade obtained in open elective course will not be used for the purpose of award of degree and will not be included in CGPA.

### ii. Re-Examination

A candidate who has secured the minimum marks to pass in each paper but has not secured the minimum marks to pass in aggregate or has secured the minimum marks in aggregate but has not secured the minimum marks in the semester-end examination in any paper/s, may take re-examination in that/ those paper/s in order to be able to secure the minimum marks prescribed to pass the semester any time during the Span Period of the programme.

A student shall be allowed to re-appear in any paper in any semester. However, the total number of attempts in a Paper shall not exceed four during the span period of the programme.

A candidate failing either in written paper or in dissertation or viva-voce shall be required to reappear in a subsequent year only that part in which he/she failed.

**Special Provision :** However, a special chance will be given to students who fail in Semester-4, Part II, to reappear in a maximum of two papers of Part II in the month of August/September immediately after the declaration of Final Semester Results so as to enable them to clear the remaining papers of Semester-4 before joining their respective jobs.

Regd. Secy.      B.L.      ~~B.L.~~      H.P.  
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**Conversion of Marks into Grades:**

The total score obtained in a paper is converted to a letter grade in a ten-point grading scale as given below:

A+	A	A-	B+	B	B-	C+	C	D	F
10	9	8	7	6	5	4	3	2	1

Relative Grading Method based on Standard Deviation shall be used for the conversion of the numeric scores to the letter grades. The following points should be kept in mind while letter grades are awarded:

- A. The normal cut-off for the F grade is less than 40% marks. The lower cut-off for the A+ grade should not be very low (preferably should be at least 80%). The score range for the remaining letter grades should form *natural clusters*.
- B. When two or more faculty members teach in different sections of the same course, the grade distribution for internal assessment should not be *radically* different. The concerned faculty members must share and discuss the internal assessment grades with Head of the dept. before submitting.
- C. When a course is taught jointly by two or more faculty members, the grading should be done *jointly* by the teachers concerned.
- D. Grade Points:

**As per the University Examination rule CGPA Calculation:**

As per the University Examination rule.

**SGPA Calculation:**

As per the University Examination rule.

**Grand SGPA Calculation:**

As per the University Examination rule.

**Conversion of Grand CGPA into Marks**

As notified by competent authority the formula for conversion of Grand CGPA into marks.

**Division of Degree into Classes:**

The degree shall be awarded to the successful students on the basis of the combined results of Part-I and Part-II in the first year and second year examinations as follows:

Candidates securing 60% and above

: First Division

Candidates securing above 50% but below 60%

: Second Division

Candidates securing above 40% but below 50%

: Third Division

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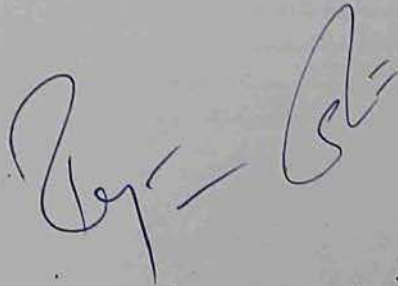
## MBA Course Structure

### Orientation Program

Orientation Program is designed for Freshers at the Commencement of the MBA Programme to navigate them through the Campus Culture, Ethical and Human Value Practices, Environment, Infrastructure, Academic Scope, Learning Resources, Activities that they can engage themselves; Social, Co and Extra Curricular and other Personality Development Schedules, that would during the period of the Program enable them to efficiently utilize the Opportunities and equip themselves with needed Skills in every Area of Management to address the future Challenges in their Careers.

The Orientation encompasses but not limited to the following activities:

S.No.	Activities during the Orientation Program
1.	Autonomous system - Academic Rules, Curriculum, Code of conduct
2.	Learning Resources
3.	Extension Activities
4.	Managerial Skills for Effectiveness
5.	Co-Curricular and Extra-Curricular
6.	Business Games
7.	Mentoring, Human Values and Professional Ethics
8.	Developing Language proficiency



**SEMESTER-I**

Course code	Course name	Course Type	L	T	P	Credit units	Max marks
MBA111	PRINCIPLES OF MANAGEMENT	core	03	01	00	04	100
MBA112	MARKETING MANAGEMENT	CORE	03	01	00	04	100
MBA113	HUMAN RESOURCE MANAGEMENT	CORE	03	01	00	04	100
MBA114	MANAGERIAL ECONOMICS	CORE	03	01	00	04	100
MBA115	ACCOUNTING FOR MANAGERS	CORE	03	01	00	04	100
MBA116	BUSINESS STATISTICS	CORE	03	01	00	04	100
MBA117	Any one from the list of GE	GE	03	01	00	04	100
MBA118	Any one from the list of GE	GE	00	00	02	02	100
	TOTAL CREDITS					30	800

The following tables show the plan of study from I-semester to IV-semester.

**SEMESTER-II**

Course code	Course name	Course type	L	T	P	Credit units	Max marks
MBA121	BUSINESS POLICY & STRATEGIC MANAGEMENT	CORE	03	01	00	04	100
MBA122	ORGANIZATIONAL BEHAVIOUR	CORE	03	01	00	04	100
MBA123	FINANCIAL MANAGEMENT	CORE	03	01	00	04	100
MBA124	BUSINESS RESEARCH	CORE	03	01	00	04	100
MBA125	ENTERPRENEURSHIP & STARTUP MANAGEMENT	CORE	03	01	00	04	100
MBA126	COMPREHENSIVE VIVA-VOCE	CORE	00	00	00	04	100
MBA127	Any one from the list of GE	GE	03	01	00	04	100
MBA128	Any one from the list of GE	GE	00	00	02	02	100
	TOTAL CREDITS					30	800

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### SEMESTER-III

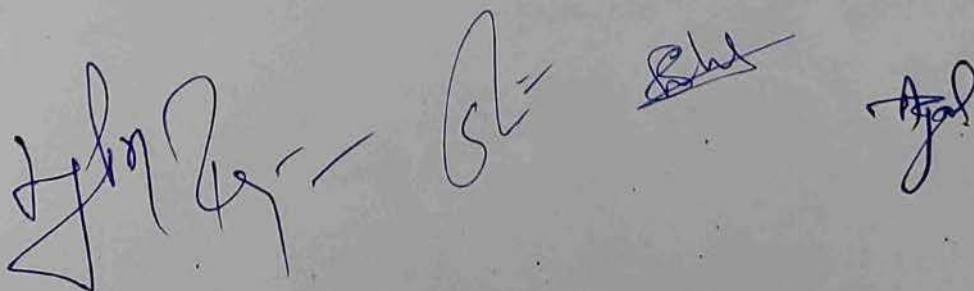
Course code	Course name	Course type	L	T	P	Credit units	Max marks
MBA231	LEGAL ENVIRONMENT OF BUSINESS	CORE	03	01	00	04	100
MBA232	OPERATION RESEARCH	CORE	03	01	00	04	100
MBA233	E-COMMERCE	CORE	03	01	00	04	100
MBA234	SPECIALIZATION (MAJOR)	DSE	03	01	00	04	100
MBA235	SPECIALIZATION (MAJOR)	DSE	03	01	00	04	100
MBA236	SPECIALIZATION (MAJOR)	DSE	03	01	00	04	100
MBA237	SPECIALIZATION (MINOR)	DSE	03	01	00	04	100
	TOTAL CREDITS					28	800

### SEMESTER-IV

Course code	Course name	Course type	L	T	P	Credit units	Max marks
MBA241	FINANCIAL INSTITUTIONS & MARKETS	CORE	03	01	00	04	100
MBA242	BUSINESS ETHICS , CSR & CORPORATE GOVERNANCE	CORE	03	01	00	04	100
MBA243	MAJOR RESEARCH PROJECT & VIVA -VOCE	CORE	03	01	00	04	100
MBA244	SPECIALIZATION (MAJOR)	DSE	00	00	04	04	100
MBA245	SPECIALIZATION (MAJOR)	DSE	03	01	00	04	100
MBA246	SPECIALIZATION (MAJOR)	DSE	03	01	00	04	100
MBA247	SPECIALIZATION (MINOR)	DSE	03	01	00	04	100
	TOTAL CREDITS					28	800

**Note :** 1. In Semester 3 & 4 of the program, in addition to the four compulsory papers, a student shall have to choose 3 DSE papers two for major and one minor. A minimum of 5 students will be required to initiate any course as DSE in 3 & 4 Semester.

2. MBA 243 MAJOR RESEARCH PROJECT & VIVA- VOCE is to be done in the area of major specialization.



**GENERIC ELECTIVE COURSES**

1. Production & Operations Management
2. Economic Environment of Business
3. Econometrics
4. India's Diversity & Business
5. Macroeconomics
6. Business communication
7. IT tools in management
8. Tax planning
9. Banking & Services Operation
10. Case study analysis

**OPEN ELECTIVE COURSES**

1. Financial Economics
2. Elements of Public Administration
3. Administration Institutions
4. Society & Culture in India
5. Database Management System
6. Understanding Psychological Distress & Wellbeing
7. Guidance & Counseling

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### Discipline specific electives

	DSE - I (Finance)	DSE - II (Marketing)	DSE - III (Human Resource)	DSE - IV (INFORMATION TECHNOLOGY)	DSE - V (RURAL MANAGEMENT)
1.	International Finance	Digital Marketing	HRD : Systems & Strategies	Security and Control Information System	Principles & Practices Of Rural Management
2	Investment Banking & Financial Services	Personal Selling & Sales Force Management	Training & Development	Enterprise Resource Planning	Rural Planning & Development
3	Investment Analysis & Portfolio Management	Advertising & Brand Management	Management of Industrial Relations	Application Development Using Oracle	Indian Rural Society & Rural Administration
4	Project Appraisal	Retail Management	Performance & Compensation Management	System Analysis & Design	Financial management Of Rural Organisation
5	Business Analysis & Valuation	Distribution & Supply Chain Management	Counselling & Negotiation Skills for Managers	Managing E-Business	Rural Entrepreneurship & Micro Enterprises
6	Financial Modelling & Derivatives	Marketing of Services	Cross Cultural HRM	Strategic Management of Information Technology	Rural Service Marketing
7	Strategic Corporate Finance	International Marketing	Talent & Knowledge Management	Database Management System	Rural Export Procedure & Documentation
8	International Trade: Policies & Strategies	Consumer Behavior	Negotiation & Influence Skills	Fundamentals of operating system	Marketing Management for Rural Organizations

## MBA 243 Major Research Project & Viva Voce

### Guidelines

The objective of this course is to prepare the students to conduct a study of an Industry/organization or project utilizing the tools and techniques learned in all the semesters of the programme.

The focus of the study could be an in depth analysis of an industry and within the industry study of an organization as a case study. The emphasis is on macro and micro level study of issues/problems. Alternatively, if an organization has a problem, its diagnosis and solution in the form of an analytical analysis or model building could be considered which can be implemented.

The comprehensive project study could also be carried out as a comparative analysis of the same industry in different countries, if feasible.

The project should have substantial primary/secondary data. The student is expected to conduct a detailed survey of literature and/or analysis of the secondary/ primary data. In case of a status report of an industry, it is expected that the student collects data regarding all aspects related to a particular industry, analyse the data and present the findings.

Prior to conduct of the study, a student is required to prepare a short research proposal of the study and it is also expected that the study would lead to recommendations and implementable plans of action.


The Summer Training should be done between II and III semesters probably in the summer break. The evaluation will take place in IV Semester.

### Types of Projects:

1. Comprehensive case study of Industry or segment
2. Organizational study aimed at inter-organizational comparison/validation of theory/survey of management practices with reference to particular industry.
3. Field study (empirical study) with respect to any research issue.
4. Feasibility Study as Comprehensive Project.

### EXPECTED FORMAT FOR PREPARATION OF THE PROPOSAL

- Introduction and Statement of the Problem
- Short Literature Survey
- Research Design and Hypothesis, if any

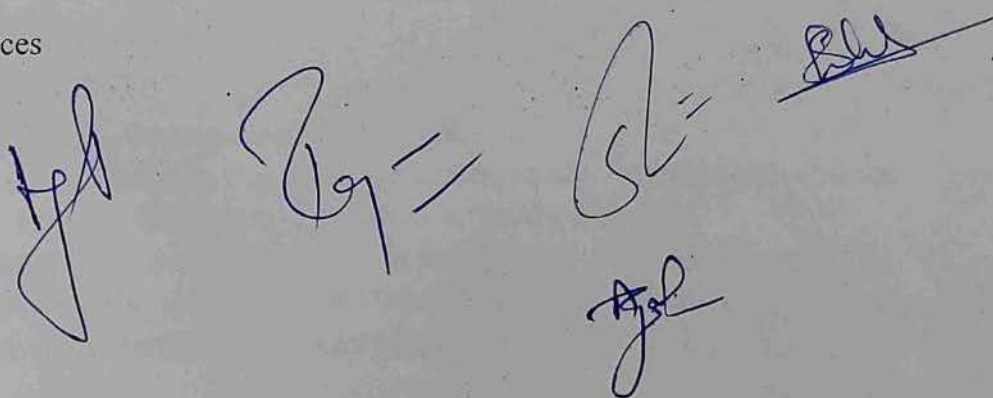




- Research Methodology
- Data Sources
- Time Budget
- Tentative Chapter Plan
- Expected Contribution of the study
- Beneficiaries
- A short write up on the researcher
- Bibliography/Appendices, if any

### REPORT FRAMEWORK

- Initial pages
- Executive summary
- Introduction/statement of problem
- Detailed survey of literature
- Need – objective of the study
- Methodology/Focus/Scope/Limitations
- Text of the study including analysis
- Conclusions and Recommendations including plan of action
- Bibliography
- Appendices

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**MBA 111 : Principles of Management****Credits : 04****Total Credits: 45 Hours****Hours Per Week : 04**

**Course Objective :** To acquaint the students with the fundamentals of managing business and to implement them at work place so as to improve the effectiveness of an organization. The course will use and focus on Indian experiences, approaches and cases

**Learning Outcomes:**

1. Understanding the concept of Management principles.
2. Developing an understanding of managerial functions, skills and roles.
3. Strengthening the foundations of planning organizing directing controlling coordinating understanding how the managers can delegate authority responsibility.
4. Learning new management theories.
5. Gaining insight into upcoming trends in management.

**Course Content:**

**Unit I:** Management- Definition, nature, functions, importance, role of managers, difference between management and administration . Managerial functions and Roles.

**Unit II:** Evolution of Management Theory. Early contributors ,Scientific, process, administrative ,bureaucracy,human relations, behavioural science quantative theory ,systems, contingency& operational theory

**Unit III:** Overview of Planning: Types of Plans & The planning process; Decision making: Process, Types and Techniques.

**Unit IV:** Principles of organizing: Common organisational formats /theories contemporary organizational formants and theories; Delegation & Decentralization: Factors affecting the extent of decentralization, Process and Principles of delegation.

**Unit V:** Control: Meaning, nature importance Function, Process and types of Control, resistance to control, control bt exception

**Readings:**

1. Gilbert: Principles of Management, McGraw Hill.
2. Kaul Vijay Kumar, Business Organisation & Management - Text and Cases, Pearson.
3. Kaul, Vijay Kumar, Management- Text & Cases, Vikas Publication.
4. Neeru vasishth, vibhuti vasishth: principles of management, Taxman Publication.
5. Koontz & Heinz Wehrich: Essential of Management, McGraw Hill.
6. Meenakshi Gupta: Principles of Management, PHI Publication.

**MBA 112 : Marketing Management****Credits : 04****Total Credits: 45 Hours****Hours Per Week : 04**

**Course Objective :** To introduce the students to the concepts, strategies and contemporary issues involved in the marketing of products and services.

**Learning Outcomes:**

1. Understanding the nature and scope of marketing
2. Develop an understanding of various marketing philosophies
3. Understanding the marketing mix and marketing environment
4. Understanding segmentation, targeting and positioning
5. Understanding consumer behavior and its application in marketing
6. Develop an understanding of decisions concerning 4 P's – product, price, place and promotion
7. Understanding contemporary issues in marketing

**Course Content:**

**Unit I:** Introduction to Marketing: Nature and Scope of Marketing, Marketing Concepts, Marketing Philosophies, Customer Value, Holistic Marketing.

**Unit II:** Marketing Environment: Environmental monitoring, Understanding the impact of Macro and Micro environment on Marketing, Global Marketing. BCG matrix

**Unit III:** Identifying and Selecting Markets: Consumer Buying Behavior, factors process and stages Organizational Buying Behavior, Market Segmentation, Targeting and Positioning

**Unit IV:** Developing new products: New product development: Product Planning & Development, Product Life Cycle, Developing Pricing Strategies, factors influencing pricing determination.

Channels of Distribution: Designing Distribution Channels, Managing Conflicts and Controls in Channels, Retailing, Wholesaling and Logistics

**Unit V:** Promotion mix : Role of Promotion in Marketing, Determining Promotional Mix, Advertising, Sales Promotion Public Relations, Personal Selling and Sales Management.

Trends in Marketing: Service Marketing, Social Media Marketing, Green Marketing, Customer Relationship Management, Rural marketing, other emerging trends.

**Readings:**

1. Etzel, M. J., Bruce, J. W., Stanton, W. J., & Pandit, A. *Marketing* (14<sup>th</sup>ed.). New Delhi: Tata McGraw-Hill.
2. Kotler, P. & Armstrong, G. *Principles of Marketing* (17<sup>th</sup> ed.). Pearson.
3. Kotler, P., Keller, K., Koshy, L., & Jha, M. *Marketing Management: A South Asian Perspective*(14<sup>th</sup>ed.). New Delhi: Pearson.
4. Perrault. W.D (Jr.), Cannon, J.P., & McCarthy, E.J. *Basic Marketing*. New Delhi: Tata McGraw-Hill.
5. Ramaswamy, V. S. & Namakumari, S. *Marketing Management: Global perspective Indian context* (4<sup>th</sup>ed). New Delhi: Macmillan.
6. Saxena, R. *Marketing Management* (4<sup>th</sup> ed.).New Delhi: Tata McGraw Hill.

**MBA 113 : Human Resource Management****Credits : 04****Total Credits: 45 Hours****Hours Per Week : 04**

**Course Objective :** The objective of the course is to sensitize students to the systems and strategies in managing people professionally in view of the rapidly evolving aspirations of individuals, and changing business contexts. The course is designed to familiarize participants with human resource policies and practices that they need to know regardless of their field of managerial functions. The course highlights the need for well-designed human resource policies that promote employee motivation and performance, and in achieving organizational objectives. The course will provide basic concepts, techniques, and practices of human resource management in diverse contexts.

**Learning Outcomes:**

1. Human resource management can support the goal of creating a high-performance work system.
2. Define employee empowerment and explain its role in the modern organization.
3. Identify ways HR professionals can support organizational strategies for quality, growth, and efficiency.
4. Discuss how technological developments are affecting human resource management.
5. Discuss how the need for flexibility affects human resource management.
6. Analyze human resource systems for employment, labor relations, compensation and benefits, training and development, and performance assessment.

**Course Content:**

**Unit I:** Introduction : Definition, functions and objectives of Human Resource Management, Qualities of HRM Managers, Growth of HRM in India, Strategic role of human resource management: Procurement of personnel

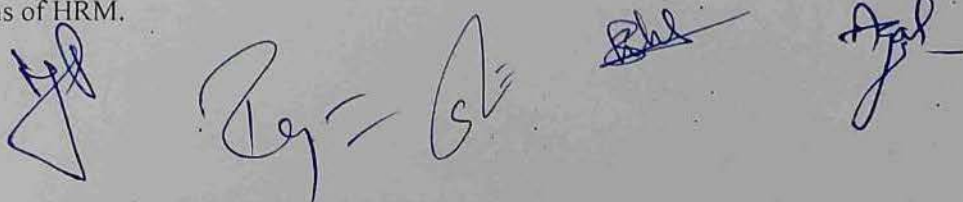
**Unit II:** Human Resource Planning – Meaning and objectives of HRP- Benefits of HRP – Process of HRP, Recruitment and Selection : Concept of Recruitment Factors Affecting Recruitment, Sources of Recruitment, Recruitment Policy, Selection Process, Placement, Induction. Job Analysis: Concept and Process of Job Analysis, and Design

**Unit III :** Performance Appraisal: Concept and need for performance, overview of performance appraisal, types of appraisal methods, 360 degree appraisal, benefits, career planning and succession planning, Training and Development

**Unit IV** Employee Compensation Management : Wage and salary administration ,incentive Plans Employee Empowerment , Worker's Participation in Management, Worker's Participation in Management in India.

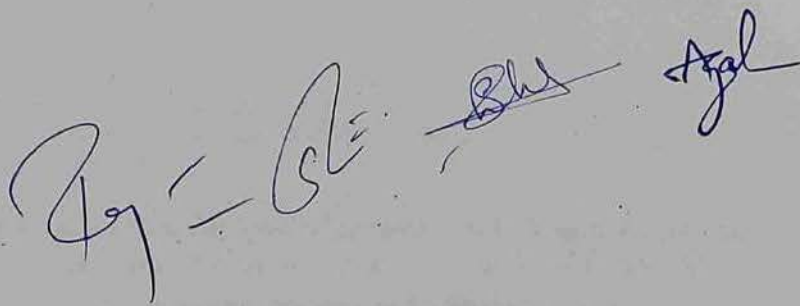
Employee Grievance and Discipline : Meaning, Features, Causes, Grievance Handling & Discipline : Need, Causes of Indiscipline, Disciplinary procedure.

**Unit V :** Industrial Relations: Dynamics of Employer, Employee and the State; Trade Unions: Past, present and the future; Industrial Harmony: Workers' Participation, Collective Bargaining, Grievance, Discipline; Dispute Resolution and Conflict Management; Employee Engagement; International Dimensions of HRM.



