

NEHRU GRAM BHARATI

DEEMED TO BE UNIVERSITY



FACULTY OF BUSINESS STUDIES & COMPUTER APPLICATION

Curriculum for

MBA PROGRAM

With Effect from Academic Session 2019 - 20

Preface

The business world has changed significantly in the past few decades. The pace at which technology has evolved is unheard and unseen. The fourth industrial revolution is bringing advanced robotics and autonomous transport, artificial intelligence (AI) and machine learning, advanced materials and biotechnology. For instance, AI will almost certainly automate some jobs, particularly those that rely on assembly lines or data collection. The mobile internet and cloud technology are already impacting the business world to a larger extent. What is certain is that the future managers will need to align their skillset to keep pace in this VUCA (Volatility, uncertainty, complexity and ambiguity) world. It is therefore imperative for management education to meet the challenges of rapid changing times and technologies.

Nehru Gram Bharati (Deemed to be University) and Faculty of Business Administration & Computer Application has constantly adopted a dynamic approach towards curriculum development, since its very inception in 2008, introducing new core subjects, expanded specialization avenues, diversified and progressive teaching – learning process keeping in view the latest industry trends, digital economy and market requirements. Collecting input from all the key stakeholders of the management education (namely, industry, academia, and alumni).

The model curriculum focuses on the alignment of MBA program curriculum with department/institute's mission. The revised curriculum emphasizes an intensive, flexible core in management education with large number of specializations and electives including second generation courses. The core courses of MBA programs are comprised of six key learning outcomes that every employer seeks in management talent. This is a unique feature of the curriculum. This curriculum is designed & developed in such a way that there is a path to suit everyone i.e. full of flexibility and autonomy for department/institute to package the courses to position their MBA program. Overall, an attempt has been made to connect theory to practice and equip MBA students to meet the ever-changing needs of the industry.

Learning Outcomes

The revised curriculum focuses on the alignment of MBA program curriculum with NGB's mission. The most essential learning outcomes of MBA programs are identified through stakeholder consultation. However, department can have their own learning outcomes based on their mission. There may be slight variation of outcomes from one department to the other depending upon their mission which may focus on entrepreneurship or international business or healthcare management etc. The learning outcomes specify the knowledge, skills, values and attitudes students are expected to attain in courses or in a program. After in depth discussion, the committee identified the six most popular learning outcomes of MBA as below:

1. ***Business Environment and Domain Knowledge (BEDK)***: Economic, legal and social environment of Indian business.. Graduates are able to improve their awareness and knowledge about functioning of local and global business environment and society. This helps in recognizing the functioning of businesses, identifying potential business opportunities, evolution of business enterprises and exploring the entrepreneurial opportunities.
2. ***Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)***: Competencies in quantitative and qualitative techniques. Graduates are expected to develop skills on analyzing the business data, application of relevant analysis, and problem solving in other functional areas such as marketing, business strategy and human resources.
3. ***Global Exposure and Cross-Cultural Understanding (GECCU)***: Demonstrate a global outlook with the ability to identify aspects of the global business and Cross Cultural Understanding.
4. ***Social Responsiveness and Ethics (SRE)***: Developing responsiveness to contextual social issues/ problems and exploring solutions, understanding business ethics and resolving ethical dilemmas. Graduates are expected to identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethical standards in organizational decision making. Demonstrate awareness of ethical issues and can distinguish ethical and unethical behaviors.
5. ***Effective Communication (EC)***: Usage of various forms of business communication, supported by effective use of appropriate technology, logical reasoning, articulation of ideas. Graduates are expected to develop effective oral and written communication especially in business applications, with the use of appropriate technology (business presentations, digital communication, social network platforms and so on).
6. ***Leadership and Teamwork (LT)***: Understanding leadership roles at various levels of the organization and leading teams. Graduates are expected to collaborate and lead teams across organizational boundaries and demonstrate leadership qualities, maximize the usage of diverse skills of team members in the related context.

PROGRAM STRUCTURE & CREDITS

The Programme structure and credits for MBA and PGDM are finalized based on the stakeholder's needs and general structure of the programmes.

Minimum number of class room contact teaching credits for MBA/ PGDM program should be 96 credits (one credit equals 10 hours) and field work/ internship should be at 06 credits, thus the minimum number of credits for award of MBA/ PGDM course should be 102 credits. Out of 96 credits, 54 credits are to be allotted for core courses and rest of 42 credits for electives.

MBA courses	Number of credits
First year (I and II semester)	54 credits of core courses
Second year (III and semesters)	42 credits of electives
Internship/ Field work	06 credits
Total	102 credits

Contact hours include work relating to Lecture, Tutorial and Project (LTP), where the academic institution can exercise flexibility to decide course wise requirements

Core Courses: Core courses of MBA programs provide a holistic approach to management education, giving students both an overview of the field, and a basis to build, and specialize upon. These core courses are the strong foundation to establish management knowledge and provide broad multi-disciplined knowledge that can be further studied in depth during the elective phase.

The core courses provide students with more than just practical knowledge, case-based lessons and collaborative learning models, train students to analyse, decide, and lead—rather than merely know— while creating a common student experience that fosters a deep and tenacious community.