**Readings:**

1. Armstrong, M. & S. Taylor. . *Armstrong's Handbook of Human Resource Management Practice* (14<sup>th</sup>ed.). London: Kogan Page.
2. Aswathappa, K. (2017) *Human Resource Management: Text and Cases*. (8<sup>th</sup>ed.) New Delhi: McGraw Hill.
3. Bohlander, G.W., & Snell, S.A. *Principles of Human Resource Management* (16<sup>th</sup>ed.). New Delhi: Cengage India.
4. Carbonara, S. *Manager's Guide to Employee Engagement*. New York: McGraw Hill.
5. Cascio, W. *Managing Human Resources: Productivity, Quality of Work Life, Profits* (10<sup>th</sup>ed.). New York: McGraw Hill.
6. TN Chhabra, *Human Resource Management*, Dhanpat Rai & Sons



**MBA 114 :Managerial Economics****Credits : 04****Total Credits: 45 Hours****Hours Per Week :04**

**Course Objectives:** The objective of this course is to familiarize the students with the concepts and techniques used in Micro-Economic Theory and to develop managerial capabilities for effective decision- making in a variety of different business situations and market conditions. Managerial Economics provides the student with the basic tools to fundamentally deal with achieving a set of goals in a situation where resources are limited and choices must involve trade-offs, taking into account the external environment. This course provides the foundation for a variety of other courses, like finance, marketing, and strategy

**Learning Outcomes:**

1. Understanding the various market structure and how supply is determined in each.
2. Understanding the external environment, common information problems faced/created by managers  
Strengthening the foundations of the analytical approach to Managerial decision-making
3. Understanding market structures

**Course Contents:**

**Unit I:** Introducing to managerial economics: meaning, definition, scope, nature.Fundamental concepts and business decision rules.

**Unit II:** Demand analysis and consumer behavior :meaning law of demand , Utility Function -cardinal utility, ordinal utility, Indifference Curve, Revealed Preference Approach, Income and Substitution effects, Demand functions, elasticity of demand Forecasting; Managerial Applications.

**Unit III:** Production analysis: Production function concepts of product, total, average and marginal products, law of variable proportions and its stages, application of law of diminishing returns , production function with two variable inputs and optimum factor combinations.

**Unit IV:** Cost analysis concept of cost accounting and economic cost, opportunity cost, short run cost, long run cost, relationship between marginal product of variable factor LAC. Concept of optimum firm – internal economies and diseconomies

**Unit V:** Market Structure: Profit Maximization under Different Market Structures, Perfect Competition, Monopoly, Price Discrimination, Theory of Firms, Monopolistic Competition, Models of Oligopoly, Cournot duopoly

**Readings:**

1. Managerial Economics: D.N. Diwedi, Vikas Publishing House
2. Managerial Economics: Varshney, Ajmera Publications 3Education.
3. Geetika, Ghosh P., & Roy Chowdhury, P. *Managerial Economics* (3<sup>rd</sup> ed.). McGraw Hill Education
4. Hirschey, M. *Managerial Economics: An Integrative Approach*. Cengage Learning.
5. Koutsoyiannis, A. *Modern Microeconomics* (2<sup>nd</sup> ed.). Palgrave, McMillan.
6. Mark, H. *Fundamentals of Managerial Economics* (9<sup>th</sup> ed.). Cengage Learning.
7. Paul, K., Philip, K. Y., Steve, E., Dickinson, C., & Banerjee S. *Managerial Economics* (7<sup>th</sup> ed.). Pearson.
8. Salvatore, D. *Managerial Economics* (8th ed.). Oxford University Press.
9. Thomas C. R., & Maurice, S.C. *Managerial Economics: Foundations of Business Analysis and Strategy* (10<sup>th</sup> ed.). McGraw Hill Education
10. Varian, H. R. *Intermediate Microeconomics* (8<sup>th</sup> ed.). East-West Press Pvt. Ltd

**MBA 115 :Accounting for Managers****Credits : 04****Total Credits: 45 Hours****Hours Per Week : 04**

**Course Objectives:** To familiarize students with the mechanics of preparation of financial statements, understanding corporate financial statements, their analysis and interpretation.

**Learning Outcomes:**

1. Understanding how accounting decisions affect real company practices.
2. Understand the concepts of Depreciation, Inventory valuation and the methods employed by Indian Companies.
3. Strengthening the foundations of the analytical approach to Managerial decision-making.
4. Understanding the external environment, common information problems faced/created by managers.

**Course Content:**

**Unit I:** Management Accounting: Meaning, Nature, Scope and Functions of Management Accounting; Role of Management Accounting in Decision Making, Management Accounting V/s Financial Accounting; Tools and Techniques of Management Accounting.

**Unit II:** Financial Statement Analysis: Objectives and Methods of financial Statements analysis; comparative analysis, common size B/S & trend analysis, Ratio Analysis, Classification of Ratios – Profitability Ratios, Turnover Ratios, Liquidity Ratios, Solvency Ratios; Advantages of Ratio analysis; Limitations of Accounting Ratios.

**Unit III:** Absorption and Marginal Costing: Marginal and Differential Costing as a tool for Decision making – Make or Buy; Break-even Analysis; Exploring New markets, Shutdown Decisions.

**Unit IV:** Budgeting For Profit Planning and Control: Meaning of Budget and Budgetary Control; Objectives; Merits and Limitations; Types of Budgets; Fixed and Flexible Budgeting; Control Ratios, Zero Base Budgeting.

**Unit V:** Analysis of value Addition: Concept, Meaning and definition, value added statement, calculation of value added ratios, preparation & interpretation of value added statement. Reporting to management: significance and essentials of a good report, Types of accounting report, levels of management and Report, Balance score cards.

**Readings:**

1. S.N.Maheshwari, Suneel K. Maheshwari, and Sharad K. Maheshwari: An Introduction to Accountancy, Vikas Publishing House Pvt. Ltd.
2. R. Narayanaswamy, Financial Accounting: A Managerial Perspective, PHI Learning Pvt. Ltd.
3. Charles T. Horngren, Gart L. Sundem, John A. Elliott, and Donna R. Philbrick, Introduction to Financial Accounting, Pearson.
4. J.R. Monga, Financial Accounting: Concepts and Applications, Mayur Paperbacks.
5. T.P. Ghosh, Financial Accounting for Managers: Taxmann Allied Services Pvt. Ltd.

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**MBA 116: Business Statistics****Credits : 04****Total Credits: 45 Hours****Hours Per Week : 04**

**Course Objectives:** To familiarize the students with various Statistical Data Analysis tools that can be used for effective decision making. Emphasis will be on the application of the concepts learnt.

**Learning Outcomes:**

1. Know different sources of data
2. Ability to summarize and present data to a diverse audience
3. Understand and use sampling and inferential statistics
4. Ability to use spreadsheet software for data analysis and statistical model building
5. Learn management science tool linear and integer programming
6. Identify opportunities for application of management science tools
7. Ability to build and solve linear programming models using spreadsheet software.
8. Develop critical thinking and problem-solving skills.

**Course contents:**

**UNIT I:** Introduction to statistics , characteristics, importance, and limitation , data and classification of data , tabulation , types of tabulation , construction of table , difference between questionnaire and schedule (definition , characteristics , classification, and objectives). Statistical Investigation

**Unit II:** Measures of Central Value: Characteristics of an ideal measure; Measures of Central Tendency - mean, median, mode, harmonic mean and geometric mean. Weighted Means, Partition Values Merits, Limitations and Suitability of averages. Relationship between averages. Measures of Dispersion: Meaning and Significance. Absolute and Relative measures of dispersion -Range, Quartile Deviation, Mean Deviation, Standard Deviation, Coefficient of Variation, Skewness: Karl Pearson's and Bowley's measure

**Unit III:** Correlation Analysis: Meaning and significance. Correlation and Causation, Types of correlation. Methods of studying simple correlation - Scatter diagram, Karl Pearson's coefficient of correlation, Spearman's Rank correlation coefficient, Regression Analysis: Meaning and significance, Regression vs. Correlation. Linear Regression, Regression lines (X on Y, Y on X) and Standard error of estimate.

**Unit IV:** Analysis of Time Series: Meaning and significance. Utility, Components of time series, Models (Additive and Multiplicative), Measurement of trend: Method of least squares,

**Unit V:** Index Numbers (graphs not in course): Meaning and significance, problems in construction of index numbers, methods of constructing index numbers-weighted and unweighted, Test of adequacy of index numbers, chain index numbers, base shifting, splicing and deflating index number.

**Readings:**

1. S.P. Gupta (S.P.): Statistical Methods, Sultan Chand & Sons, 34th Edition. 2. Richard Levin & David Rubin : Statistics for management, Prentice Hall.
3. Anderson, Sweeney & Williams: Statistics for Business and Economics, South Western.

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**MBA 121: Business Policy & Strategic Management**

Credits : 04

Total Credits: 45 Hours

Hours Per Week : 04

**Course Objective:** To equip students with the necessary inside into designing strategies for an organisation and linking the organisations strategies with the changing environment. The course will focus on Indian cases, approaches and experiences.

**Learning Outcomes:**

1. To understand the formulation of Business Policy.
2. Analysis of company environment.
3. Strategic analysis of market product.

**Course content:**

**Unit I:** Nature & importance of business policy & strategy: Introduction to the strategic management process and related concepts; Characteristics of corporate, business & functional level strategic management decisions.

Company's vision and mission: need for a mission statement, criteria for evaluating a mission statement- Goal, Process & Input formulation of the mission statement

**Unit II:** Environmental Analysis & Diagnosis: Analysis of company's environment Michael E. Porter's 5 Forces model; Internal analysis: Importance of organisation's capabilities, competitive advantage and core competence, Michael E. Porter's Value Chain Analysis.

**Unit III:** Formulation of competitive strategies: Michael E. Porter's generic competitive strategies, implementing competitive strategies- offensive & defensive moves. Formulating Corporate Strategies: 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 IV:** Strategic Framework: Strategic analysis & choice, Strategic gap analyses, portfolio analyses – BCG, GE, product market evolution matrix, experience curve, directional policy matrix, life cycle portfolio matrix, grand strategy selection matrix; Behavioural considerations affecting choice of strategy; Culture and Strategic

**Unit V:** Leadership: strategic choice, Impact of structure, culture & leadership, functional strategies & their link with business level strategies, Balanced Score Card; Introduction to Strategic control & evaluation, Strategic surveillance.

**Readings:**

1. J.A. Pearce & R.B. Robinson: Strategic Management formulation implementation

and control, TMH

2. Arthur A. Thompson Jr. & A.J Strickland III : Crafting and executing strategy, TMH

3. Lawrence R. Jauch & William F. Glueck: Business Policy and Strategic Management



## MBA-122: ORGANIZATIONAL BEHAVIOUR

**Credits : 04**

**Total Credits: 45 Hours**

**Hours Per Week : 04**

**Course Objectives:** The objective of the course is to help students develop an understanding of the basic management concepts and behavioural processes in organizations which are important for them to adapt to the changing corporate environment.

**Learning Outcomes:**

1. Understanding the concept of organizational behavior
2. Developing an understanding of managerial functions, skills and roles
3. Strengthening the foundations of individual behavior with an understanding of human personality, perception, learning and emotions
4. Understanding the basic process of interpersonal relationship
5. Understanding how managers can use the models to enhance motivational levels of employees

**Course Content:**

**Unit I:** Introduction to Organizational Behaviour; Management Functions, Skills and Roles

**Unit II:** Introduction to Individual Behaviour: Personality: Determinants, Measurement, Different Traits; Perception: Process, Factors, Attribution Theory; Learning: Approaches, Measurement; Attitudes, Values and Emotions

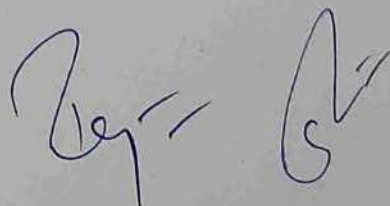
**Unit III:** Interpersonal Relationship: Transactional Analysis: Ego States, Transactions, Life Positions, Stroke Analysis, Games Analysis; Johari Window

**Unit IV:** Motivation: Content Models of Motivation, Process Models of Motivation, Leadership and followership: Introduction, Trait, Behavioural and Contingency Approaches to leadership, Transactional and Transformational leadership

**Unit V:** Work teams and Groups: Introduction, Types of groups, Group Cohesiveness, Stress management Conflict: Concept, Sources, Types, Stages of conflict, Management of conflict, Organisational Change: Concept, Resistance to change, Managing resistance to change, Implementing Change, Kurt Lewin Theory of Change.

**Readings:**

1. Greenberg Jerald and Baron Robert A.: Behaviour in



- Organisations: Understanding and Managing The Human Side of Work, Prentice Hall of India.
2. Kaul Vijay Kumar, Business Organisation & Management - Text and Cases, Pearson.
  3. Kavita Singh: Organisational Behaviour, Vikas Publication.
  4. Luthans Fred: Organisational Behaviour, Tata McGraw Hill.
  5. Mc Shane L. Steven, Glinow Mary Ann Von & Sharma Radha R. - Organisational Behaviour; TataMcGraw Hill.
  6. Newstrom John W.: Organisational Behaviour, Tata McGraw Hill.
  7. Robbins Stephen P: Organisational Behaviour, Pearson.
  8. Y.K. Bhushan: Fundamentals of Business Organisation & Management, Sultan Chand & Sons.



**MBA 123 : Financial Management****Credits : 04****Total Credits: 45 Hours****Hours Per Week : 04**

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

**Learning Outcomes:**

1. To understand various concepts related to financial management.
2. To study in detail, various tools and techniques in the area of finance.

**Course Content:**

**Unit I:** Nature of financial Management: Finance and related disciplines, scope of financial management, profit maximization, wealth maximization – traditional and modern approach, functions of finance objective of financial management, organisation of finance function, concept of time value of money present value, future value and annuity ; risk and return: historical return , expected return, absolute return, holding period return, annualized return, arithmetic and geometric return; risk – systematic and unsystematic risk their sources and measures.

**Unit II:** Capital structures: cost of capital, approaches to capital structures theories – net income approach, net operating income approach, Modigliani – miller (MM) approach, traditional approach, capital structures and financial distress, trade of theory.

**Unit III:** Long- term investment decisions: capital budgeting – principles and techniques ; nature and meaning of capital budgeting; estimation of relevant cash flows and terminal value; evaluation techniques.

**Unit IV:** Dividend policy decision – dividend and capital; the irrelevance of dividends : general MM hypothesis; relevance of dividends : walter's model, Gordon's model; Leverage analysis: operating and financial leverage.

**Unit V:** Working capital management : management of cash – cash management technique, Receivables management – objectives ; credit policy, costs – collection cost, capital cost ,default cost , delinquency cost, inventory management (very briefly) – ABC analysis ; determination of working capital.

**Readings:**

1. M.Y. Khan & P.K. Jain: Financial Management Text Problem and Cases, Tata McGraw Hill Publishing Co. Ltd.
2. R. P. Rustogi: Financial Management: Theory Concepts and Practices, Taxmann Publication.
3. I.M. Pandey: Financial Management: Theory and Practices, VPH

**MBA 124: Business Research****Credits : 04****Total Credits: 45 Hours****Hours Per Week : 04**

**Course Objective:** To provide an understanding of fundamental concepts in the field of marketing research and to equip the students with research tools to conduct research and analysis for effective decision making.

**Learning Outcomes:**

1. Understanding the nature and scope of marketing research
2. Develop an understanding of different types of research design and their applicability
3. Understanding different types of scales that can be used by a researcher

**Course Content:**

**Unit I :** Research : Meaning , objectives significance , types of research , qualitative research, research process . Research Problem : Meaning , need of defining , technique involve in defining . bibliography , review , and reference .

**Unit II:** Research Design: Meaning ,need and features of good research design , Exploratory, Descriptive, Causal research design, Measurement & Scaling: Primary scales of Measurement-Nominal, Ordinal, Interval & Ratio. Scaling techniques-paired comparison, rank order, constant sum, semantic differential, itemized ratings, Likert Scale .

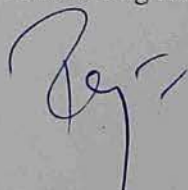
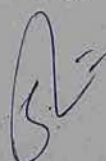
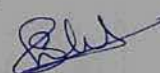
**Unit III :** Sampling: Sampling techniques, determination of sample size Data Analysis: Z test (mean, diff. of mean, proportion , difference of proportion ) t test (mean), paired t test, Chi square test, characteristics and assumptions , test of goodness of fit and independence of attributes .

**Unit IV:** ANOVA ,Two way ANOVA. Non parametric Tests (Theoretical aspects only) : uses characteristics , difference between parametric and non parametric tests. Uses of co-relation and regression in research.

**Unit V:** Marketing Research : Concept , Applications , Limitations . Applications of Research –sales research , Product research , Motivational research , Advertising research , Market segmentation , Physical distribution research . Overview of multi variant analyses.

**Readings:**

1. Zikmund, Babin & Carr: Business Research Methods, South-Western.
2. Cooper & Schindler: Business Research Methods McGraw-Hill Education,
- 3.. Churchill: Marketing Research: Methodological Foundations, Cengage Learning.
4. Aaker, Kumar, Day - Marketing Research. Wiley.


**MBA 125: Entrepreneurship & Start Up Management****Credits : 04****Total Credits: 45 Hours****Hours Per Week : 04**

**Course Objective:** This course provides students with a solid introduction to the entrepreneurial process of creating new businesses, role of Creativity and innovation in Entrepreneurial start-ups, manage family-owned companies, context of social innovation and social entrepreneurship and issues and practices of financing entrepreneurial businesses.

**Learning Outcomes:**

1. Explain the meaning and significance of entrepreneurship and understand the process of entrepreneurial action.
2. Understand the entrepreneurial mindset and personality.
3. Understand the importance of idea generation, identifying opportunities and the value of a business plan.
4. Understand the role of creativity and innovation in entrepreneurship

**Course Content:**

**UNIT I:** The evolution of the concept of entrepreneurship, Idea Generation, Identifying opportunities and Evaluation; Building the Team / Leadership; Strategic planning for business; Steps in strategic planning, Forms of ownership – Sole proprietorship; partnership; limited liability partnership and corporation form of ownership; advantages/disadvantages, Franchising; advantages/disadvantages of franchising; types of franchise arrangements; franchise contracts; franchise evaluation checklist, Financing for entrepreneurial venture

**UNIT II:** Stimulating Creativity; Organisational actions that enhance/hinder creativity, Managerial responsibilities, Creative Teams; Sources of Innovation in Business; Managing Organizations for Innovation and Positive Creativity.

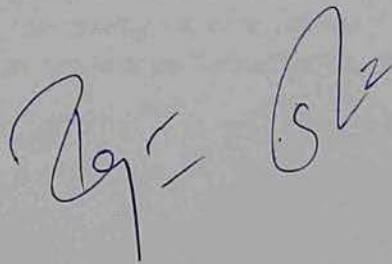
**UNIT III:** Introduction to Social Entrepreneurship; Characteristics and Role of Social Entrepreneurs; Innovation and Entrepreneurship in a Social Context; Financing and Risks; Business Strategies and Scaling up, Legal requirements for establishing a new unit.

**UNIT IV:** Family Business: Concept, structure and kinds of family firms ; Culture and evolution of family firm; Managing Business, family and shareholder relationships ; Conflict and conflict resolution in family firms ; Managing Leadership ,succession and continuity ; women's issues in the family business ;Encouraging change in the family business system.

**UNIT V:** E Start – Ups, Specialized entrepreneurship development agencies, role of government in promoting Entrepreneurship, Government schemes for start-ups in India

**Readings**

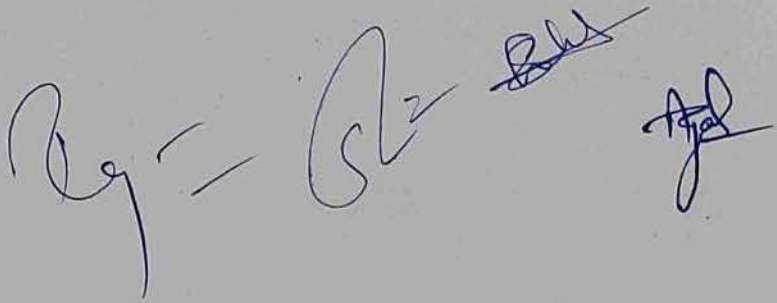
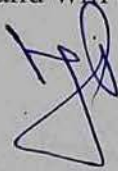
1. Burns, P. Entrepreneurship and small business. New Jersey:Palgrave.
2. Drucker, P. F. Innovation and entrepreneurship: Practice and principles. USA: Elsevier.
3. Gersick, K. E., Davis, J. A., Hampton, M. M., &Lansberg, I. Generation to generation: Life cycles of the family business. Boston: Harvard Business School Press.
4. Hisrich, R., & Peters, M. Entrepreneurship. New Delhi: Tata McGraw Hill.
5. Holt, D. H. Entrepreneurship new venture creation. New Delhi: Prentice Hall of India.
6. G.S.Sudha, Fundamentals of Entrepreneurship. R.B.D. Publication, Jaipur & Delhi





**MBA 126: Comprehensive Viva- voce****Credits : 04**

Comprehensive Viva Voce is intended to assess the Student's understanding of various Subjects he/she studied during the MBA Course of Study. Every Student shall be required to undergo Comprehensive Viva Voce at the end of II Semester. The Comprehensive Viva Voce shall be conducted on I and II Semester courses of the MBA Programme. Evaluation Committee (comprising of external expert and internal expert) will be constituted and will evaluate the Student performance for maximum marks of 100 in Viva Voce.



**MBA 231: Legal Environment of Business****Credits : 04****Total Credits: 45 Hours****Hours Per Week :04**

**Course Objectives:** To build an understanding of various laws applicable to businesses and how these laws affect business. To build an understanding of how the rights of consumers are protected under laws.

**Learning Outcomes:**

1. To learn how a business is set-up abiding by the laws
2. To learn what laws govern business transactions, contracts etc.
3. To gain insight into Companies Act
4. To learn how the interests of consumers are protected.

**Course Content:**

**Unit I:** The Indian Contract Act, 1872 : Essentials of a Valid Contract. Void Agreements. Performance of Contracts. Breach of Contract and its Remedies. Quasi-Contracts. The Sale of Goods Act, 1930 : formation of a Contract. Rights of an Unpaid Seller.

**Unit II:** The Negotiable Instruments Act, 1881: Nature and Types. Negotiation and Assignment. Holder-in-Due Course, Dishonor and Discharge of a Negotiable Instrument.

**Unit III:** The Companies Act, 2013: Company and its formation, Definition and Nature of Company, Promoters and preliminary contracts Types of Companies. (Meaning and Concepts Only) Chartered Companies Statutory Companies, Registered companies under the Act Companies limited by shares, Companies Limited by guarantee, Private Company, Public Company

**Unit IV:** Memorandum of Association and Articles of Association. Meaning , Concept, Clauses, effects of Memorandum and articles, Doctrine of Ultra Vires, Doctrine of Indoor Management, Doctrine of Constructive Notice. Memorandum of Association and Articles of Association. Prospectus. Meaning When to be issued, When not required, Various kinds of prospectus, legal framework for issuance of Prospectus, Contents of Prospectus, Private Placements

**Unit V:** Consumer Protection Act , Main provisions of Consumer Protection Act

**Readings:**

1. Avtar Singh. Company Law, Lucknow, Eastern, 1996.
2. Khergamwala, J.S. The Negotiable Instrument Acts. Bomaby, N.M.Tripathi, 1980.
3. Ramaiya, A. Guide to the Companies Act. Nagpur, Wadhwa, 1992.

**MBA 232 : Operation Research****Credits : 04****Total Credits: 45 Hours****Hours Per Week : 04**

**Course Objective :** To introduce the students to the concepts of model building and reap the benefits of data-driven decision making in diverse fields.

**Learning Outcomes:**

1. Understand the benefits of data-driven decision making
2. Learn the model building approach of management science in improving managerial
3. Ability to identify decision problems amenable for management science approach.
4. Develop skills to use important prescriptive analytics tools

**Course Content:**

**Unit I:** Linear Programming: Formulation of L.P. Problems, Graphical Solutions (Special cases: Multiple optimal solution, infeasibility, unbounded solution); Simplex Methods (Special cases: Multiple optimal solution, infeasibility, degeneracy, unbounded solution) Big-M method; Duality and Sensitivity (emphasis on formulation & economic interpretation)

**Unit II :** 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 III:** Network Analysis: Construction of the Network diagram, Critical Path- float and slack analysis (Total float, free float, independent float), PERT, Project Time Crashing Simulation : Application of simulation techniques ; Monte-Carlo approach

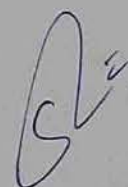
**Unit IV :** Introduction to Decision Making Under Uncertainty, Decision Tree  
Waiting line models :Waiters and services , Mathematical distribution of queues :Basic models of queuing theory and applications.

**Unit V:** Introduction to Game Theory: Pay off Matrix- Two person Zero-Sum game, Pure strategy, Saddle point; Dominance Rule, Mixed strategy, Reduction of  $m \times n$  game and solution of  $2 \times 2$ ,  $2 \times s$ , and  $r \times 2$  cases by Graphical and Algebraic methods.  
Basic Introduction to Inventory Control Models

**Readings:**

1. N. D. Vohra: Quantitative Management, Tata McGraw Hill
2. P. K. Gupta, Man Mohan, KantiSwarup: Operations Research, Sultan Chand.
3. V. K. Kapoor: Operations Research, Sultan Chand & Sons







**MBA 233: E-Commerce****Credits : 04****Total Credits: 45 Hours****Hours Per Week : 04**

**Course Objectives:** This course is aimed at developing an understanding of emerging e-business paradigms, with special reference to various issues and concerns imperative to implementation of e-business strategies. The course will focus on analysis of factors responsible for successes and failures of e-business initiatives.

**Learning Outcomes:**

1. Developing an understanding of transacting electronically and emerging technology for the same
2. Familiarizing the students with the concepts of EDI and Knowledge Management for e- Commerce
3. Introduce the students to the government initiatives for e-business.
4. Discuss the significance of electronic payments.
5. Develop an appreciation of strategies for e-Business.

**Course Content:**

**Unit I** Ecommerce basics and definitions, business models related to ecommerce ,technical and economic challenges, frame work and architecture

**Unit II** B2c business and b2b business: process models and its variants pricing challenge fulfillment challenge payment challenge b2c business and CRM b2c soft ware system b2b process model and its a variants b2b software system

**Unit III** Impact of e commerce and security and compliance management : ethics moral and technology ethical aspects of ICT overall and specific impacts of ecommerce foundations of risk management compliance management information security management technology and legal aspects of ecommerce

**Unit IV** Electronic payment : business and money and payment challenge payment procedures receivables management cyber money

**UNIT V** Performance management,foundations of performance analysis , control cycles, KPI's and scorecards, ICT performance management and web analysis, particularities of E-commerce.

**Reading:**

1. Kenneth C/ Laudon & Carbo Traver, E Commerce Prason Education.
2. T.N. Chabra : E-Commerce : Dhanpat Rai & Co.
3. P.T. Joseph: E Commerce: An Indian Peropeation, PHI learning.
4. Martin Kutz: Inroduction to E-Commerce Book Boon.com, The E-book company

## MBA 241: Financial Institutions &amp; Markets

Credits : 04

Total Credits: 45 Hours

Hours Per Week : 04

**Course Objectives:** The objective of this paper is to introduce students to the different aspects and components of financial Institutions and financial markets. This will enable them to take the rational decision in financial environment

**Learning Outcomes:**

1. Understanding of financial systems
2. Understanding of financial markets of India
3. Understanding of securities and secondary markets

**Course Content**

**Unit I:** Structure of Indian Financial System: 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, Retail banking and corporate banking products. Core banking solution (CBS); RTGS and internet banking, NBFCs and its types.

**Unit II:** Introduction to Financial Markets in India: 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. Corporate Listings : Listing and Delisting of Corporate Stocks.

**Unit III:** Secondary Market in India: 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, Indian Stock Indices and their construction, free float vs. full float methodology.

**Unit IV:** 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, kinds of brokers, opening of an account to trade in securities, placing an order for purchase/sale of shares, contract note and settlement of contracts, Algorithmic trading, Settlement mechanism at BSE & NSE

**Unit V:** Money Markets & Debt Markets in India: Money Market: Meaning, role and participants in money markets, Segments of money markets, Treasury Bill Markets, Market for Commercial Paper, Commercial Bills and Certificate of Deposit. Debt Market: Introduction and meaning, Market for Government/Debt Securities in India, Secondary market for government/debt securities, Government securities issued by State Governments, Municipal Bonds, Corporate Bonds vs. Government Bonds

**Readings:**

1. Saunders, Anthony & Cornett, Marcia Millon (2007).. *Financial Markets and Institutions* (3rd ed.). Tata McGraw Hill
2. Khan, M Y. ( 2010). *Financial Services* (5th ed.). McGraw Hill Higher Education

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**MBA 242: Business Ethics, CSR & Corporate Governance**

Credits :04

Total Credits: 45 Hours

Hours Per Week :04

**Course Objectives:** To make students aware of how businesses can be made more sustainable using ethical practices and the role businesses can play to uplift society.

**Learning Outcomes:**

1. Understand the basic principles of ethics, values and moral standards
2. Impart reasoning and analytical skills needed to apply ethical concepts in business decisions.
3. Understand the ethical aspects in marketing ,advertising, human resource management and finance
4. Understand ethics in social responsibilities
5. Understand Corporate Governance and various aspects

**Course Contents:**

**Unit I:** Business Ethics: nature, levels, evolution, ethical issues and approaches, business ethics and philosophies of business, Business and society, paradigm shift, business ethics and corporate responsibility

Ethics in marketplace, ethics & employees, ethics & the environment

**Unit II:** Corporate Social Responsibility: Corporate Philanthropy, CSR models, Agendas- Concerns and Issues: Global CSR policies & practices, CSR case for & Against

Strategic Planning & CSR, Legislation & CSR: Corporate, labor, stakeholders

**Unit III:** Social Accounting, Auditing and Reporting, Indian Tax Laws and Social Development

**Unit IV:** Corporate Governance: Nature, Features, Objectives, Benefits, Reasons for Corporate Governance Failure

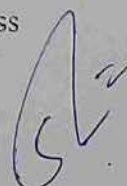
New initiatives in governance, consequences of bad governance, requirements to strengthen corporate governance

**Unit V:** Corporate Governance Models, Global Corporate Governance Forums, Sustainability & Corporate Governance, Corporate Governance & National Economy, Corporate Governance & Corporate Administration, Corporate Board Management, Structure & Composition of Board.

**Readings:**

1. Satish Modh-Ethical Management, Macmillan India Ltd.
2. C.S.V.Murthy - Business Ethics, Himalaya Publishing House
3. Andrew Carne, Dirk Matten - Business ethics, Oxford University Press
4. Management by values, Oxford University Press







**MBA 243: Major Research Project & Viva-Voce**

Credits : 04

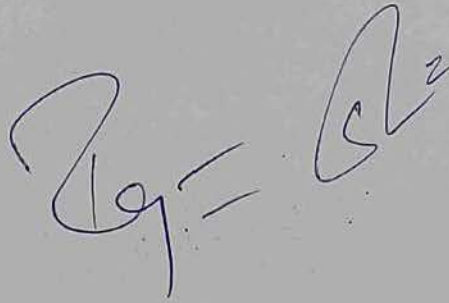
Total Credits: 45 Hours

Hours Per Week : 04

**Course Objectives:** This paper is meant to give practical exposure to the students and bridge the gap between academics and corporate and gain practical knowledge working as interns in companies.

**Learning Outcomes:**

1. To apply research skills to actual corporate processes.
2. To understand how decision making is done in corporate environment.
3. To learn interpersonal, intrapersonal relationships.
4. To learn actual working in practical world.



**DSE I**  
**(Finance)**

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## INTERNATIONAL FINANCE

Total Credits: 45 Hours

Credits : 04

Hours per week: 04

**Course Objective:** 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. To understand international monetary system
2. To understand the working of Forex markets
3. To understand how exchange rates are determined and what factors influence them.

**Course contents:**

**UNIT I:** Introduction: concept of International trade, International Business, International Finance and differences among them. Theories of International trade, International trade financing in India, Balance of payments (of 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 II:** Foreign Exchange Management: Forex market – Wholesale and Domestic market, Quotations- direct, indirect and cross currency; various kinds of transactions and their settlement dates, forward rates, Swaps, Quotes for various kinds of Merchant transactions; Early delivery, extension or cancellation of Forward contracts

**Unit III:** Exchange Rate determination and Forecasting: Purchasing power parity and Interest rate parity, relationship between PPP and IRP, reasons for deviation from PPP and IRP; models of exchange rate forecasting- forward rate as an unbiased predictor, the Demand-Supply approach, the monetary approach, the Asset approach, the portfolio balance approach, other models

**UNIT IV:** Foreign Exchange Exposures: Financial Accounting and Foreign Exchange- Alternative Currency Translation Methods, Statement of Financial Accounting, Standards, Transaction Exposure, Managing Accounting Exposure- Managing, Transaction and Translation Exposure, Designing a Hedging Strategy, Measuring and managing Economic Exposure- Foreign Exchange Risk and Economic Exposure, Identifying Economic Exposure, Calculating Economic Exposure, Operational Measure of Exchange Risk. Multinational Financial System- Value.

**UNIT V:** International Investment Management: International Portfolio Investment- Issues in Foreign Investment Analysis, International Bond Investing, Strategies for Direct Investment, Bond Investment & Portfolio Investment, Optional International Asset Allocation. Managing Political Risk- Measuring Political Risk, Country Risk Analysis, Managing Political Risk, Post- expropriation Policies.

Multinational Working Capital Management: Current Asset Management for the Multinational- International Cash Management, Accounts Receivables Management, Inventory Management.

**Readings:**

1. PG Apte: International Finance, TataMcgraw Hill.
2. Alan C. Shapiro: Multinational Financial Management- Prentice Hall

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## INVESTMENT BANKING AND FINANCIAL SERVICES

**Credits : 04**

**Total Credits: 45 Hours**

**Hours per  
week:04**

**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:**

1. To understand the components of Indian Financial System.
2. To understand the process of issue management
3. To understand in detail credit rating and system, leasing & hire purchase

**Course contents:**

**UNIT I:** Introduction: An Overview of Indian Financial System, Investment Banking in India, Recent Developments and Challenges ahead, Institutional structure and Functions of Investment / Merchant Banking; SEBI guidelines for Merchant Bankers, Registration, obligations and responsibilities of Lead Managers, Regulations regarding Continuance of association of lead manager with an issue

**UNIT II:** Issue Management: Public Issue: classification of companies, eligibility, issue pricing, promoter's contribution, minimum public offer, prospectus, allotment, preferential allotment, private placement, Book Building process, designing and pricing, Green Shoe Option; Right Issue: promoter's contribution, minimum subscription, advertisements, contents of offer document, Bought out Deals, Post issue work & obligations, Investor protection, Broker, sub broker and underwriters

**UNIT III:** Leasing and Hire Purchase :Concepts of leasing, types of leasing – financial & operating lease, direct lease and sales & lease back, advantages and limitations of leasing, Lease rental determination; Finance lease evaluation problems (only Lessee's angle), Hire Purchase interest & Installment, difference between Hire Purchase & Leasing, Choice criteria between Leasing and Hire Purchase mathematics of HP, Factoring, forfaiting and its arrangement, Housing Finance : Meaning and rise of housing finance in India, Fixing the amount of loan, repricing of a loan, floating vs. fixed rate, Practical problems on housing finance.

**UNIT IV:** Venture Capital: Concept, history and evolution of VC, the venture investment process, various steps in venture financing, incubation financing.  
Insurance: concept, classification, principles of insurance, IRDA and different regulatory norms, operation of General Insurance, Health Insurance, Life Insurance.

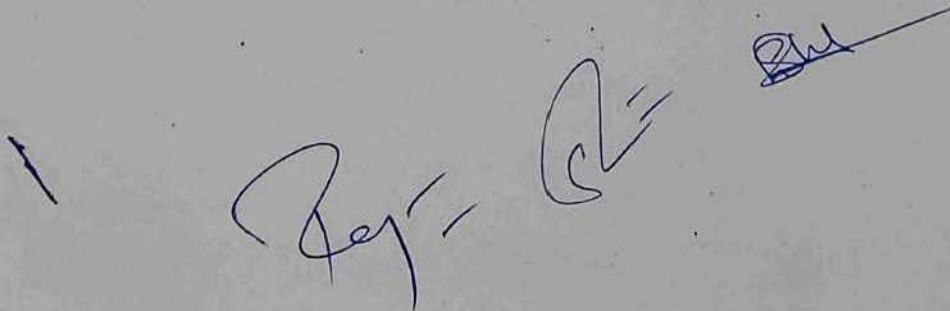
**UNIT V:** Credit Ratings: Introduction, types of credit rating, advantages and disadvantages of credit ratings, Credit rating agencies and their methodology, International credit rating practices.

Securitization: concept, securitization as a funding mechanism, Traditional and non-traditional mortgages, Graduated-payment, Securitization of non mortgage assets, Securitization in India.



**Readings:**

1. M.Y.Khan: Financial Services, Tata McGraw-Hill.
2. Machiraju: Indian Financial System, Vikas Publishing House.
3. J.C.Verma: A Manual of Merchant Banking, Bharath Publishing House.
4. K.Sriram: Hand Book of Leasing, Hire Purchase & Factoring, ICFAI, Hyderabad.
5. Ennew.C.Trevor Watkins & Mike Wright: Marketing of Financial Services, Heinemann Professional



## INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT

Credits : 04

Total Credits: 45

Hours

Hours per week: 04

**Course Objective:** The aim of this course is to provide a conceptual framework for analysis from an investor's perspective of maximizing return on investment – a sound theoretical base with examples and references related to the Indian financial system.

### Learning Outcomes:

1. To understand what is risk & return and how is it evaluated.
2. To understand the process of share valuation
3. To learn how portfolio analysis is done.

### Course contents:

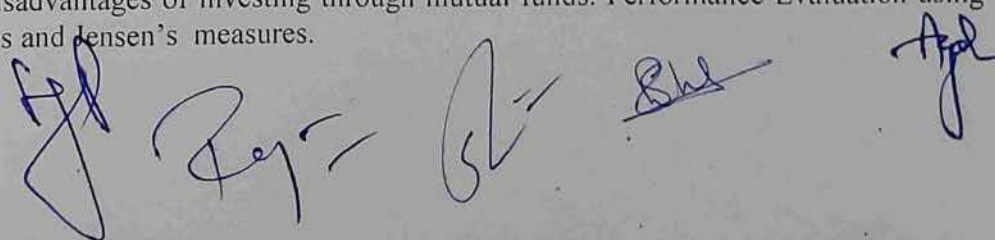
**Unit I:** Basics of risk and return: concept of returns, application of standard deviation, coefficient of variation, beta, alpha. Bonds : present value of a bond, yield to maturity, yield to call, yield to put, systematic risk, price risk, interest rate risk, default risk. Yield curve and theories regarding shape of yield curve. Unsystematic risk and non-risk factors that influence yields. Duration and modified duration, immunization of a bond portfolio. Fundamental analysis: EIC framework; Economic analysis: Leading lagging & coincident macro-economic indicators, Expected direction of movement of stock prices with macroeconomic variables in the Indian context; Industry analysis: stages of life cycle, Porter's five forces model, SWOT analysis, financial analysis of an industry; Company analysis.

**Unit II:** Share valuation: Dividend discount models- no growth, constant growth, two stage growth model, multiple stages; Relative valuation models using P/E ratio, book value to market value. Technical analysis: meaning, assumptions, difference between technical and fundamental analysis; Price indicators- Dow theory, advances and declines, new highs and lows-circuit filters. Volume indicators- Dow Theory, small investor volumes.

**Unit III:** Other indicators- futures, institutional activity, Trends: resistance, support, consolidation, momentum- Charts: line chart, bar chart, candle chart, point & figure chart. Patterns: head & shoulders, triangle, rectangle, flag, cup & saucer, double topped, double bottomed, Indicators: moving averages. Efficient market hypothesis; Concept of efficiency: Random walk, Three forms of EMH and implications for investment decisions. (No numericals in EMH and technical analysis)



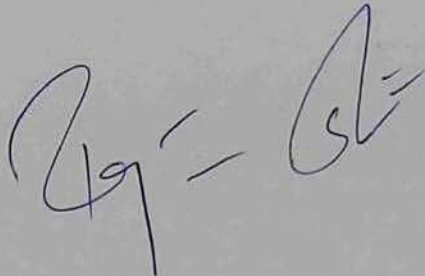
**Unit IV:** Portfolio analysis: portfolio risk and return, Markowitz portfolio model: risk and return for 2 and 3 asset portfolios, concept of efficient frontier & optimum portfolio. Market Model: concept of beta systematic and unsystematic risk. Investor risk and return preferences: Indifference curves and the efficient frontier, Traditional portfolio management for individuals: Objectives, constraints, time horizon, current wealth, tax considerations, liquidity requirements, and anticipated inflation, Asset allocation: Asset allocation pyramid, investor life cycle approach, Portfolio management services: Passive – Index funds, systematic investment plans. Active – market timing, style investing.

**Unit V:** Capital asset pricing model (CAPM): Efficient frontier with a combination of risky and risk free assets. Assumptions of single period classical CAPM model. Characteristic line, Capital Market Line, Security market Line. Expected return, required return, overvalued and undervalued assets. Mutual Funds :Introduction, calculation of Net Asset Value (NAV) of a Fund, classification of mutual fund schemes by structure and objective, advantages and disadvantages of investing through mutual funds. Performance Evaluation using Sharpe's Treynor's and Jensen's measures.



**Readings:**

1. Fischer, D.E. & Jordan, R.J.: Security Analysis & Portfolio Management, Pearson Education.
2. Sharpe, W.F., Alexander, G.J. & Bailey, J.: Investments, Prentice Hall of India. 3. Singh, R: Security Analysis & Portfolio Management . Excel Books.
4. Frank K Reilly & Keith C Brown: Investment Analysis and Portfolio Management, Cenage India Pvt.



## PROJECT APPRAISAL AND ANALYSIS

**Credits : 04**

**Total Credits: 45 Hours**

**Hours per week: 04**

**Course Objective:** To explain identification of a project, feasibility analysis including market, technical and financial appraisal of a project. Understand the relevance of alternative project appraisal techniques, financial structuring and financing alternatives. This course intends to involve students to apply appraisal techniques for evaluating live projects

### **Learning Outcomes:**

1. To understand what is SCBA and how is it done.
2. To understand technical aspects of project.
3. To apply appraisal techniques for evaluating projects.

### **Course Contents:**

**Unit I:** Appraisal : an introduction, Project appraisal and evaluation , Project cycle, Project cycle management , Private and Public sector Projects/commercial / National probability; Identification of investment opportunities – industry analysis review of project profiles, – feasibility study , Project identification and formulation , Generation of Project ideas, Basic Principles of Project Analysis Entrepreneurship – concept, Theory and perspective

**Unit II:** Market Analysis : Market analysis of a project, Need for market analysis, Demand and supply analysis, Collection analysis, primary /secondary data, Forecasting techniques  
Technical appraisal of a project , Business and Technology Acquisition and management of technology

**Unit III:** Investment appraisal: Introduction and techniques, DCF and non DCF methods, Sensitivity Analysis, Financial needs of a Project, Investment criteria, Project Appraisal parameters of select Financial Institutions.


**Unit IV:** Social cost benefit analysis – value added concept, social surplus indirect impact of projects, rationale of SCBA, Efficiency and Equity in Project Appraisal, UNIDO approach, Little Mirlees Approach, Project Appraisal of Indian Plans

**Unit IV:** Project risk assessment – Risk and Sensitivity Analysis, Taxonomy of Risks, probabilistic cash flow approaches – application of simulation techniques; Monitoring and Evaluation of a Project - PERT / CPM, Monitoring mechanism, Evaluation and Lessons, Preparation of project report - Case Analysis

**Readings :**

1. Machiraju, H.R.: Introduction to Project Finance, Vikas Publishing House
2. Prasanna Chandra: Project Preparation Appraisal Budgeting and Implementation, Tata McGraw.



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## BUSINESS ANALYSIS AND VALUATION

Credits : 04

Total Credits: 45 Hours

Hours per week: 04

**Course Objective:** This Paper will enable the students to analyze the health of a company through their annual reports and will equip them to understand what an asset is worth and what determines that value.

### Learning Outcomes:

1. To learn cash flows with reference to tax effects, reinvestment needs, earnings, etc.
2. To analyze various corporate financial statements
3. To understand the process of valuation of firms based on various models.

### Course Content:

**Unit I:** Analysis of Corporate Financial Statements: Income statements and Balance sheets through ratio analysis and analyzing the Chairman's statement, Directors' report, management discussion & analysis, report on corporate governance, auditor's report to evaluate the financial soundness of the company.

**Unit II:** Cash Flows: Firm cash flows, Earnings, Tax effect, Reinvestment needs; Equity cash flows: Dividend, Forecasted Cash flows, terminal value estimation approaches. Equity discounted cash Flow Models-Dividend discount models, extensions of DDM; free cash flow to equity model

**Unit III:** Introduction to Valuation: Approaches to valuation, Discounted Cash Flow, Relative Valuation, Role of valuation; Discounted Cash flow Valuation: Estimating discount rates-cost of equity, cost of equity to cost of capital; Valuation of an asset with guaranteed cash flows, introducing uncertainty into valuation (valuing an asset with default risk & equity risk), valuing an asset with an infinite life.

**Unit IV:** Firm Valuation Models: Cost of capital approach, adjusted present value approach, EVA, Capital structure and firm value. Relative valuation-popularity and potential pitfalls; reconciling relative and discounted cash flow valuation Equity Multiples; Value Multiples; Valuation of different kinds of companies.

**Unit V:** Value of Synergy; operating and financial synergy, Cash and tax benefits, debt capacity, Evidence on synergy, common errors in valuing synergy; Valuing Real options

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**Readings:**

1. Foster, George *Financial Statement Analysis*, 2nd ed., Pearson Education Pvt Ltd
2. Damodaran, A. (2008). *Damodaran on Valuation, Security Analysis for investment and Corporate Finance* (2nd ed.). Wiley India Pvt. Ltd.

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## FINANCIAL MODELING AND DERIVATIVES

Credits : 04  
 Credits: 45 Hours  
 Hours per week: 04

Total

**Course Objective:** To equip students with principles and techniques of Financial modeling along with various Financial Derivatives including Greeks & Exotic Options.

**Learning Outcomes:**

1. To understand financial and linear time series.
2. To understand the concept of financial derivatives: futures & forwards
3. To understand the concept of options & FRA

**Course Content:**

**Unit I:** Introduction: Financial Time Series and Their Characteristics: Asset Returns; Distributional Properties of Returns; Review of Statistical Distributions and Their Moments, Distributions of Returns, Multivariate Returns, Likelihood Function of Returns and Empirical Properties of Returns

**Unit II:** Linear Time Series Analysis and Its Applications: Stationarity; Correlation and Autocorrelation Function; White Noise and Linear Time Series; Simple Autoregressive Models, Properties of AR, MA, ARMA and ARIMA Models, Goodness of Fit; The basic Concepts of Stochastic Process.

**Unit III:** Financial Derivatives: Introduction, various underlyings and strategies: Forwards and Futures, Interest rate futures and currency futures; Determination of forward and futures prices; Options and related terminology, Calculating the pay-off from options and diagrammatic representation.

**Unit IV:** Pricing of Options- Binomial model and Black-Scholes model; trading strategies involving options; Exotic Options; Introduction to Swaps, Interest rate swaps, currency swaps, cross currency swaps.

**Unit V:** Forward rate agreements (FRA). Interest rate caps, floors, collars. The basic concepts of Greek Letters: Delta, Theta & Gamma and relationships among them.

**Readings:**

1. Ruey S. Tsay (2005). *Analysis of Financial Time Series* (2nd ed.). John Wiley.
2. John C. Hull. *Options, Futures and Other Derivatives* (7th ed.). Pearson Education

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## STRATEGIC CORPORATE FINANCE

Credits : 04  
 Credits: 45 Hours  
 Hours per week: 04

Total

**Course Objective:** The objective of this paper is to know the details of corporate finance and the strategies involved in the corporate decisions. It will enable the students to steer the corporate in better manner.

### Learning Outcomes:

1. To understand how to formulate corporate finance strategy with regards to cost.
2. To understand the concept of management BIMBOs.
3. To understand all aspects of finance including financial distress and restructuring.


### Course Content:

**Unit-I:** Introduction to strategic corporate finance: Strategy Vs Planning, significance of strategy in financial decisions, Different types of financial strategy for Shareholders Wealth Maximization, overall corporate value addition and Economic Value Addition. Strategic Cost Management: Traditional costing Vs Strategic Costing, Relevant costs Vs Irrelevant costs, Different types of strategic costing and their relevance- Target Costing, Activity based Costing, Life Cycle Costing, Quality Costing, Zero Based Budgeting, Strategic cost reduction techniques and value chain analysis. Alternative sources of financing – alternative sources of financing, Different approach to infrastructure projects financing- Public Private Partnership (PPP) and its relevance.

**Unit II:** Management Buy-outs: Establishing feasibility of the buy-out, Negotiating the main terms of the transaction with the vendor including price and structure, Developing the business plan and financial forecasts in conjunction with the buy-out team for submission to potential funders, negotiations with potential funders so that the most appropriate funding offers are selected.

**Unit III:** Management Buy-ins: **Management Buy-in/Buy-outs** ("BIMBOs"), **Vendor-initiated buy-outs/buy-ins**. Valuing Real assets in the presence of risk: tracking portfolios and Real Asset valuation, Different Approaches of Valuing Real Assets, Capital Budgeting and Strategic policy Real options: Financial and real options compared, various types of real options, the Black-Scholes model, Decision tree analysis, application of Real options, Drawbacks of Real options

**Unit IV:** Financial Distress and restructuring: Meaning of Bankruptcy, Factors leading to bankruptcy, symptoms and predictions of bankruptcy, reorganization of distressed firms,

  
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liquidation of firms. Company disposals: retirement sale or the sale of a non-core subsidiary, planned exit, forceful retirement and other disposals. Exit strategy-most appropriate exit route, valuation, timing of sale and tax planning opportunities, identification of potential purchasers, approaching the potential purchaser, negotiate with potential acquirers and selection of a preferred purchaser, calculation of the various tax implications. Fundraising: identification of different sources of development capital, determination of capital structure and factors affecting the capital structure, cost of capital and cost saving strategy, production of a business plan and financial forecasts to enable potential funders to assess the proposition. Due Diligence: financial due diligence for both purchasers and financial institutions, good quality "added value" due diligence advice.

**Unit V: Company Valuation:** an overview of valuation, valuation principles and practices more, the impact of "what if" scenarios, the key financial and commercial factors affecting the business. Value enhancement tools & techniques, the link between valuation and corporate finance

Other strategic issues: managing credit ratings, and setting dividend and share repurchase policy, problem of too much cash. The issues of stock liquidity and illiquidity, Strategic risk management, the substitutability of capital structure and risk management choices, such as process control efforts, financial, physical, and operational hedging, value-based management.

### Readings:

1. Aswath Damodaran: Corporate finance theory and practice; John Willey & Sons, Inc
2. Jakhota: Strategic Financial Management (Vikas Publication)

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## INTERNATIONAL TRADE: POLICIES & STRATEGIES

**Credits: 04**  
**Hours per Week: 04**

**Total Credits: 45 Hours**

**Course Objective:** The paper aims to provide a thorough understanding of the basis for international trade and strategies. The role of the global institutional structure and trade strategies of developing countries and trade partners of India will be studied.

**Learning Outcomes:**

1. To understand International trade with respect to economic theory.
2. To learn India's Industrialization strategy with respect to International Trade.
3. To understand the impact of global institutional structures.
4. To understand various sectors of Indian economy and how are they impacted with reference to other countries.

**Course Contents:**

**Unit I:**

Review of Economic Theory on International Trade: Basis for international trade; gains from trade; distributional issues, policy instruments and their impact, political economy.

**Unit II:**

Trends in Global Trade and Balance of Payments with special reference to India: Historical roots of today's international trade, Composition, origin and destination of global exports and imports, Trade in invisibles, Balance of payments: current account and capital account, Capital flows and foreign exchange revenues, External Debt

**Unit III:**

The Global Institutional Structure: GATT (General Agreement on Trade and Tariffs), WTO (World Trade Organisation), Regional Trade Blocks and Trade Agreements.

**Unit IV:**

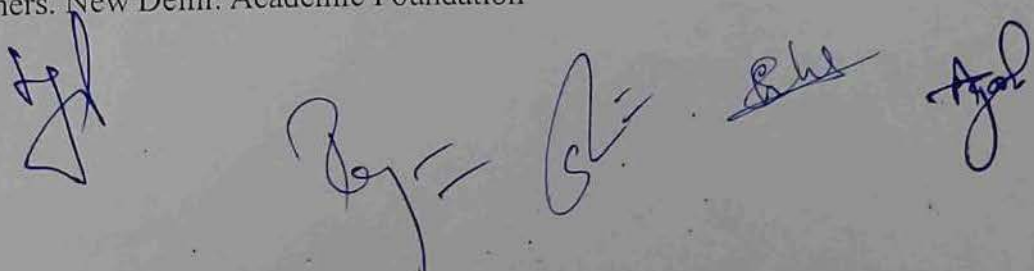
India's Industrialization Strategy and International Trade: Review of Economic planning strategies and issues: early phase; the 1970s and 1980, Policies since 1991, Exim policy, structure of tariffs and restrictions, currency depreciation and convertibility, Export Promotion Zones

**Unit V:**

Experience of Select Developing Countries: Analysis of the trade strategy and the policy framework in two select large countries and comparison with India, Impact of trade on growth, agriculture, inequality, poverty, and other developmental indicators  
Case Studies on Trade Strategies of Emerging Economies- China and ASEAN (Association of South East Asian Nations)

*Text Books:*

1. Tendulkar and Srinivasan: Reintegrating India with the World Economy, Pearson.
2. Connor, David E. O' (2006). Encyclopedia of the Global Economy: A guide for students and researchers. New Delhi: Academic Foundation



**DSE II**  
**(MARKETING)**

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## Digital Marketing

Credits: 04

Total Credits: 45

Hours

Hours Per Week: 04

**Course Objectives:** This course is designed to impart the participants with the knowledge, concepts and skills needed in marketing through digital channels. Participation in digital space is imperative for both business and social organizations. The theories and models applicable require a revisit as digital marketing is not same as offline marketing. The course seeks to familiarize the participants with the concepts and techniques applicable to digital marketing.

### Learning Outcomes:

1. Appreciation of difference and similarities between non-digital and digital marketing
2. Understanding consumer behavior on digital media
3. Learning to develop digital strategy
4. Understanding social media marketing
5. Understanding social media, web analytics

### Course Content:

**Unit I:** Internet penetration and digital commerce; Characteristics of Internet: Web 1.0, Web 2.0 and Web 3.0; Social media; Similarities and differences between online and offline marketing; Internet Marketing in India; Business response to emerging digital revolution; Digital devices, platforms, media, data and technology

**Unit II:** Digital marketing strategy; Digital conversion funnel: customer acquisition, conversion and retention; Acquisition: search engine optimization; paid advertising, search advertising, display advertising, social media marketing, email marketing; measuring success of search engine optimization, mapping search engine journey; On page and off page search engine optimization;

**Unit III:** Online consumer behavior: decision making process; problem recognition, information search, evaluation, choice and post purchase behavior; online consumer segmentation; online marketing mix; consumer segments and targeting; User experience

**Unit IV:** Social Media analytics: data type and collection, structured and semi-structured data, social media metrics, social media ROI, Social networks and social network analysis; Social media analytics with unstructured data: text mining, social customer relationship management, text mining for communication and reputation management; Big data, Internet of things

**Unit V:** Mobile Marketing, E-marketing; Internet marketing strategy: content marketing

**Readings:**

1. Aslam K (2017). *The 7 Critical Principles of Effective Digital Marketing*. Arizona: Scottsdale, The Stone Soup Hustler Publication.
2. Bly R.W. (2018). *The Digital Marketing Handbook*. Entrepreneur Press.
3. Giovannoni, E (2018). *The Digital Marketing Planning*. Brisbane: Chasefive.com.
4. Maity, M (2017). *Internet Marketing*. New Delhi: Oxford University Press



## Personal Selling and Sales Force Management

Credits: 04

Total Credits: 45 Hours

Hours per week: 04

**Course Objective:** 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. To help them differentiate the nuances of personal, organizational and personal selling.

### Learning Outcomes:

1. To understand the concept and theories of personal selling.
2. To understand what skills are required for personal selling.
3. To understand how a sales is made.
4. To understand how a sales force is managed for better productivity and retention.
- 5.

### Course Content:

**Unit I:** Introduction to Personal Selling; functions of a sales person, qualities of an effective Sales Person; Personal Selling situations, Difference between Personal Selling, Salesmanship and Sales Management.

**Unit II:** Theories of Selling: AIDAS, Right Set of circumstances, Buying formula theory, Behavior Equation Theory of Selling

**Unit III:** The Selling Process: Preapproach – acquiring product knowledge, acquiring competition and market knowledge, Identifying and qualifying prospects – sources of prospecting, conditions for qualification, Opening a sale – methods of approaching,

**Unit IV:** 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 V:** 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.

### Readings:

1. Still, Cundiff & Govani: Sales Management, Prentice Hall of India
2. Charles Futrell: Fundamentals of Selling, McGraw Hill

## ADVERTISING AND BRAND MANAGEMENT

Credits : 04

Total Credits: 45 Hours

Hours Per week: 04

**Course Objective:** 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. Demonstrate knowledge of nature and process of brand management.
2. Formulate and justify brand development decisions.
3. Evaluate scope of brand management activity.
4. Analysis and discussion of brand management problems.

**Course Contents:**

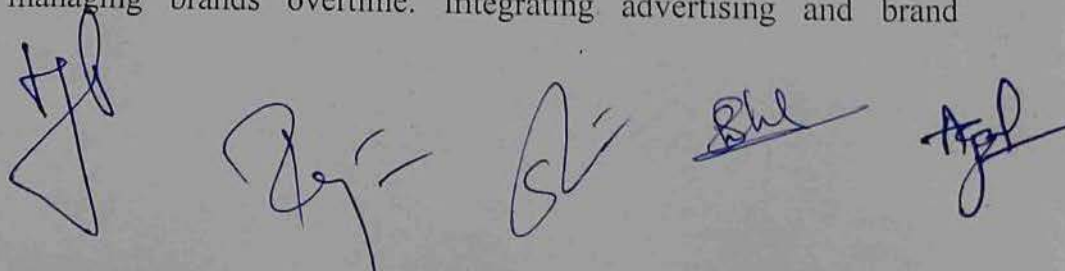
**Unit I:** Advertising need & importance: Definition & growth of modern advertising, advertising & the marketing mix, types & classification of advertisement, advertising spiral; Social & economic aspects of advertising; Marketing communication models: AIDA, hierarchy of effect, innovation adoption model, action first model, quick decision model; Planning framework of promotional strategy

**Unit II:** How advertising works: Exposure, salience, familiarity, low involvement, central route & peripheral route & cognitive learning; Positioning strategies ; Associating feelings with a brand; Developing brand personality ; Creating copy strategies: Rational & emotional approaches, selection of an endorser, creative strategy & style- brand image, execution, USP, common touch & entertainment, message design strategy, format & formulae for presentation of appeals (slice of life, testimonials, etc.), different types of copy; Art & layout of an advertisement: Principles of design, layout stages, difference in designing of television, audio & print advertisement

**Unit III:** 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 & media option; Scheduling: flighting, pulsing, & continuous

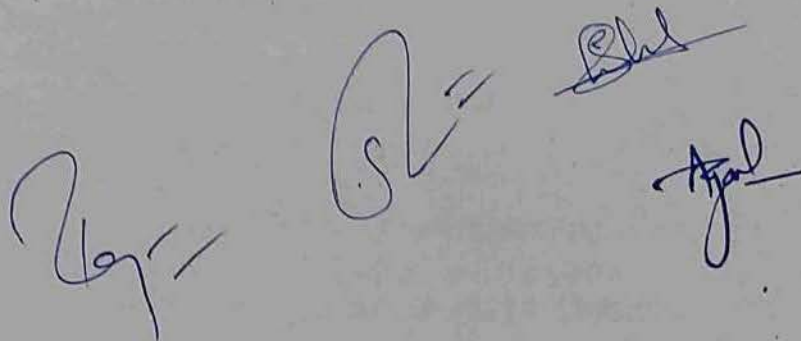
**Unit IV:** Management of sales promotion: Importance & need for sales promotion, planning for consumer schemes & contests, different types of consumer schemes.

**Unit V:** Introduction to brands and brand management, Concept of a brand, brand evolution, branding challenges and opportunities, Strategic brand management process. Identifying and establishing brand positioning and values; Brand building, brand positioning and values brand repositioning. Designing and implementing brand strategies; Brand extension. Brand hierarchy Kapfrer. Brand equity, brand personality, brand image, managing brands overtime. Integrating advertising and brand management



**Readings:**

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 Satish K. Batra : Advertising and sales promotion, Excel books
6. Cowley, D: Understanding Brands, , Kogan Page Ltd
7. Jean Noel Kapferer: Strategic Brand Management, Kapferer Free Press
8. David Aaker: Brand Leadership, Simon & Schuster



## RETAIL MANAGEMENT

Credits : 04  
Hours per week:04

Total Credits: 45 Hours

**Course Objective:** 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. Besides learning more about retailing and retail consulting, the course is designed to foster the development of the student's critical and creative thinking skills.

**Learning Outcomes:**

1. To understand retailing and various retail formats.
2. To understand store planning and various aspects of it.
3. To understand marketing and its application in retail.
4. To understand retail operations.

**Course Contents:**

**Unit I:** Introduction to Retailing, Definition, Characteristics, Evolution of Retailing in India, Retailing in India, Emerging Trends in Retailing, Factors Behind the change of Indian Retail Industry.

Retail Formats: Retail Sales by ownership, On the basis of Merchandise offered, non-store Based retail mix & Non traditional selling.

**Unit II:** Store Planning: Design & Layout, Location Planning and its importance, retailing imagemix, Effective Retail Space Management, Floor Space Management.

**Unit III:** Retail Marketing: Advertising & Sales Promotion, Store Positioning, Retail Marketing. Mix, CRM, Advertising in Retailing.

**Unit IV:** Retail Merchandising: Buying function, Markups & Markdown in merchandise management, shrinkage in Retail merchandise management.

Merchandise Pricing: Concept of Merchandise Pricing, Pricing Options, Pricing Strategies, Pricing Objectives, Types of Pricing.

**Unit V:** Retail Operation: Elements/Components of Retail Store Operation, Store Administration, Store Manager –Responsibilities, Inventory Management, Management of Receipts, Customer Service, Management of Retail Outlet/Store, Store Maintenance, Store Security.

**Readings:**

1. Cullen & Newman: Retailing – Environment & Operations, Cengage Learning EMEA
2. Berman & Evarv: Retail Management, Perntice Hall.
3. Bajaj, Tuli & Srivastava: Retail Management- Oxford University Publications
4. Gibson G Vedamani: Retail Management: Functional principles & practices, Jaico Publishing

ouse.

## DISTRIBUTION AND SUPPLY CHAIN MANAGEMENT

Credits : 04

Total Credits: 45 Hours

Hours per week: 04

**Course Objective:** This course would help students develop an understanding about the role of marketing channels, distribution and supply chain, key issues of supply chain and the drivers of supply chain performance. The course would acquaint the students with various concepts.

### Learning Outcomes:

1. To understand the working & flow of various channels of marketing.
2. To understand how to form strategic alliances.
3. To to understand the dynamics of supply chain.

### Course Contents:

**Unit I:** The channel system: Rationale for marketing channel structures, Composition of marketing channels, Channel Environment.

**Unit II:** Distribution – Basic concept, Transportations, Inventory, Warehousing, Managing logistics.

**Unit III:** Concepts and importance of a Supply Chain (SC), Key issues of Supply Chain Management, Competitive and SC strategies, Achieving strategic fit.

**Unit IV:** Dynamics of supply chain: Supply Chain Integration, Push-based, Pull-based and Push-Pull based supply chain, Demand Forecasting in a Supply Chain, Managing inventory in SC environment: Transportation in SC environment.

**Unit V:** Strategic Alliances, Third party and fourth party logistics, Retailer-Supplier partnerships (RSP), Supplier evaluation and selection, Use of best practices and Information Technology (IT) in Supply Chain Management.

### Readings

1. Ayers, J. B. (2006). Handbook of supply chain management (2nd ed.). Florida: Auerbach Publication.
2. Ballou, R. H., & Srivastava, S. K. (2008). Business logistics/ supply chain management (5th ed.). New Delhi: Pearson Education.
3. Chopra, S., & Meindl, P. (2007). Supply chain management: Strategy, planning and operation (3rd ed.). New Delhi: Pearson Education.
4. Coyle, J. J., Bardi, L. J., & Langley, C. J. (2008). The management of business logistics (7th ed.). USA: South-Western.
5. Dornier, P. P., Ernst, R., Fender, M., & Kouvelis, P. (1998). Global Operations Management and Logistics: Text and Cases. New York: John Wiley & Sons.
6. Mentzer, J. T. (2001). Supply chain management. New Delhi: Sage Publications.
7. Monczka, R. M., Handfield, R. B., Giunipero, L. C., & Petterson, J. L. (2009). Purchasing and supply chain management (4th ed.). USA: Cengage Learning.
8. Raghuram, G., & Rangaraj, N. (2000). Logistics and supply chain management: cases and concepts. New Delhi: Macmillan.
9. Shah, J. (2009). Supply chain management: Text and cases. New Delhi: Pearson

**MARKETING OF SERVICES**

Credits : 04

Total Credits: 45 Hours

Hours per week:4

**Course Objective:** The course is designed to equip students with the knowledge of marketing of all types of services.

**Learning Outcomes:**

1. To understand what is service economy and its emerging contribution.
2. To understand marketing mix with respect to services.
3. To understand the strategies for service marketing.
4. To understand how quality dimension is maintained and managed in services.

**Course Contents:**

**Unit I:** The emergence of service economy: contributory factors, Classification of service marketing, economic transformation unique aspects of services: goods, services, products, managerial challenges

**Unit II:** Marketing mix: concept of value and value drivers, extended framework Service marketing system with respect to marketing Ps, Sequential analysis.

**Unit III:** Service system positioning: service delivery process, blueprinting Service buying behaviour; difference in perspective, risk analysis, decision process.

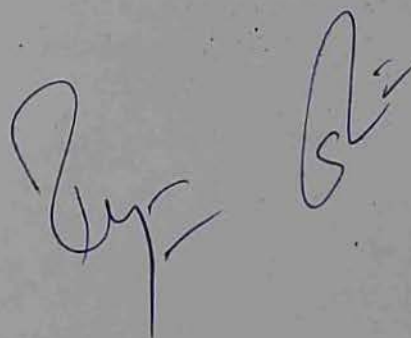
**Unit IV:** Service marketing strategy; segmentation, targeting and positioning, market innovation Competitive differentiation; competitive advantage and value chain analysis

**Unit V:** 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.

**Readings:**

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.





## INTERNATIONAL MARKETING

Credits : 04

Hours per week:04

Total Credits: 45 Hours

**Course Objective:** The course is designed to expose students to international marketing concepts, operation & framework.

**Learning Outcome:**

1. To understand the framework of International markets and factors that governs it.
2. To gain insight into licensing regulations & procedures.
3. To learn how international marketing decisions are made.
4. To understand exports in context of marketing.

**Course Contents:**

**Unit I:** Framework of international marketing .Intra firm & environmental factors, social cultural, economic, political & legal aspects, Difference between domestic marketing, International marketing, Definition & concept.

**Unit II:** Policy framework, Indian Trade Policy, Recent trends in Indian foreign trade, Basic steps in starting an export business – An overview of licencing regulations & Procedures.

**Unit III:** 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 IV:** Institutional infrastructure for export in India, Export Assistance.

**Unit V:** 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.

**Readings:**

1. Varshney & Bhattacharya: International marketing management, Sultan Chand & Sons
2. W.J. Keegan: Multinational Marketing Management, Prentice Hall.
3. V. Terpestra & Ravi Saratnag: International marketing, Naper Publishing Group.
4. P. Cateora & Graham: International marketing, McGraw Hill.

## CONSUMER BEHAVIOUR

Credits: 04

Total Credits: 45 Hours

Hours per Week: 04

**Course Objectives:** Marketing involves decision making in areas like product, pricing, branding, distribution, and promotion. Consumers and customers subjected to these decisions with an aim to extract desired response. Marketing effectiveness can be significantly improved if these decisions based on consumer insights. Marketing success depends on a thorough understanding of why do consumers behave the way they do to marketing stimuli? This course is designed to provide insight into consumer psychology with special focus on how consumers think, feel and respond to marketing stimuli. The course aims to equip the participants to view marketing phenomena from a customer's perspective.

### Learning Outcomes:

6. Develop an understanding of factors that influence consumer buying behavior
7. Appreciate mental processes that precede the act of purchase.
8. Learn models that map and explain consumer buying processes
9. Learn how to base marketing decisions on consumer insights
10. Understand the influence of socio-cultural factors on consumer behavior

### Course Contents:

**Unit I:** Marketing success and failure and consumer behaviour: manager and consumer perspectives, strategy consistency and inconsistency.

Consumer behavior models: Mapping consumer's mind, deterministic and probabilistic approaches, Howard and Sheth, Nicosia and Engle and Blackwell model.

**Unit II:** Consumer involvement: perceived risk, antecedents and consequences Consumer decision making: psychology of simplification, elaborate to routine buying Habit: loyalty, inertia and strategic implications for incumbent and entrant

**Unit III:** Consumer perception and knowledge: categorization process and discrimination, Types of thresholds, consumer memory network.

Consumer learning: connectionist and non-connectionist approaches

**Unit IV:** Motivation and drive: theories and means and end chain, Hierarchical value mapping.

Personality and self-concept influence: Personality theories, Freud, Jung and Trait theories, consistency hypothesis, personality and image, measurement of personality and self image, creating aspiration brand

**Unit V:** Demographic and psychographic segmentation: lifestyle and psychographics Reference group influence: categories and types of influence

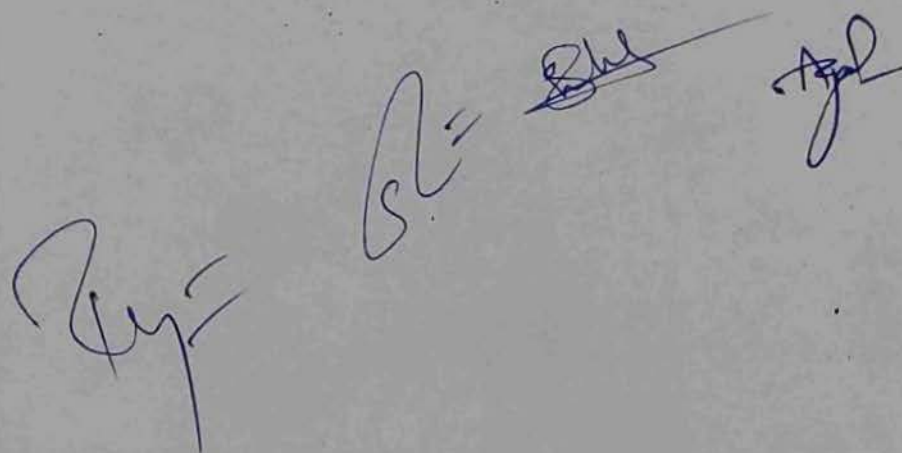
Consumer culture: values and orientation, sub-culture, social class,

Family decision making: decision making unit, roles and influence, types of decisions

Organizational consumer behaviour: differences, models and strategies

**Readings:**

7. Assael, H. (2009). *Consumer behaviour and marketing action*. New Delhi: Cengage Learning.
8. Blackwell, R. D., Miniard, P. D., & Engle, J. F. (2009). *Consumer behaviour*. USA: Thomson-South Western.
9. Evans, M., Jamal, A., & Foxall, G. (2009). *Consumer behaviour* (2<sup>nd</sup> ed.). New Jersey: John Wiley & Sons.
10. Hawkins, D. I., Mothersbaugh, D. L. & Mookerjee, A. (2014). *Consumer behavior: building marketing strategy*. New Delhi: McGraw-Hill.
11. Lindquist, J. D., & Sirgy, J. M. (2010). *Consumer behaviour*. New Delhi: Cengage Learning.
12. Lindstrom M. (2010) *Buyology: Truth and Lies About Why We Buy and the New Science of Desire*. New York: Business Books.



**DSE III**  
**(HUMAN RESOURCE)**

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**SYSTEMS & STRATEGIES**

Credits : 04

Total Credits: 45 Hours

Hours per week: 04

**Course Objective:** The course gives an overview of the need for HRD and HRD practices which can develop and improve an Organization's systems and strategies leading to an optimal HRD climate.

**Learning Outcomes:**

1. To understand the process of development of HR.
2. To understand what are interventions in context of HRD.
3. To analyze the efforts in HRD.

**Course Contents:**

**Unit I:** Human Resource Development (HRD) : Concept, Origin and Need, Relationship between human resource management and human resource development; HRD as a Total System; Activity Areas of HRD : Training, Education and Development; Roles and competencies of HRD professionals.

**Unit II:** HRD Process: Assessing need for HRD; Designing and developing effective HRD programs; Implementing HRD programs; Evaluating HRD programs.

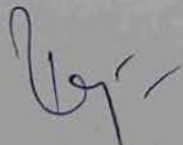
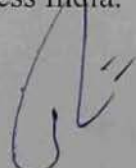
**Unit III:** HRD Interventions: Integrated Human Resource Development Systems, Staffing for HRD; Physical and Financial Resources for HRD. HRD and diversity management; HRD Climate; HRD Audit.

**Unit IV:** HRD Applications: Coaching and mentoring, Career management and development; Employee counselling; Competency mapping, High Performance Work Systems, Balanced Score Card, Appreciative inquiry. Integrating HRD with technology.

**Unit V:** Evaluating the HRD Effort; Data Gathering; Analysis and Feedback; Industrial relations and HRD. HRD Experience in Indian Organizations, International HRD Experience, Future of HRD

**Readings:**

1. Rao T.V. and Pareek, Udai: Designing and Managing Human Resource Systems, Oxford and IBH Publication Ltd.
2. Rao T.V.: Reading in human Resource Development, Oxford IBH Publication .Ltd.
3. Viramani B.R. and Seth, Pramila: Evaluating Management Training and Development, Vision Books.
4. Rao T.V.: Human Resource Development, Sage publication
5. Kapur, Sashi: Human resource Development and Training in Practice, Beacon Books. 7. Lynton, Rolf P. and Pareek, Udai: Training for Development, Vistaar publication.
8. Werner J. M., DeSimone, R.L.: Human resource development, South Western. 9. Mankin, D.: Human resource development, Oxford University Press India.



**TRAINING & DEVELOPMENT**

Credits : 04

Total Credits: 45 Hours

Hours per week: 04

**Course Objective:** To familiarize the students with the concept and practice of training and development in the modern organizational setting.

**Learning Outcomes:**

1. To understand the range of training methods available.
2. To understand management development programs and methods.
3. To understand organizational development and interventions.

**Course Content:**

**Unit I:** Organization vision & plans, assessment of training needs, setting training objectives, designing training programmes, Spiral model of training.

**Unit II:** Tasks of the training function: Building support, overall training capacity, developing materials, strategic planning, networking, designing training programmes.

**Unit III:** Training methods: On the job training, job instruction training, apprenticeship, coaching, job rotation, syndicate method, knowledge based methods, lecture, conferences, programmed learning, simulation methods, case study, vestibule training, laboratory training, in-basket exercise, experiential methods, sensitivity training, e-training.

**Unit IV:** Management Development Programme Methods: -Understudy, Coaching, Action Learning, Role Play, Management Games, Seminars, University related programmes, special projects, behavioural modelling, job rotation, case study, multiple management, sensitivity training. Post training: Training evaluation, Training impact on individuals and organizations, Evaluating Programmes, Participants, Objectives.

**Unit V:** Organisational Development (OD): Definition Foundations of OD, Managing the OD Process, Action Research and OD. OD Interventions: Overview of OD Interventions, Team Interventions Inter-group and Third-Party Peacemaking Interventions. Comprehensive OD Interventions, Structural Interventions and the Applicability of OD, Training Experiences. Issues in Consultant -Client Relationships, System Ramifications, Power, Politics and OD

**Readings:**

1. Blanchard P. Nick & Thacker James: Effective Training, Systems, Strategies and Practices, Pearson.
2. French Wendell, Bell Cecil and Vohra Veena: Organisation Development, Behavioral Science Interventions for Organisation Improvement, Prentice Hall.
3. Lynton Rolf & Pareek Udai: Training & Development, Prentice Hall. 4. Bhatia S.K.: Training & Development, Deep & Deep Publishers.

## MANAGEMENT OF INDUSTRIAL RELATIONS

Credits : 04

Total Credits: 45 Hours

Hours per week: 04

**Course Objective:** To acquaint students with concepts of Industrial Relations and various legislations related to Labour Welfare and Industrial Relations.

**Learning Outcomes:**

1. To understand how better relations can be achieved within legal framework.
2. To gain insight into Trade Union Act and Industrial Disputes Act.
3. To understand laws related to compensation.

**Course Contents:**

**Unit I:** Concept of industrial relations, aspects of industrial relations, conflict and cooperation, parties in industrial relations, workers employers and government, trade unions, objectives collective bargaining.

**Unit II:** Workers participation in management, levels of participation, mode of participation Works Committee, Joint Management councils, Worker Director, Grievance Procedure, Quality Circles.

**Unit III:** Trade Union Act 1926, Immunity granted to Registered Trade Unions, Recognition of Trade Unions. The Industrial Employment (Standing Orders) Act 1946, scope, coverage, certification process, modification, interpretation, and enforcement. The Industrial Disputes Act 1947, forum for settlement of disputes, instruments of economic coercion, strikes, lockouts and closure.

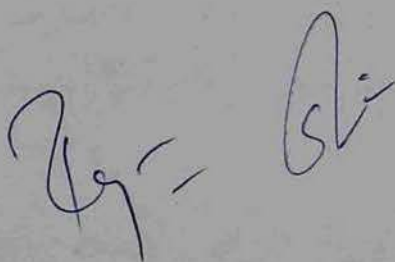
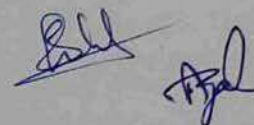
**Unit IV:** Salient features, coverage of employees and employers, rules and benefits relating to The Payment of Wages Act 1936, The Payment of Gratuity Act 1972, The Minimum Wages Act 1948, and The Payment of Bonus Act 1965.

The Factories Act 1948, definition, approval, licensing and registration, health and welfare measures, employment of women and young persons, leave with wages and weekly holidays.

**Unit V:** The salient features, coverage of employees and employers, and benefits under The Provident Fund and Miscellaneous Provisions Act 1952 and Employees Pension Scheme and Employees State Insurance Act 1948.

**Readings:**

1. S C Srivastava: Industrial Relations and Labour Laws, Vikas Publishing House
2. T N Chhabra: Industrial Relations and Labour Laws, Dhanpat Rai Publishing House.

**PERFORMANCE & COMPENSATION MANAGEMENT**

Credits : 04

Total Credits: 45 Hours

Hours per week: 04

**Course Objective:** To familiarize students about concepts of performance and compensation management and how to use them to face the challenges of attracting, retaining and motivating employees to high performance.

**Learning Outcomes:**

1. To understand how performance is managed and evaluated.
2. To understand how to evaluate jobs.
3. To understand various incentive plans and their administration.
4. To understand the concept of wages with reference to India.

**Course Contents:**

**Unit I:** Introduction- Concept, Philosophy, History from performance appraisal to performance development. Objectives of performance management system; Performance management and performance appraisal; Performance Management process: Performance planning, Process and Documentation of Performance appraisal, Appraisal Interview, Performance Feedback and Counselling.

**Unit II:** Performance management and reward systems. Performance Coaching ,Mentoring and Counselling, Competency development, Use of technology and e-PMS, International Aspects of PMS. Performance systems trends, Ethical Perspectives in performance appraisal.

**Unit III:** Introduction to Job Evaluation.Methods of Job Evaluation.Company Wage Policy: Wage Determination, Pay Grades, Wage Surveys, Wage Components. Modern trends in compensation - from wage and salary to cost to company concept, Comparable worth, broadbanding, competency based pay.

**Unit IV:** Incentives plans for production employees and for other professionals. Developing effective incentive plans, pay for performance,. Supplementary pay benefits, insurance benefits, retirement benefits, employee services benefits. Benefits & Incentive practices in indian industry.

**Unit V:** Wages in India: Minimum wage, fair wage and living wage. Methods of state regulation of wages. Wage differentials & national wage policy Regulating payment of wages, wage boards, Pay commissions, dearness allowances, linking wages with productivity,Special compensation situations: International compensation-managing variations.Expatriate Pay.

**Readings:**

1. Milkovich & Newman , Compensation, McGraw Hill.
2. T.J. Bergman , Compensation Decision Making, Harcourt, Fort Worth, TX
3. Richard Henderson: Compensation management in a knowledge based world, Prentice Hall.
4. T.N.Chhabra & Savitha Rastogi Compensation management, Sun India Publications.
5. Gary Dessler , Human Resource Management, Prentice Hall.



## COUNSELLING & NEGOTIATION SKILLS FOR MANAGEMENT

Credits : 04

Total Credits: 45 Hours

Hours per week: 04

**Course Objective:** The objective of this course is to provide insights into handling behavioural issues at work place by developing counselling skills. It is also intended to facilitate an understanding of the structure and dynamics of negotiation.

**Learning Outcomes:**

1. To understand various techniques of counseling.
2. To learn the concept of ethics in counseling.
3. To learn negotiation with reference to culture, gender, ethics etc.

**Course Contents:**

**Unit I:** Counselling: Introduction, Approaches to Counselling, Goals and Process of Counselling; Counselling Procedures and Skills, Organizational Application of Counselling Skills.

**Unit II:** Changing Behaviours through Counselling; Specific Techniques of Counselling; Role conflicts of Managers and Counselling.

**Unit III:** Application of Counselling in Specific Organizational Situations: Dealing with problem Subordinates; Performance Management; Alcoholism and Other Substance Abuse. Ethics in Counselling.

**Unit IV:** Negotiation: 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 V:** Role of trust in negotiations; negotiation and IT; ethics in negotiation; cultural differences in negotiation styles; gender in negotiations; context of mediation; negotiation as persuasion.

**Readings:**

1. Singh Kavita - Counselling Skills for Managers (PHI)
2. Carroll, M.: Workplace counseling, Sage Publication.
3. Kottler, J. A., & Shepard, D. S.: Introduction to counselling: voices from the field, USA: Cengage Learning.
4. Moursund, J.: The Process of counselling and therapy, New Jersey: Prentice Hall.
5. Patterson, L. E., & Welfel, E. R.: The counselling process; A multitheoretical integrative approach, New York: Brooks Cole.
6. Kolb, D., & Williams, J.: The Shadow Negotiation. UK: Simon & Schuster.
7. Korobkin, R.: Negotiation theory and strategy, Aspen Publisher.
8. Lewicki, R.: Essentials of negotiation. Alexandria V. A.: Society of HRM.

## Cross Cultural HRM

Credits : 04

Total Credits: 45 Hours

Hours per week: 04

**Course Objective:** To explore the concepts and techniques of the essential elements of cross cultural HRM and to enable the students to recognize its critical issues. The course aims to understand HRM concerns in the cross cultural scenario.

**Learning Outcomes:**

1. To understand how diversity is to be managed.
2. To learn the basics of expatriate compensation.
3. To understand industrial relations management with respect labour unions and MNCs

**Course Contents:**

**Unit I:** Introduction to concepts of culture and nationality, Impact of culture on international business environment, Hofstede's approach, advantages and disadvantages PCN, TCN, HCN, Expatriate adjustment process, Impact of cultural issues on flexibility and work life balance. Recruitment and Selection, Approaches to multinational staffing.

**Unit II:** Managing diversity: diversity and organisational culture, Approaches to managing diversity, Diversity management programme. Training: cross cultural training, Cultural assimilators, Diversity training. Cross cultural team building

**Unit III:** Performance appraisal: Criteria for performance appraisal, Variables that influence expatriate performance appraisal. Compensation: Objectives of expatriate compensation plan. Approaches to expatriate compensation: Going rate approach, Balance sheet approach. Cultural impact on compensation policy

**Unit IV:** Repatriation: Process, Causes of expatriate failure, Problems of repatriation. Cross border Mergers and Acquisitions: HRM perspective

**Unit V:** International industrial relations: Labour unions and MNC, Employee relations in MNC, Response of labour unions to MNC.

**Readings:**

1. Dowling P.J and Engle Sr.A.D: International HRM, Thomson Learning.
2. Browaeyns M.J and Price R: Understanding cross cultural management, Prentice Hall.
3. Mausami S. Bhattacharya and Nilanjan Sengupta: International Human Resource Management, ExcelBooks.
4. Thomas.D.C: Cross cultural Management essential concepts, Sage Publication.
5. Lucas Rosemary and Lupton Ben: Human resource management in International Context, Jaico publication house.
6. Schuler.R.S, Briscoe.D.R and Claus: International Human Resource Management, Routledge New York.

## TALENT AND KNOWLEDGE MANAGEMENT

Credits : 04

Total Credits: 45 Hours

Hours per week: 04

**Course Objective:** To prepare students for talent and knowledge management efforts in organizations. It aims at enabling students to gain insights in concepts and application of talent and knowledge management in organizations. The course aims at understanding basic elements, processes, approaches and strategies of managing talent and knowledge in organizations.

### Learning Outcomes:

1. To understand how competency mapping is done.
2. To understand how talent is procured and managed.
3. To learn and understand the process of knowledge management.
4. To understand knowledge auditing.

### Course Contents:

**Unit I:** Meaning and importance of talent management, Talent management Grid, Creating talent management system, Strategies of talent management.

**Unit II:** Competency model, Competency mapping, Role of leaders in talent management, Talent management and competitive advantage.

**Unit III:** Elements of knowledge management, Advantages of knowledge management, Knowledge management in learning organisations. Types of Knowledge: Tacit and Explicit. Managing knowledge workers.

**Unit IV:** Knowledge management process, Approaches to knowledge management: Knowledge management solutions, Knowledge creation, Knowledge sharing, Knowledge dissemination, Knowledge management life cycle, Nonaka's model of knowledge. Knowledge capturing techniques: Brainstorming, Protocol analysis, Consensus decision making, Repertory grid, Concept mapping.

**Unit V:** Knowledge management strategies: Aligning individual needs with organisation, Reward systems for knowledge management, Knowledge audit, Benchmarking, Balance score card, Gap analysis.

### Readings:

1. Lance A. Berger, Dorothy Berger: Talent management handbook, McGraw Hill New York.
2. Cappeli Peter: Talent on Demand –Managing Talent in an age of uncertainty, Harvard Businesspress.
3. Awad.E.M and Ghaziri.H.M: Knowledge management, Pearson education International.
4. Stuart Barnes: Knowledge management system theory and practice, Thomson learning.
5. Sudhir Warier: Knowledge management, Vikas publishing house.

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## NEGOTIATION & INFLUENCE SKILLS

Credits : 04  
Hours per week: 04

Total Credits: 45 Hours

### Course Objectives:

The objective of this course is to familiarize the students with the structure and dynamics of negotiation, preparing them for leadership positions. The syllabus is intended to help students develop their skills in effective use of different forms of influence and persuasion strategies in the decision-making process. This course is designed to facilitate students in rethinking of negotiation as a problem-solving tool and improving their negotiating skills and confidence when engaging in important real-world negotiations at work and other settings.

### Learning Outcomes:

1. Understanding Influence strategies and their application in organizations.
2. Understanding Persuasion and gaining insights on the role of persuasion in driving organizational strategy
3. Developing an insight into fundamentals of negotiation
4. Understanding Gender and Cultural issues in negotiation
5. Appreciating the role of Ethics in Negotiation.

### Course Content:

**Unit I:** Basics of Influence; Managerial influence tactics; Social and Psychological Influence strategies; learning to apply influence strategies in work and other settings; power and influence.

**Unit II:** Persuasion concepts; role of persuasion in strategic leadership.

**Unit III:** Negotiation basics; Types of negotiation: distributive and integrative; Negotiation Process; Negotiation strategy.

**Unit IV:** Influence of culture on negotiation; Gender issues in negotiation

**Unit V:** Ethical issues to guide negotiation

### Readings:

1. Brett, J. M. (2014). *Negotiating Globally: How to Negotiate Deals, Resolve Disputes, and Make Decisions Across Cultural Boundaries* (3<sup>rd</sup> ed.). Jossey-Bass.
2. Carrell, M. R., and Heavrin, C. (2008) *Negotiating Essentials: Theory, Skills, and Practices*. Pearson Prentice Hall.
3. Cialdini, R *Influence: The psychology of persuasion*. New York: Morrow.
4. Cialdini, R. B. (2008). *Influence: Science and practice*. New York: Allyn and Bacon.
5. Lewicki, R., Barry, B. & Saunders, D. (2015). *Essentials of Negotiation* (6<sup>th</sup> ed.). McGraw Hill.
6. Thompson, L. L. (2012). *The Mind and Heart of the Negotiator* (5th ed.). Pearson.
7. Young, M. (2008). *Sharks, saints and samurai: The power of ethics in negotiations*.

**DSE IV  
(INFORMATION TECHNOLOGY)**

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## SECURITY AND CONTROL INFORMATION SYSTEM

Credits: 04

Total Credits: 45

Hours

Hours per week: 04

**Course Objectives:** To enable the students to get an overview of information systems security, audit and control function. Threats, attacks and security technology measures. Legal, ethical and professional issues Planning for security.

### Learning Outcomes:

1. To Examine the multiple layers of IS security in organizations.
2. Analyze the risk management approach to information assets' security with respect to operational and organizational goals.
3. Evaluate physical and logical security controls, and the automated approaches in IS security.

### Course Content:

**Unit I :** Introduction to Security : Need for security and control, Risks to Information system data and resources, definitions of Information security, Computer crimes and virus, Internal control

**Unit II:** Types of Security : Physical Security: Threat to security, Physical access, Fire and theft protection Environmental hazards. Logical Security : threats to security, Access control Identification, Authentication, Authorisation, Password control and management Access control software. Data Security: Threats to security, Access controls, Back-up and recovery strategies, Data input/ output control data encryption.

**Unit III:** Tele-Communication Security : Physical security, Logical Access security, Dial-in access security, Network management control, Authentication protocols, Internet / Intranet/ extranet security; Computer Configuration and Operation Security Hardware / Software Security, Start up/ Shut down procedures, Journals, Back-up/ recovery strategies.

### Unit IV:

Personal Security: Threats Security, Protection from people. Protection of employees: Security Planning: Risk and Security policy, Security management, Business continuity planning, Security audit. Student Learning Outcomes:

### Readings:

1. EDP, Auditing by Ron Weber
2. PC and LAN Security by Stephen Cobb
3. Enterprise Security Protecting information assets by Michel E. Kabey
4. Enterprise Disaster Recovery Planning by Miora
5. Computer Security for Dummies

## ENTERPRISE RESOURCE PLANNING

Credits: 04

Total Credits: 45 Hours

Hours per week: 04

**Course Objective:** To enable the students to learn the principles of business engineering, the guidelines for ERP implementation, business modeling and ERP implementation. To know ERP models and its advantage

### Learning Outcomes:

1. To understand how business engineering goes with information technology
2. To apply ERP implementation technology
3. To select the ERP models for the application.

### Course Content:

**Unit I:** Enterprise Resources Planning : Evolution of ERP-MRP and MRP II-problems of system islands - needs for system Integration and interface-early ERP Packages- ERP products and Markets - opportunities and problems in ERP selection and implementation.

**Unit II:** ERP implementation : Identifying ERP benefits team formation-Consultant intermentation; ERP-Process of ERP implementation-Managing changes in IT organization- Preparing IT infrastructure-Measuring benefits of ERP - Integrating with other systems; Post ERP.

**Unit III-** Modules in ERP : Business Module of ERP Package; Reengineering Concepts: The emergence of : reengineering concept - concept of business process- rethinking of processes - identification of re-engineering need - preparing for re-engineering - implementing change - change management - BPR & ERP.

**Unit IV:** Supply Chain Management : The concept of value chain differentiation between ERP and SCM - SCM for customer focus need and specificity of SCM-SCM scenario in India - CRM solutions; E-Business; Introducing to I - Net technologies - Evolution of E- Commerce

**Unit V:** EDI and E-Business - business opportunities basic and advanced business models on internet - internet banking and related technologies - security and privacy issues - technologies for E-Business. Future and Growth of E-Business.

### Readings:

1. Hammer, Micheal and Nakls Chamby, Reengineering the Corporation.
2. Leon, Alexix Countdown, Tata McGraw Hill.
3. Plak, Carol A. & Eli Schragenheim ERP, St. Lucie Press, NY.

## APPLICATION DEVELOPMENT USING ORACLE

Credits:04

Total Credits: 45 Hours

Hours per week:04

**Course Objective:** To enable the students to develop applications using oracle.

**Learning Outcomes:**

1.Implement practically the Application Development Using Oracle.

**Course Contents:**

**Unit I:** Refresher to Oracle RDBMS: Defining a data base, defining columns and keys normalising the design, minimising redundancy, organisation of data in Oracle, Oracle tools.

**Unit II:**SOL & PL/SOL: SQ/PL SQL command summary - data types, operators, DML, DDL, PL/SQL, control structures - Error handling.

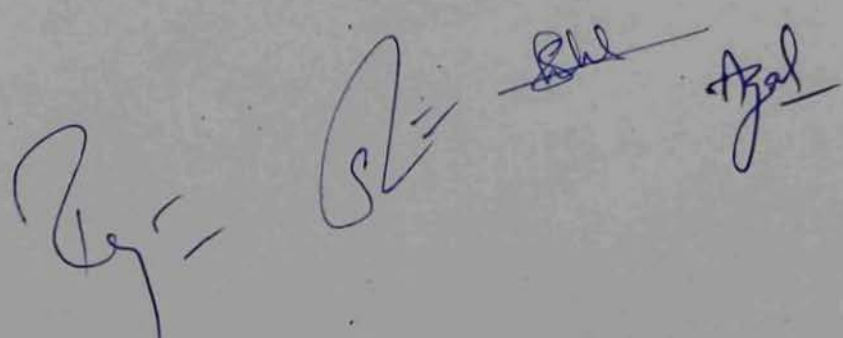
**Unit III:** ORACLE FORMS Module: Application development using FORMS 5, organisation of FORMS painting canvas, default form Forms process, trigger and their types, bigger command syntax, exaction of forms: REPORT Module: Types of reports, formalising the report, calculated fields, group settings, modifying, Text settings, previewing a report, running a report.

**Unit IV:** Oracle Utilities: Exporting and importing data base information, loading data from foreign files, backup and recovery; graphics Module: Designing graphics - integrating graphics with forms and reports.

**Unit V:** Building Applications: Business analysis entity relationship model, normalization data integrity, data base, updation, transactions, planning and designing the forms for updating and enquiry managerial reports generation.

**Readings:**

1. Bayross, Ivan Commercial Application Development Using Oracle Developer 2000, BPB Publication, Delhi.
2. Hipsley, Paul Developing client server application with Oracle, Developer, Sams Publishing.
3. Lulushi Albert Developing Oracle Forms Application, Prentice Hall.
4. Muller, Robbert J. Oracle Developer, Handbook, Oracle Press.



## SYSTEM ANALYSIS AND DESIGN

Credits: 04  
Hours per week:04

Total Credits: 45 Hours

**Course Objectives:** To enable the students to understand various aspects of system analysis and design so that they can plan development life cycle of system.

**Learning Outcomes:**

1. To understand hardware and software selection.
2. To learn detailed design and modulation
3. To understand the phases of system development life cycle.

**Course Content:**

**Unit I:** Overview of Systems Analysis and Design: Software Applications today - the changing scenarios - Introduction to different methodologies and Structured System Analysis Problem identification - requirement analysis: tools and techniques-feasibility analysis Operational. Technical and Economic Feasibility-details of SDLC approach Business Systems Concept.

**Unit II:** Systems Development Life cycle : Project Selection Feasibility Study Tools for Analysis and Design of Business Systems; Methodology Available: Need for Structured Techniques; Structured Techniques Available

**Unit III:** System Requirement Specification and Analysis; Data Flow Diagrams; Data Dictionary Process Organisation and Intersections; Decision Analysis; Decision Trees and Table Expansion. Explosion and Normalization.

**Unit IV:** Detailed Design : Modulation; Module Specification: File Design: Data Base Design, System Control and controls and audio Trails: System Administration and Training: Conversion and Operation Plan.

**Unit V:** Hardware and Software Selection; Hardware Acquisition; Benchmarking, Vendor Selection. Operating System Selection; Language Processors; performance and Acceptance Testing Criteria, Managing Data Processing in an Organisation; Data Processing Setup; Project Management Techniques for Managing Software Project.

**Readings:**

1. Awad, Elias M. Systems Analysis and Design, 2nd ed. New Delhi, Prentice Hall of India.
2. Coad, Peter and Edward, Yourdon. Object -Oriented Analysis. 2nd ed. Englewood Cliff, New Jersey,
3. Hawryszkiewycz. IT. Introduction to Systems Analysis and Design. 2nd ed., New Delhi, PHI
4. Marco, T.D. Structured Analysis & System Specification, New Delhi, Yourdon Press.
5. Rajaraman. V. Analysis and Design of 2w Systems, New Delhi, Prentice Hall of India.
6. Van Over. David. Foundations of Business Systems. Fort Worth, Dryden Press.

## MANAGING E-BUSINESS

**Credits:04**

**Total Credits: 45 Hours**

**Hours per week: 04**

**Course Objectives:** This course is aimed at developing an understanding of emerging e-business paradigms, with special reference to various issues and concerns imperative to implementation of e-business strategies. The course will focus on analysis of factors responsible for successes and failures of e-business initiatives.

**Learning Outcomes:**

1. Developing an understanding of transacting electronically and emerging technology for the same.
2. Familiarizing the students with the concepts of EDI and Knowledge Management for e-Commerce.
3. Introduce the students to the government initiatives for e-business.
4. Discuss the significance of electronic payments.
5. Develop an appreciation of strategies for e-Business.

**Course Contents:**

**Unit I:** Managing businesses electronically. E-Business and E-Commerce. Role of transactions on the electronic media. Growth of E-Business in an organization. Impact of E-Business on industries; Components of E-Business technology; Role of websites and Internet in E-Business. Emerging technologies for E-Business solutions.

**Unit II:** Introduction to e-Commerce; Role of EDI in e-Commerce; Emerging paradigms of e-commerce; Knowledge management in the e-Commerce Era.

**Unit III:** Indian e-Commerce Scenario; IT Act; Indian Convergence Bill; Cyber Appellate and PKI. Success stories of e-Commerce in India; Cashless Economy. Integrators and Key Players.

**Unit IV:** Electronic Payment Systems. Electronic Wallets; Payment Gateways; Payment and Content Management; Security and Privacy Issues related to E-Commerce. On-line, Pre-paid and post-paid Electronic Payment Systems. Architectural Framework for E-Business.

**Unit V:** Implementing B-2-B E-Commerce. Supply-Chain Integration; Enterprise Application Integration. E-Commerce Value Chain. Internet Business Models; Internet Business Strategy; Implementation Strategies. Search Engines and Internet Advertising. Building Virtual Communities. Building e-Alliances; Business Exchanges and Intermediaries. E-Business Strategies and Economies of E-Business.

**Readings:**

1. Bhanver, J., & Bhanver, K. (2017). Click!: The Amazing Story of India's E-commerce Boom and Where it's Headed.: Hachette.
2. Bhaskar, B. (2009). Electronic commerce: Framework, technologies and applications (3rd ed.). New Delhi: Tata McGraw Hill Education.
3. Chaffey, D. (2007). E-Business and e-commerce management (3rd ed.): Pearson Education.
4. Erisman, P. (2017). Six Billion Shoppers: The Companies Winning the Global E-Commerce Boom. Macmillan.
5. Kalakota, R., & Winston, A. B. (2009). Electronic commerce: A manager's guide. New Delhi

## STRATEGIC MANAGEMENT OF INFORMATION TECHNOLOGY

Credits: 04

Total Credits: 45 Hours

Hours per week: 04

**Course Objectives:** This course is designed to inculcate an understanding of leveraging Information Technology as a Strategic Tool for organizations and industries through concepts and cases. The course focuses on the development of Information Technology Leadership.

### Learning Outcomes:

1. Developing an understanding of IT as a Strategic Tool for Organizations to gain Competitive Advantage.
2. Familiarizing the students with the concepts for designing and developing a winning IT Architecture.
3. Introduce the students to the concept of SISP and Learning Organizations.
4. Discuss the relevance of emerging paradigms such as BI and BA as well as their relevance to businesses.
5. Discuss the reasons for success and failure of IT projects.

### Course Contents:

**Unit I:** Technology trends and models for management of information technology; Information Systems Strategy -Formulation; CSF/KPI Theory; Information Systems Management Issues.

**Unit II:** IT Architecture Planning; Open Source Architecture; Leadership in Information Technology; National Information Infrastructure; Digital Signatures and Certifications.

**Unit III:** Strategic Information Systems Planning; Learning Organizations; Outsourcing IT Function; IT for Strategic Alliances.

**Unit IV:** Organizational Transformation through IT; CRM/SCM; Industry 4.0; Data Warehousing, Knowledge Management; Business Intelligence and Data Analytics.

**Unit V:** Learning from Indian Successes and Failures.

### Readings:

1. Chew, Eng K., & Gottschalk, P. Information technology strategy and management: Best practices. New York: Information Science Reference.
2. Frank, Malcolm et al. (2017). What To Do When Machines Do Everything: How to Get Ahead in a World of AI, Algorithms, Bots, and Big Data. John Wiley & Sons
3. Gupta, Sunil(2018). Driving Digital Strategy: A Guide to Reimagining Your Business. Boston: Harvard Business School Press.

## Database Management Systems

**Credits: 04**  
**Hours per week: 04**

**Total Credits: 45 Hours**

**Course Objectives:** This course is designed to present an introduction to database management system with an emphasis on how to organize, maintain and retrieve information from DBMS.

**Learning Outcomes:**

1. Describe the fundamental elements of relational data base management system .
2. Improve database design by normalization .
3. Explain the basic concepts of Relational data model and SQL.
4. Be familiar with the basic database structures and access techniques.

**Course content:**

**Unit I:** Introduction : Purpose of the data base system, data abstraction, data model, data independence, data definition language, data manipulation language, data base administrator, data base users, overall structure.

**Unit II :** Relational Data Objects -Domains and Relations: Domains, relations, kinds of relations, relations and predicates, relational databases.

Relational Data Integrity - Candidate keys and related matters: Candidate keys. Primary and alternate keys. Foreign keys, foreign key rules, nulls. Candidate keys and nulls, foreign key and nulls.

**UNIT III:** The SQL Language: Data definition, retrieval and update operations. Table expressions, conditional expressions,

Views: Introduction, what are views for, data definition, data manipulation, SQL support.

**UNIT IV:** Hierarchical model : basic concepts, tree structure diagrams, data retrieval facility, update facility, virtual records, mapping hierarchical to files, hierarchical system.

**UNIT-V:** File and system structure : overall system structure, file organisation, logical and physical file organization, sequential and random, indexing and hashing, B-tree index files.

**Readings:**

1. Date C.J., Database Systems, Addison Wesley.
2. Korth, Database Systems Concepts, McGraw Hill.

## Fundamentals of Operating System

Credits: 04

Total Credits: 45 Hours

Hours per week: 04

**Course Objectives:** This course is designed to familiarize students with different aspects of process life cycle ,scheduling ,dead locks memory management, etc..

### Learning Outcomes:

1. It will help students how operating system is important for computer system it will help students learn secondary management .
2. It will help the learn different types of operating systems and their services.

**UNIT I:** Introduction to Operating system. Types of operating systems :Batch System,Multiprogramming, TimeSharing, Distributed, Clustered ,Real time. Operating System Services ,Operating System Structure.

**UNIT II:** Processes:The Process concept, Process Life Cycle, Interprocess Communication ,Process control Block. Process Scheduling.

Process Synchronization: Critical-Section Problem - Synchronization Hardware - Semaphores , Critical Region - Monitors.

**UNIT III:** Deadlocks: Characterization- Methods for Handling Deadlocks - Deadlock Prevention - Avoidance - Detection - Recovery.

CPU Scheduling: CPU Schedulers - Scheduling Criteria - Scheduling Algorithms.

**UNIT IV:**Memory Management: Swapping, Contiguous Allocation - Internal & External Fragmentation. Non Contiguous Allocation: Paging, Demand Paging and Segmentation Schemes. Page Replacement, Page-replacement Algorithms, Performance of Demand Paging, Allocation of Frames, Thrashing,

### UNIT V:Linux:

Linux History, Design Principles, Kernel Modules, Process Management, Scheduling, Memory Management, File Systems, Input and Output, Inter process Communication, Network Structure, Security Summary.

### Readings:

1. Silberschatz and Galvin, "Operating System Concepts", John Wiley & Sons, 7 thEd. 2005
2. Deitel. H.M .. "An Introduction to Operating Systems". Addison Wesley Publishing Company 1984.
3. Milenkovic, M., "Operating Systems• Concepts and Design". McGraw Hill International Edition Computer Science series 1992.
4. Peterson, J.L .. Abraham Silberschatz. "Operating System Concepts". Addison Wesley Publishing Company. 1989.

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# DSE – V (RURAL MANAGEMENT)

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## Principles and Practices of Rural Management

Credits: 04

Total Credits: 45 Hours

Hours per week: 04

**Course Objectives:** To facilitate in recognizing the principles of management in rural business organizations to appraise on different functions of Management and Management styles.

### Learning Outcomes:

1. Apply the principles of management
2. Plan, organize, and take decisions in any organization
3. Conduct manpower planning, carry out recruitment process, and plan training and development programs for an organization.
4. Apply motivation theories for effective management of personnel
5. Communicate effectively, review, provide feedback and take corrective actions

### Course Content:

**Unit I: Introduction to Management:** Management - Meaning, nature, scope and importance of Management, productivity, Management as a Science, Art or a Profession, Universality of Management, Management Principles, Functions of management, Management roles, Levels of Management, Management Skills, Social Responsibility, Ethics and Values in Management, Corporate Social Responsibility, Corporate Governance, Management Vs Administration, Evolution of Management thought- Scientific Management, Fayol's Principles of Management, Hawthorne Experiments, Decision Theory Approach, System Approach, Contingent Approach, Contribution of Peter Drucker.

**Unit II: Management Functions:** Planning, Organizing, Staffing, Directing, Co-ordinating, Reporting and Budgeting (POSDCORB)- Planning – Meaning, nature and importance, Planning Process, Types of Planning, Measures of effective Planning, Barriers to Effective Plan, Management by Objectives; **Decision Making** - Meaning, Types of decisions, Decision Making Process, Individual Vs Group Decision Making, Decision Making Conditions, Creativity; **Organizing** - Meaning, Organization Structure, forms of Organization Structure, Departmentation, Task Force, Virtual Organization, power, authority, accountability, delegation, centralization, decentralization, working team, team effectiveness, dynamics of group behavior, influence of group on individual and group decision making

**Transaction Methodology:** Role Play and discussion

**Unit III: Staffing:** Meaning, man power planning, job analysis, job description, job specification, recruitment and selection, training and development, transactional analysis, organization development, performance appraisal, job evaluation. **Directing**– Meaning, nature, scope and principles of direction, supervision

**Unit IV : Motivation:** Meaning, nature and importance of motivation, Theories of motivation – Maslow, Herzberg, McClelland, Alderfer, Vroom, Porter – Lawler, McGregor, Rewards – Monetary and Non – Monetary, Job design, job enrichment, job satisfaction, quality of work life, morale and productivity; **Leadership** - Meaning, importance, leadership theories, leadership styles – managerial grid, tridimensional grid, leadership as a continuum

**Unit V: Controlling:** Meaning, importance, controlling process, types of control, essential of effective control system, behavioral importance of control, control techniques, quality circles.

**Communication** - Meaning, process, oral, written, Non-verbal, pictorial communication, communication channel, barriers in communication- Communication in Business: Importance and benefits, components

- concepts and problems-nonverbal communication - The seven Cs of effective communication: Completeness, Conciseness, consideration, concreteness, clarity, courtesy and correctness - Business Communication in the Global Context: Background to inter-cultural communication - cultural variables, individual cultural variables

**Forms of Communication:** Personal, Interpersonal, Technology & Communication, Communication for Organizational Effectiveness

**Readings:**

1. Diwan, P (2002). *Management Principles and Practices*. Excel Books: New Delhi.
2. Koontz and O'Donnell (1980). *Principles of Management*, Tata McGraw Hill: New York.
3. Murphy, A.H; Hildebrandt, W.H; and Thomas, P J (2008). *Effective Business Communication*, 7<sup>th</sup> Edition, Tata McGraw Hill Publishing Company Limited: New Delhi.
4. Prasad, L.M. (2013). *Principles & Practices of Management*. Sultan Chand & Sons: New Delhi.
5. Rai, U and Rai, S M (2008). *Business Communication*, 10<sup>th</sup> Edition, Himalaya Publishing House: Mumbai



## Rural Planning and Development

Credits: 04

Hours per week: 04

Total Credits: 45 Hours

**Course Objectives:** To introduce the students to the concept of rural development to orient the students on the scope and significance of rural management to create awareness about Institutional frameworks for rural development and management

**Learning Outcomes:**

1. Explain the concepts, elements and importance of rural development
2. Describe the scope and significance of rural management
3. Discuss Institutional frameworks for rural development and management
4. Explain rural development and welfare initiatives of Central and State Governments
5. Describe experiments in Rural Development before independence and analyze their impact

**Course Content:**

**Unit I: Rural Development:** Concept, Elements, Importance and Scope - Approaches: Sectoral, Area Approach, Target Group Approach, Participatory Approach, Integrated Approach - Strategies of Rural Development.

**Unit II: Rural Management:** Scope and Significance of Rural Management – Economic perspectives of Rural Development: Lack of access to assets, Micro finance, Capital market - Sectoral Issues in Rural development: Agriculture, Industries and Land Reforms.

**Unit III: Institutions for Rural Development and Management:** Structure, Functions and Role in Rural Development - National level Institutions: Planning Commission, Ministry of Rural Development, Ministry of Panchayati Raj, NIRD&PR, CAPART and NABARD - State Level Institutions: State Planning Board, State Institute of Rural Development - District & Other Level Institutions: District Planning Committee; Panchayati Raj Institutions - Community Based Institutions – Scientific inputs and support from the Institutions like ICAR, ISRO, CSIR Institutes.

**Unit IV: Major Development and Welfare Programs:** Mahatma Gandhi National Rural Employment Guarantee Program (MGNREGS), Public Distribution System(PDS), Sarva Siksha Abhiyan(SSA) National Rural Livelihood Mission (NRLM), Pradhan Mantri Gramin AwaasYojana (PMGAY), Swachh Bharat Mission (SBM), National Health Mission (NHM), Swajaldhara - Backward Region Grant Fund (BRGF), Pradhan MantriGrameenSadakYojana (PMGSY), Integrated Wasteland Development Program (IWDP), Provisions of Urban Amenities in Rural Areas (PURA), PPP/CSR Initiatives in Rural Development (the names may be changed as per government programs)

**Unit V: Good Practices in Rural Management:** Experiments in Rural Development before Independence: Sriniketan, Marthandam, Sevagram, Wardha experiment, Baroda experiment, Firka Development, Nilokheri and Etawa Pilot Project - Individual models: Ralegaon Siddhi experiments of Anna Hazare and impact on rural development - Tarun Bharat Sangh experiment of Rajendra Singh and its impact - Nandigram experiment of Gandhi VicharParishad, Bankura, West Bengal and its impact.

**Readings:**

1. India Rural Development Report 2013-14, Hyderabad: Orient Blackswan.  
Prasad, B.K.(2003). *Rural Development: Concept, Approach and Strategy*, New Delhi: Sarup & Sons.
2. Singh, K and Pundir, R.S. (2000). *Co-operatives and Rural Development in India*, IRMA.
3. Singh, K. (2009). *Rural Development – Principles, Policies and management*, New Delhi: Sage.
4. Srivastava, M.S. Kumar, A. (Eds.) (2008). *Rural development in India: Approaches, strategies, and programs*, New Delhi: Deep and Deep Publications.
5. Sundaram, S. (2002). *Rural Development Mumbai*: Himalaya.

## Indian Rural Society and Rural Administration

Credits: 04  
Hours per week: 04

Total Credits: 45 Hours

**Course Objectives:** To facilitate the students to understand the basic nature of rural society in India to appraise them about the Rural Local Administration to provide insights on rural demography and rural economy in India to provide insights on various processes and challenges of agriculture in India .

### Learning Outcomes:

1. Describe the key aspects of rural society in India
2. Describe the rural local administration
3. Analyse the dynamics of local rural population and local rural economy
4. Explain the processes and challenges of agriculture in India
5. Summarise the components and implications of land tenure systems and land reforms in India

### Course Content:

**Unit I:** Rural Society: Its basic features, stratification, values and value system, rural-urban differences. Rural social structure, rural power structure – caste hierarchy, landlord-labour relationship, caste in rural society, tribes and their problems.

**Unit II:** Panchayati Raj: A brief history existing legal framework, working and problems. Gram Panchayat and Panchayat Samitis - Power, functions, elections; working problems; Zilla Parishad - structure, powers, function, working and problems, Rural Administration – Concept & Scope, Administrative structure. State - District - Block, Block - Panchayat relationship.

**Unit III:** Fundamentals of Rural Demography and Economics: Rural population – Size, birth and death rates, causes and socio-economic implications of rapid growth in rural population, occupational structure, Rural Economics - Its Nature, scope and importance, analysis of rural labour force, participation of women in rural labour force, rural poverty, inequality, rural unemployment.

**Unit IV:** Indian Agriculture: Importance, agricultural production and productivity, agricultural backwardness, causes and consequences, modernization of agriculture, green revolution, farm management and technology of farming, natural, organic farming, co-operative farming, minor irrigation  
- Problems of Agriculture in India.

**Unit V:** Land Tenure Systems and Land Reforms: Tenancy laws, land ceiling and consolidation of holdings, land-ceiling laws, and distribution of surplus land among the rural poor, tenant farmers, problems of land alienation in the tribal areas.

### Readings:

1. Choudhary, B (1990). *Tribal Development in India*, Inter-India Publications, New Delhi.
2. Desai, A. R (1969). *Rural Sociology and India*, Popular Prakashan: Bombay
3. Singh, S (1987). *Scheduled Castes and India, Dimensions of Social Change*, Jain Publication House, Delhi

## Financial Management of Rural Organizations

**Credits: 04**  
**Hours per week: 04**

**Total Credits: 45 Hours**

**Course Objectives:** To familiarize concepts related to financial management including capital budgeting techniques and working capital management . To provide insights on short term financing solutions to facilitate to take financing decisions to familiarize students with various aspects on dividends

**Learning Outcomes:**

1. Demonstrate the knowledge of financial management
2. Apply capital budgeting techniques and working capital management
3. Apply short term financing solutions
4. Demonstrate knowledge on financing decisions
5. Demonstrate knowledge on financing decisions

**Course Content:**

**Unit I:** Introduction: Introduction to Financial Management, Concept of time value of money and annuities, Introduction to risk and returns,

**Unit II:** Investment Decisions: Capital budgeting techniques-traditional and discounted techniques, Management of Working Capital(WC): Meaning of WC, Need of WC Management, Determinants of WC. Operating Cycle, Estimation of WC

**Unit III:** Short Term Financing: Working Capital Financing: Trade credit, bank finance, commercial paper, factoring, money market instruments.

**Unit IV:** Financing Decisions: Cost of equity capital, Cost of preference shares, Cost of debt and weighted average cost, Capital structure theories, Concepts of operating, financial and total leverage

**Unit V:** Dividend Decisions: Types of dividends, factors influencing dividends, dividend theories

**Readings:**

1. Chandra, P (2007). *Financial Management*. Tata McGraw-Hill Publishing: New Delhi
2. Khan M.Y. and Jain P.K (2011). *Financial Management-Text and Problems*. McGraw-Hill.
3. Pandey I.M.(2015). *Financial Management*. Vikas Publishing House

## Rural Entrepreneurship and Micro Enterprises

Credits: 04

Total Credits: 45 Hours

Hours per week: 04

**Course Objectives:** To familiarize with entrepreneurial inputs in the context of Rural settings for ideation of new business and management of new ventures .To provide insights on ecosystems for promotion of rural entrepreneurship & familiarize with micro enterprises and source of financing

**Learning Outcomes:**

1. Classify entrepreneurs, explain evolution, and describe characteristics of entrepreneurship
2. Explain aspects related to entrepreneurial behaviours, sources and management of innovation
3. Suggest business ideas, entrepreneurial competencies and challenges
4. Promote rural entrepreneurship through appropriate steps
5. Source the finance for entrepreneurial activity

**Course Content:**

**Unit I:** Entrepreneurial Traits, Types & Significance: Definitions, Evolution, Characteristics of entrepreneur and entrepreneurship; Qualities and functions of entrepreneurs, Difference between entrepreneur, leader, businessman and Manager; Types of entrepreneur; Factors influencing entrepreneurship: Individual factors- Environmental factors- Socio-cultural factors- Support systems- Entrepreneurial motivation Role and importance of entrepreneur in economic growth, Entrepreneurship as a style of management, Cases of Entrepreneurship Culture.

**Unit II:** Entrepreneurial Inputs: Achievement and Entrepreneurial success; Entrepreneurial Behaviors and entrepreneurial motivation Locus of control, Innovation and entrepreneur, sources of Innovation; Management of Innovation, creativity and risk taking.

**Unit III:** Entrepreneurial System: Search for business ideas, sources of idea, idea processing and selection. Input requirements; source and criteria of financing fixed and working capital, New venture management, corporate entrepreneurship, experimental learning of successful and unsuccessful entrepreneurs. Women Entrepreneur: Concept and functions of women entrepreneurs- Problems of women entrepreneurs- Developing women entrepreneurs.

**Unit IV:** Institutional Ecosystems for Promotion of Rural Entrepreneurship: Scope and types of rural Entrepreneurship, Micro Rural Enterprise, Planning A Rural Enterprise, Human Resources and Infrastructure, Arranging and Managing Finance, Managing a Rural Enterprise, Successful Experiences

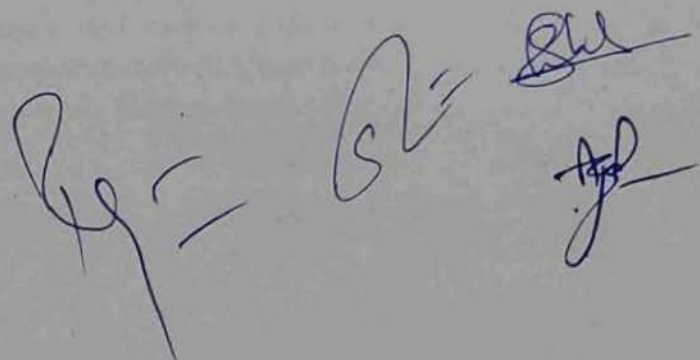
**Unit V:** Micro Enterprises and Sources of Financing: Government rules and regulation regarding small industries, role of financial institution – IDBI, SIDBI, SFCs and commercial banks in assisting entrepreneurs, Other supporting institutions- District Industries Centers (DIC), Small Industries Development Organization(SIDO), MSME-DI etc. Case study presentation






**Readings:**

1. Ani, J. J. Women Entrepreneurship in Rural Areas. Star Publishers' Distributors
2. Baporikar, N. Entrepreneurship Development & Project Management (Text & Cases). Mumbai: Himalaya Publishing House Pvt. Ltd.
3. Begum, D. a. Women Entrepreneurship and Small Enterprises in India. New Delhi, India: New Century Publications.
25. Dr. Bhawna Bhatnagar, A. B. Entrepreneurship Development & Small Business Management. New Delhi: Vasu Education of India.
4. Gupta, S. G. Business Statistics. New Delhi: Sultan Chand & Sons
5. Gyanmudra, D. Development of Rural Women Entrepreneurship (An Analysis of Social and Psychological Dimensions). New Delhi, India: Daya Publishing House A Division of Astral International (P) Ltd.
6. Khanka, D. S. Entrepreneurial Development. New Delhi: S.Chand& Company Ltd..
7. Kumar, A. Entrepreneurship: Creating and Leading an Entrepreneurial Organization. Pearson India Education Services Pvt. Ltd
8. Namboodiri, D. B. Unleashing Rural Entrepreneurship. The ICFAI University Press.



## Rural Service Marketing

**Credits: 04**

**Total Credits: 45 Hours**

**Hours per week: 04**

**Course Objectives:** To familiarize with concepts of service products to create awareness on consumer behaviors and markets for rural products.

**Learning Outcomes:**

1. Explain concepts of service products
2. Explain consumer behaviors and markets for rural products
3. Explain role of 4Ps of Marketing to Services
4. Manage customer interface
5. Describe profitable service strategies

**Course Content:**

**Unit I:** Understanding Service Products: Why study services? Industries or the Service Sector? Powerful forces are transforming service market; four broad categories of services-A service perspective, Services pose distinct marketing challenges, the traditional marketing mix applied to services, the extended services marketing mix for managing the customer interface, a framework for developing effective service marketing strategies

**Unit II:** Understanding Consumers and Markets: Consumer Behavior in service context, Positioning services in competitive markets

**Unit III:** Apply the 4ps of Marketing to Services: Planning and creating service products, The flower of service, Branding service products and experiences, New service Development, Distribution in a services context, Distribution options for serving customer: Determining the type of contact, Place and Time Decisions, Delivering services in cyberspace, The role of intermediaries, The challenges of Distribution in large domestic markets, Distributing services internationally, Setting price and implementing revenue management, Promoting services and educating customers

**Unit IV:** Managing the Customer Interface: Designing and managing service processes-Flowcharting customer service processes, Blueprinting, Service process redesign, Balancing demand and productive capacity-Fluctuations in Demand threaten profitability, crafting the service environment, managing people for service advantage

**Unit V:** Implementing profitable Services Strategies: Managing relationships and building loyalty-The search for customer loyalty, Understanding the customer firm relationship, the wheel of loyalty, Strategies for developing loyalty bonds with customer, Complaint Handling and Service Recovery, Improving Service Quality and Productivity, Striving for service leadership

**Readings:**

1. Anderson R. Customer Relationship Management. New York: McGraw Hill
2. Grover S.K. Marketing: A Strategic Orientation. New Delhi: S. Chand & Co.
3. Jain S.C. International Marketing. New Delhi: South-Western Thomson Learning

## Rural Exports; Procedures and Documentation

Credits: 04

Total Credits: 45 Hours

Hours per week: 04

**Course Objectives:** To provide an understanding of the nature of export-import business and trade regulations. To explain the trade procedures and documentation involved in an international business. To explain bank promotion schemes and insurance in reference to exports procedures

**Learning Outcomes:**

1. Describe the basics of export – import business and trade regulations
2. Select an appropriate product to export, and carry out the registration procedure
3. Document export procedures
4. Source funds appropriately
5. Appreciate the importance of mitigating export risks

**Course Content:**

**Unit I:** Meaning and definition of export: classification-strategy and preparation for export marketing- Export marketing Organizations-Registration formalities-IEC-RCMC-export licensing –selection of Export Product-Identification of Markets-Methods of Exporting-Pricing Quotations-Payment terms-letter of credit.

**Unit II:** Export procedure: Starting an export firm- selection of an export product, market and buyer-Registration procedure with sales Tax, Central exercise and various boards and councils.Quality Control and Pre-shipment; inspection concept scheme and procedures, Export Promotion Councils; Commodity Boards/Product Export Development Authorities; Specific Service Institutions

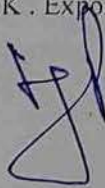
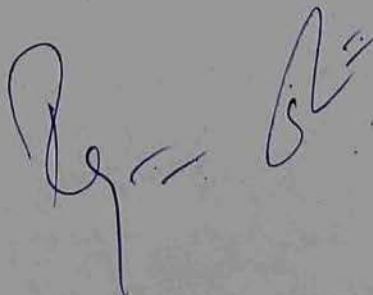
**Unit III:** Export Documents: EXIM code number-Elements of export contract-Incoterms-Terms of payment and letter of Credit. Export Documentation: Types of documents-Transport, Negotiation and insurance documents. Processing of an Export Order: World Shipping: Structure, Liners and Tramps, Conference System Freight; and Structure- Containerization and other developments, International Agreements and Conferences on Sea Transport. Concepts of Dry Port, Containerization, Air Transport: International set-up, Freight rate structure-Role of Clearing and Forward Agents

**Unit IV:** Sources of finance: role of commercial bank, EXIM Bank, ECGC and others-Export Promotion Schemes-Insurance for Export-Types –export credit insurance

**Unit V:** Risk Management: Types of Risks-mitigation methods. Documentation for Availing Export Incentives – Duty Drawbacks. Foreign Exchange Regulations and Formalities; Role of State Trading Organizations in Foreign Trade, Export Processing Zones; Export Oriented Units and Export and Trading House Schemes

**Readings:**

1. Khurana, P.K. . Export Management, Galgotia publishing company.




## Marketing Management for Rural Organizations

Credits: 04  
Hours per week: 04

Total Credits: 45 Hours

### Course Objectives:

To provide an understanding of Rural Marketing issues and concepts to orient the students on rural marketing strategies.

### Learning Outcomes:

1. Identify issues in rural marketing and suggest strategies to overcome them.
2. Discuss the need, importance and process of Rural Marketing Strategy.
3. Study about rural communication and distribution systems and role of Agricultural Produce Marketing Committees (APMCs)
4. Apply ICT tools in rural marketing
5. Source the finance for rural products

### Course Content:

**Unit I: Overview of Rural Marketing:** Meaning and definition of rural markets, issues in rural marketing- rural products and rural consumer behavior

**Transaction Methodology:** Classroom teaching and discussion

**Unit II: Rural Marketing Strategy:** Tangible and intangible rural products - Evolving Rural Marketing Strategy - marketing strategy for rural products ; role of informal communication

**Transaction Methodology:** Case analysis and discussion

**Unit III: Rural Distribution Systems:** Rural Communication and Distribution systems, Distribution system for small markets, niche markets and exclusive products, market segmentation, Agricultural Marketing and Role of Agricultural Produce Marketing Committees (APMCs)

**Transaction Methodology:** Village Visit on Rural Distribution Systems, Presentation and distribution

**Unit IV: ICTs in Rural Marketing:** ICTs in Rural Marketing, Role of Social Media, e-NAM, Agricultural Marketing Network (AGMARKNET) and Rural Go downs. Rural vs. Urban storage systems.

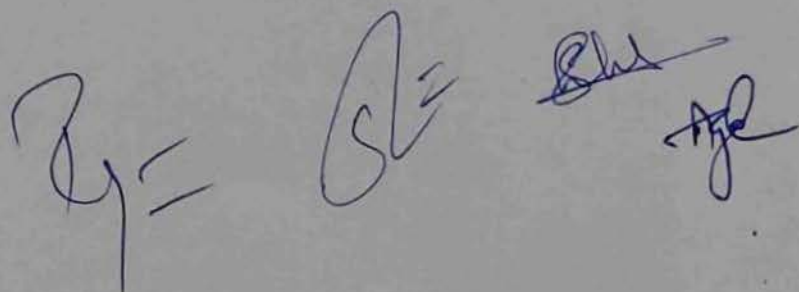
**Transaction Methodology:** Village Visit and Recommendations for use of effective ICT in Rural Marketing, project work, presentation and discussion

**Unit V: Market support:** Role of commercial bank, Rural Credit and Marketing linkages .

**Transaction Methodology:** Village Visit and Study of Role of commercial bank, Rural Credit and Marketing linkages and Presentation

**Readings:**

1. Dogra, B. & Karminder, G. (2008). *Rural Marketing: Concept & Cases*, Tata McGraw-Hill Publishing Company, New Delhi
2. Kotler, P. (2002). *Marketing Management* (11<sup>th</sup> Edition). Prentice - Hall India Ltd: New Delhi
3. Singh A.K. & Pandey.S (2007). *Rural Marketing: Indian Perspective*, New Age International Publishers: New Delhi



# GENERIC ELECTIVE

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## Production & Operations Management

Credits : 04

Total Credits: 45 Hours

Hours Per Week :04

**Course Objective:** This course is designed to help the students understand the role of operations in improving the efficiency of an organization including both manufacturing and service one and also help them appreciate the linkage of operations with corporate strategy and other functional domains including marketing and finance.

### Learning Outcomes:

1. Understand the role of operations in both manufacturing and service organizations and the significance of operations strategy in the overall business.
2. Understand the importance of facilities location decision in the whole supply chain in globalized operations and learn the tools relating to facilities location.
3. Understand different types of production processes and facility layout suitable for manufacturing different categories of products and how different processes could be analyzed with the help of process flow charts.
4. Understand the elemental processes involved in designing a product and a service.
5. Develop a thorough understanding of a range of inventory models available as also the suitability of a particular inventory model in a particular context.

### Course Content:

**Unit I:** Nature, Evolution and Scope of Production and Operations Management. Emerging trends in Operations Management. Operations Strategy: Linkage with Competitive Strategy and formulation of Operations Strategy.

**Unit II:** Facilities location: Globalization of operations, factors affecting location decisions, location planning methods, linkage with supply chain network design decisions.

**Unit III:** Design of production processes and facility layout, Process design and analysis.

**Unit IV:** Production Order : Process charts, Production master programme breakdown production order and preparation of various cards like job cards, materials order and preparation of various cards like job cards etc.

**Unit V:** Scheduling: Forms, Loading and scheduling, Basic Scheduling problems, Flow production scheduling: Job Shop, Random order Production Control of Processes and production activities, Cost control: Dispatching and expediting: Recording progress and feedback information.

### Readings:

1. Bedi, K. (2014). *Production and Operations Management* (3<sup>rd</sup> ed.). Oxford University Press, New Delhi
2. Cachon, G. and Terwiesch, C. (2018). *Matching supply with demand*. McGraw Hill, 3<sup>rd</sup> edition, Chennai
3. Chase, R. B., Shankar, R., and Jacobs, R. F. (2019). *Operations and Supply Chain Management* (15<sup>th</sup> ed.) Mc Graw Hill, Chennai

## Economic Environment of Business

**Credits : 04**

**Total Credits: 45 Hours**

**Hours Per Week : 04**

**Course Objective :** To introduce the students to the prevailing economic conditions and trade practices. To make students learn the factors and institutes that affect economic environment of business.

**Learning Outcomes:**

1. Understand the benefits of data-driven decision making
2. Learn the model building approach of management science in improving managerial decision making
3. Ability to identify decision problems amenable for management science approach to finding a solution
4. Develop skills to use important prescriptive analytics tools

**Course Content:**

**Unit I:** Analysis of Business Environment : Business Environment, Environmental Analysis: Economic, Political, Socio-cultural, Legal, Financial and Technological environment pertaining to international business.

**Unit II:** Theory of International Trade : Various theories of International Trade, Terms of Trade Balance of Payment - Equilibrium and Disequilibrium of BOP, Tariff and Non-Tariff Barriers. .

**Unit III:** World Trade : Recent Trends of world trade, Composition and Direction, Regional Economic Groupings in Practice: Regional Economic Groupings, Commodity Agreements ,EEC, NAFTA, SAARC, ASEAN.

**Unit IV:** International Economic Institutions and Agreements: International Monetary Fund, World Bank and affiliates, Basic principles and charter of GATT/WTO, Implication of WTO to important sectors- GATS, TRIPS and TRIMS

**Unit V:** Globalization : Approaches and Strategies of Globalization, International Investments, Transfer of Technology, Multinational Corporation, Foreign Exchange Regulation (FEMA), Environment Management Systems : EMS Standards.

**Readings:**

1. Daniel John D and Radebangh, Lee H. International Business, Addison Wesley, New York.
2. Anat K. Sundaram and J. Stewart Black, The International Business Environment -Text and Cases, Prentice Hall of India, New Delhi.
3. Veena keshav pailwar ,Economic environment of business, PHI Learning Pvt Ltd
4. Jaidev business environment by Dr Amit Kumar Sahitya Bhawan Publications Agra
5. TR Jain Mukesh Trihan ,Business Environment ,VK Global Pvt Ltd
6. Francis cherunilam , Business Environment text and cases , Himalya Publication

## ECONOMETRICS

Credits: 04  
Hours per week: 04

Total Credits: 45 Hours

**Course Objectives:** - This course will enable the students to analyse quantitatively the economic information for its real life application.

**Learning Outcomes:**

1. To familiarize students with basics of probability, time series
2. To learn multiple models related to econometrics

**Course Content:**

**Unit I:** Introduction to Econometrics; Basics of Probability; Classical Two Variable Linear Regression Model: Types of Data : Time Series, Cross Section and Panel Data. Concept of Population Regression Function (PRF) and Sample Regression Function (SRF). Estimation of the SRF using Ordinary Least Square (OLS). Analysis of variance and R squared. Understanding the residuals/error term. Assumptions of the model. Expectation and standard errors of the regression coefficients and the error term.

**Unit II:** Gauss Markov Theorem. Confidence intervals and tests on population regression coefficients, variance of population disturbance term, and forecasts. Testing the significance of the model as a whole. Testing the normality assumption.

**Unit III:** Multiple Regression Model: The three variable case. Derivation of the coefficients. Correlation. Additional assumptions. Adjusted R square. Confidence intervals and testing of the regression coefficients. F and t tests for structural stability, contribution and justification of an explanatory variable.

**Unit IV:** Other Functional Forms: Regressions in deviation form and through the origin. The log-log, log-lin, lin-log, reciprocal, log-reciprocal models with application.

Dummy variables & Introduction to panel data: Intercept dummy variables, slope dummy variables, Interactive dummy variables. Dummies for testing the presence of seasonal trends. Use of dummies in fixed and random effects.

**Unit V:** Relaxing the Assumptions of the Classical Linear Model: Multicollinearity: The problem. Detection. Solution. Heteroscedasticity. The problem. Detection.

Solution. GLS. Autocorrelation: Problem. Tests for detection. Solutions. Specification

Errors: Omission of a variable, Inclusion of irrelevant variable, tests for detecting errors, errors in explanatory and dependent variable.

**Readings**

1. Christopher Dougherty (2007). *Introductory Econometrics* (3rd ed.). Oxford University Press.
2. Gujarati, Damodar and Sangeetha (1995). *Basic Econometrics* (4th ed.): McGraw Hill.
3. Jack Johnston and John DiNardo, *Econometric Methods*

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4. Pindyck, Robert S. and Daniel L. Rubinfeld (1997) *Econometric Models and Economic Forecasts*. (3rd ed.). Singapore: McGraw Hill.
5. Ramanathan, Ramu (2002). *Introductory Econometrics with Applications* (5th ed.). Thomson South Western

**Note:** The use of E-views (software) is encouraged for the making projects based upon sections from this paper.

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## India's Diversity & Business

Credits: 04  
Hours per week: 04

Total Credits: 45 Hours

**Course Objective:** - 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:

1. To make students recognize, accommodate and value diversity.
2. To learn the concept of social diversity.
3. To understand regionalism.

### Course Contents:

**Unit I:** Recognizing, Accommodating and valuing diversity  
Society, Components of society, Indian Society & its salient features, features of Indian diversity, tradition of accommodation, tradition of interdependence.

**Unit II:** Regional bases of India's diversity: regional approach to understanding diversity in terms of India's topography, drainage, soil, climate, natural vegetation, rural and urban settlements, social diversity in India: Peopling, demography, languages, castes, ethnicity, religions, sects, family, kinship and social institutions; socio-cultural regions

**Unit III:** People, Livelihood and Occupational Diversity, Traditional livelihoods and their nature - agriculture, crafts, industry and services, Region, occupation and employment

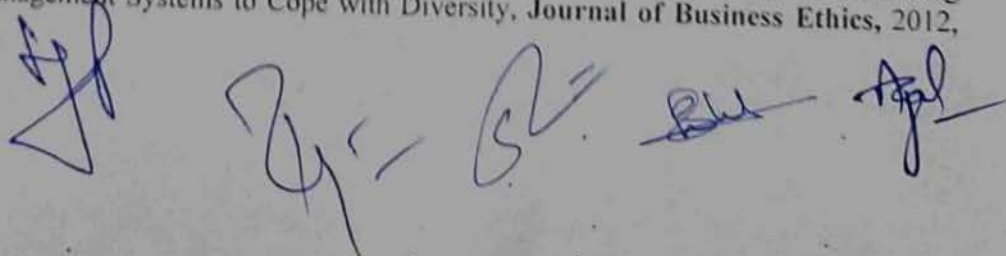
**Unit IV:** Regionalism - Socio-cultural phenomenon of regionalism, economic regionalism, salient features of regionalism, types of regionalism and causes of regionalism in India.

Food insecurity, economic inequalities and poverty, environmental degradation and sustainable development;

**Unit V :** Diversity and Business, Indian Consumers and marketing; Rural and Urban context Diversity, manufacturing, industry and services, Diversity and Innovation, Workforce diversity and management.

### Readings:

1. Indian Society & Diversity- Dr. Alka Chowdhary
2. Bill Aitken, Seven sacred rivers, Penguin Books, 1992
3. Bose NK (1969) Unity in Indian Diversity in Desai AR (1969) *Rural Sociology in India*, reprinted 2009, Popular Prakashan, (for diversity as strength Part II chap 3 pp 134-136)
4. Chakravarti AK (2004) *Regional Preferences for Food: Some Aspects of Food Habit Patterns In India* in Grover N and KN Singh (eds) 2004, *Cultural Geography: Form and Process*, Concept Publishers, Delhi ( for regional specificity of food -Chap 23 pp 355 to 375)
5. Fernando Mart in-Alca zar\* Pedro M. Romero-Ferna ndez\* Gonzalo Sa nchez-Gardey, Transforming Human Resource Management Systems to Cope with Diversity, *Journal of Business Ethics*, 2012, 107:511-531





6. Gadgil and Guha Ecology and Equity: The use and abuse of nature in contemporary India. Penguin 1995
7. Gail Robinson and Kathleen Dechant, Building a business case for diversity, Academy of Management Executive 1997, Vol 11, No. 3
8. Kaul, Vijay Kumar, 'Innovation Revolution: Harnessing India's Diversity' Yojana, November 2014, also available at SSRN, <http://ssrn.com/abstract=2517855>

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## Macroeconomics

Credits: 04

Total Credits: 45 Hours

Hours per week: 04

**Course Objective:** This course deals with the principles of Macroeconomics. The coverage includes determination of and linkages between major economic variables ; level of output and prices, inflation, interest rates and exchange rates. The course is designed to study the impact of monetary and fiscal policy on the aggregate behavior of individuals.

**Learning Outcomes:**

1. To learn parameters of national income.
2. To understand the circular flow of products and incomes.
3. To understand the functions of money.
4. To understand the components of BoT & BoP.

**Course Contents**

**Unit I:** Introduction to macroeconomics, Macro Economic Issues, Importance of macroeconomics, limitations of macroeconomics, overview of National Income, Parameters of national income - GDP, GNP, NNP, PI, Quantity Theory of money – Cambridge version, effect of fiscal and monetary policy.

**Unit II:** Circular flow models of the economy : Economy as a circular flow of products and incomes, circular flows in a two sector models, circular flow in the three sector model: a model with government income and expenditure, circular flow in four sector model: a model with foreign sector

**Unit III:** Money: functions of money, sources of money supply, deposit creation and demand, indicators and instruments of monetary control;

**Unit IV:** Inflation : Meaning, Consequences of Inflation, Inflation in India – Long term view, social and economic effects of inflation, types of inflation, anti inflationary policies

**Unit V:** Open Economy: brief introduction to BoP and BOT account, market for foreign exchange and exchange rate, Meaning, scope and instruments of monetary and fiscal policy.

**Readings:**

1. D.N. Diwedi (2016) Macroeconomics Tata McGraw Hill
2. Dornbusch and Fischer (2010). Macroeconomics (9<sup>th</sup>ed.). Tata McGraw Hill
3. N Gregory Mankiw (2010). Macroeconomics (7<sup>th</sup>ed.). Worth Publishers
4. Olivier Blanchard, Macroeconomics (2009). (5<sup>th</sup>ed.) Pearson

## Business Communication

**Credits: 04**

**Hours per week: 04**

**Total Credits: 45 Hours**

**Course Objectives:** The aim of the course is to develop skills and competencies in participants to be able to communicate effectively through written, oral and social medium. This course will make students conversant with the basic forms, formats and techniques of business writing so that they would be thoroughly prepared to communicate effectively in all contexts. Sensitivity towards cross-cultural communication will be developed with familiarity with global business etiquette and protocols. The pedagogical focus of the course will be lecture cum workshop- based format with emphasis on practice and skills development.

### Learning Outcomes:

1. Understanding the role of communication in the organizational and Global Context
2. Understanding the basics of effective written and verbal communication
3. Understanding the theoretical models of communication and development in communication research
4. Analyzing one's own communication style in different contexts and mediums
5. Exposure and training of technical writing, responsibilities of a communicator, Ethical Issues and Legal Issues

### Course Content:

**Unit I:** Communication in Organizations, Basics of Communication (7Cs), Corporate Communication, Listening Skills, Verbal and Non-Verbal Skills and Presentation Skills., Legal issues in Communication

**Unit II:** Written Communication Planning and executing different types of messages, Writing reports, proposals and Business plans, Improving personal writing skills

**Unit III:** Interpersonal Communication Communicating in teams, Negotiation Skills, Communication skills during a conflict, Mentoring and Appraisals, Communication in Social Media and Digital Communication

**Unit IV:** Vocabulary: Words often confused, Words often misspell., Common errors in English .

**Unit V:** Oral Presentation: Importance, Characteristics, Presentation Plan, Power point presentation, Visual aids.Group Discussions and Interviews, Communication during Exit Interviews, Ethics and Communication

### Readings:

1. Mukerjee, H. S. (2012). *Business Communication* (2<sup>nd</sup>ed.). New-Delhi: Oxford University Press
2. Bovee, and Thill *Business Communication Today*, Pearson Education.
3. Lesikar, R.V. & Flatley, M.E. Kathryn Rentz; *Business Communication Making Connections in Digital World*, 11<sup>th</sup> ed., McGraw Hill Education.
4. Shirley Taylor, *communication for Business*. Pearson Education.
5. Locker and Kaczmarck, *Business Communication: Building Critical Skills*, TM

## IT Tools in Management

### Credits 02

#### Spreadsheets

Introduction: Concept of worksheets and workbooks, creating, opening, closing and saving workbooks, moving, copying, inserting, deleting and renaming worksheets, working with multiple worksheets and multiple workbooks, controlling worksheet views, naming cells using name box, name create and name define.

Using formulae and functions: Understanding absolute, relative and mixed referencing in formulas, referencing cells in other worksheets and workbooks, correcting common formula errors, working with inbuilt function categories like mathematical, statistical, text, lookup, information, logical, database, date and time and basic financial functions. Consolidating worksheets and workbooks using formulae and data consolidate command Printing and Protecting worksheets: Adjusting margins, creating headers and footers, setting page breaks, changing orientation, 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, and creating sparkline graphics.

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, producing a report with pivot tables.

Performing what-if analysis: Types of what if analysis (manual, data tables, scenario manager), what-if analysis in reverse (goal-seek, solver)

Exchanging data using clipboard, object linking and embedding.

#### Wordprocessing

Introduction: Creating and saving your document, displaying different views, working with styles and character formatting, working with paragraph formatting techniques using indents, tabs, alignment, spacing, bullets and numbering and creating borders.

Page setup and sections: Setting page margins, orientation, headers and footers, end notes and foot notes, creating section breaks and page borders.

Working with tables: Creating tables, modifying table layout and design, sorting, inserting graphics in a table, table math, converting text to table and vice versa.

Create newspaper columns, indexes and table of contents.

Spellcheck your document using inbuilt and custom dictionaries, checking grammar and style ,using thesaurus and finding and replacing text.

Create bookmarks, captions and cross referencing, adding hyperlinks, adding sources and compiling and bibliography

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. Linking and embedding to keep things together.

#### Powerpoint presentation

Introduction: Creating a blank presentation using a design template, basing a new presentation on an existing one, creating and managing slides, using content place holders,

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, advanced navigation with action settings, navigation short hand with action buttons

Animation and multimedia: Using and applying animation schemes, custom animation, understanding sound file formats and video types, adding music, sound and video clips. 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.

### Databases

Introduction to Database Development: Database Terminology, Objects, Creating Tables, working with fields, understanding Data types , Changing table design, Assigning Field Properties, Setting Primary Keys, using field validation and record validation rules, Indexing, working with multiple tables, Relationships & Integrity Rules, Join Properties, Record manipulation, Sorting & Filtering.

Select data with queries: Creating Query by design & by wizard (Select, Make Table, Append, Delete, Cross Tab, Update, Parameterized Query, Find .Duplicate and Find Unmatched), Creating multi table queries, creating & working with table joins. Using operators & expressions: Creating simple & advance criteria.

Working with forms: Creating Basic forms, working with bound, unbound and calculated controls, understanding property sheet, Working with Data on Forms: Changing Layout, creating Sub Forms, creating list box, combo box and option groups.

Working with Reports: Creating Basic Reports, Creating Header & Footer, Placing Controls on reports, sorting & grouping, Creating Sub reports.

### Readings:

1. Sinha Pradeep K. Sinha Priti: Computer Fundamentals, BPB Publications.
2. Church ,Johnand Grudnitski Gary: Information systems: Theory and Practice, 5th Ed., New York, John Wiley.
3. David, Van Over: Fundamental of Business System, FortWorth, Dryden.
4. Eliason, A.L.: On-line Business Computer Applications, 2nd ed., Chicago, Science Research Associates..
5. John, Moss Jones: Automating Managers: the Implications of Information Technology for Manages, London, Pinter.6
6. Long L.: Computers, Englewood Cliffs, New Jersey, Prentice Hall Inc.
7. Business Data Analysis using excel, Oxford University Press, Indian Edition.

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## Tax Planning

Credits: 04  
Hours per week: 04

Total Credits: 45 Hours

**Course Objectives:** The objective of this course is to acquaint the students with the tax structure for individuals and corporates and also its implications for planning.

**Learning Outcomes:**

1. Strengthening the foundations of the analytical approach to Indian tax laws
2. Understanding corporate tax planning in diverse managerial situations
3. Understanding computation of taxable income and tax liability of companies and individuals
4. Understanding the implications of tax benefits and incentives for corporate decisions in various situations

**Course Contents:**

**Unit I:** Basic concepts and definitions: Previous Year, Assessment Year, Person, Assessee, Income (including agricultural income), Residential Status and their incidence of tax, Gross Total Income, Total Income; Income which do not form part of total income.

**Unit II:** Computation of Income under the head Salaries and house property.

**Unit III:** Computation of Income under the Head: Profits and gains from Business or Profession. Capital gains and Income from other sources.

**Unit IV:** Clubbing of Income, Set-off and carry-forward of losses, Deductions from gross total income as applicable to an individual; Computation of total income and tax liability of an individual.

**Unit V:** Tax planning and management: Introduction of basic concept of tax evasion, Tax avoidance and Tax planning, Tax management, E-filing of income tax returns; PAN, TAN, Prescribed dates, Return forms, Audit of accounts, Authorised signatory, Filing of compulsory returns, Defective Returns, Penalties and prosecutions. Tax planning with reference to location, Nature, Size and form of organization of new business.

**Readings:**

1. Singhanian, V.K. Student Guide to Income Tax. Taxmann Publications Pvt. Ltd. (Latest ed.)
2. Ahuja & Gupta. Simplified Approach to Corporate Tax. Flair Publications Pvt. Ltd (Latest ed.)
3. Mehotra, H.C and Goyal, S.p "Income tax law and accounts including tax planning", Sahitya bhawan publications; Agra
4. Tax planning, " Bharat law House pvt ltd, New Delhi
5. Patel & Choudhary, Choudhary Prakashan, Jaipur
6. Agrawal, Jain & Jain, Ramesh Book Depot, Jaipur

### Banking Services Operation

Total Credits: 45 Hours

Credits : 04

Hours Per Week : 04

**Course Objective:** This course is to develop the skills required for understanding India's most challenging and important financial services sector. Banking services operation will enable the management students to have an insight to the banking sector and how it works.

#### Learning Outcomes:

1. Understanding the financial system, markets and the risk management systems. A global perspective of financial services.
2. Role of merchant bankers in corporate advisory services, Understanding different kinds of issues, functions and management of depository in India, stock exchange and stock trading in India.
3. Role and importance of domestic and international credit rating agencies, types of credit cards and debit cards, concept of term sheet.
4. Mutual fund valuation, Development of insurance in India, review and challenges in private equity and hedge funds, Securitization process, structuring a securitization deal.
5. Financial evaluation of lease financing, Mechanism of factoring and forfeiting, Creating synergy, Determine the swap ratio.

#### Course Content:

**Unit I:** Indian Financial System, nature, evolution, structure, functions of financial intermediaries, financial instruments, role of financial system in economic development- the Indian financial system.

**Unit II:** Types of bank deposits, credit policy: need for credit policy, credit policy components, credit culture

Retail Banking: basics, forms and emerging issues.

**Unit III:** Corporate Banking Nature, developments in corporate banking, loan syndication, Rural Banking: sources, credit delivery mechanism and rural developments.

**Unit IV:** Follow up & recovery: NPAs, classification, securitization : meaning & classification, Fee based services: letter of credits, bank guarantees

**Unit V:** Banking Operation: importance of customer relationship management in banks, different types of products & services offered to customers, role of technology in banking operations.

#### Readings:

1. Charles T. Horngren, Gart L. Sundem, John A. Elliott, and Donna R. Philbrick, Introduction to Financial Accounting, Pearson.
2. J.R. Monga, Financial Accounting: Concepts and Applications, Mayur Paperbacks.

3. T.P. Ghosh, Financial Accounting for Managers: Taxmann Allied Services Pvt. Ltd.

### Case Study Analysis

**Credits : 2**

**Course Objectives:** To orient the minds of the students towards practical problem solving. It will bridge classroom learning and the real world of professional management.

**Learning Outcomes:**

1. It will help assess situations.
2. Sorting & organizing key information.
3. Asking the right questions.
4. Defining opportunities & problems.

**Course Content:**

Cases will be assigned to the students which they have to analyse and solve in the following manner:

Case Analysis involves 4 steps:

1. Problem definition
2. Formulation of alternative courses of action
3. Analyses of alternatives in terms of their strengths & weaknesses
4. Acceptance of suitable alternative & course of action

The expanded framework and checklist in case analysis are intended to aid the student in becoming proficient at case and problem analysis.

The student would prepare a detailed report on the assigned case study and will give and submit the presentation at the time of exam in both hard and soft copy.

Note : The scheme of evaluation for the subject Case Study Analysis : Marks would be given out of 100 (50 marks for the Project Report and 50 marks for Viva- voce.)