A wide range of core courses provide groundwork in the basic management disciplines: accounting, marketing, responsible business, finance, information management system, organizational behavior and human resources, statistics, strategy, and supply chain management. The integrated foundation is important for students because it not only allows them to build upon existing skills, but also to explore career options in a range of industries, and expand their understanding of various business fields. Table 1 depicts the list of core courses for MBA programmes.

TABLE 1: CORE COURSES

Functional Areas	Core Courses
Foundations of Management	Managerial (Micro) Economics Indian Economy & Policy Business Communication Legal and Business Environment (Micro & Macro) Indian Ethos and Business Ethics
Finance	Financial Reporting, Statements and Analysis Corporate Finance Indian Financial System & Financial markets
Marketing Management	Marketing Management Marketing Research
Operations Management	Operations Management Project Management
Management Information System	Computer Applications for Business
Human Resources Management	Human Resources Management Managerial Skills for Effectiveness
Organisational Behaviour	Organizational Behaviour Organisation Design
Strategy	Corporate Strategy Corporate Social Responsibility & Sustainability Entrepreneurship
Business Analytics	Business Statistics and Analytics for Decision making Quantitative Techniques

Elective Courses: Usually, elective courses fall under at least one of the eight functional areas of business: finance, human resources, organisational behaviour, business analytics, information management, strategy, operations management and marketing. The model curriculum has also identified new and evolving specialisations. These elective courses are: Entrepreneurship, Management of micro & small business management, Retail management, Healthcare management, Social enterprise management, Agribusiness management, Rural management, Education management, Sports management, Infrastructure management, Tourism & Hospitality management. The list of elective courses in functional and non-functional area are portrayed in Table 2.

TABLE 2: ELECTIVE COURSES

Functional Area	Elective Courses
Finance	Investment Analysis and Portfolio Management Managing Banks and Financial Institutions Project Appraisal and Finance Valuation Financial Markets and Services Mergers, Acquisitions and Corporate Restructuring Financial Derivatives International Finance Behavioral Finance Taxation
Marketing Management	Consumer Behaviour B2B Marketing Retail Management Sales and Distribution Management Marketing to base of Pyramid Consumers Integrated Marketing Communications/ Promotion Strategy Digital and Social Media Marketing Product and Brand Management Services Marketing International Marketing
Operations Management	Supply Chain and Logistics Management Quality Toolkit for Managers Pricing and Revenue Management Operations Strategy Sales and Operations Planning Behavioral Operations Management Operations Research Applications Management of Manufacturing Systems Sourcing Management Supply Chain Analytics
Human Resources Management	Manpower Planning, Recruitment, and Selection Employee Relations Human Resource Metrics and Analytics Compensation and Benefits Management Performance Management Systems Team Dynamics at Work Strategic HRM International HRM Cross Cultural Management Understanding Self: Indian Perspective
Organizational Behaviour	Organizational Change and Development Leadership
Strategy	Strategic Management of Services Competing in Global Markets Dynamics of Framing and Executing Strategy

	Entrepreneurship in Practice Foundations of Strategy Consulting Strategic Leadership Designing and Configuring Business Models Corporate Governance
Management Information System	Data Mining for Business Decisions Managing Software Projects Managing Digital Innovation and Transformation

	IT Consulting E-Commerce and Digital Markets Strategic Management of IT Managing Digital Platforms
Business Analytics	Data Visualization for Managers Business Forecasting Data Science using R Data Mining Marketing Analytics
Non-Functional Area	Elective Courses
Entrepreneurship	Technology Appreciation and Intellectual Property Rights Innovation Technology Management Indian Models in Entrepreneurship Social Entrepreneurship Venture Valuation and Accounting Entrepreneurial Marketing Entrepreneurship Lab
International Business	International Marketing Management International Trade Laws International Labour Organization and International Labour Laws
Micro & Small Business Management	Design and Change in Organizations Planning, Structuring, and Financing Small Business Business Plan Preparation for Small Business Marketing for Small Business Finance and Accounting for Small Business
Retail Management	Logistic and Supply Chain Aspects in Retail Management Retail Brand Management Retail Consumer Behavior E-retailing
Other possible Specializations/ Electives in Emerging Areas	Infrastructure Management, Tourism and Hospitality Management, Health Care Management, Social Enterprise Management, Agri-Business Management, Educational Institutions Management, Sports Management, Management of Rural Business.

Note: Apart from these electives, students' can choose Global Virtual Teams (GVT) as Course of Independent Study (CIS) or Study Abroad Project/Experiential/Live Project in place of elective courses.

Students in MBA programs can define what areas of study would like to pursue, or even take some courses from other departments of university based on their educational background. These elective courses are taught through the combination of readings, lectures, cases, group presentations, experiential exercises and class discussion, which allow entering MBA/ PGDM students to determine their own leadership strengths and limitations, and to develop a plan for improving their strengths and overcoming their limitations.

Other possible Specializations in Emerging Areas:The application of business management skills and competencies have found to be relevant in various emerging business areas, providing wide spread employment and entrepreneurship opportunities to the graduates. The business schools/ institutions may offer specially designed electives to strengthen the competencies of the students and meeting the requirements of enterprises. We outline these courses as; Infrastructure Management, Tourism and hospitality Management, Health care Management, Social enterprise management, Agri-business management, Educational Institutions Management, Sports Management, Management of Rural Business.

Alternative Study Credit Activities:Today there is a need to prepare MBA/ PGDM students for aVUCA (Volatile Uncertain, Complex and Ambiguous) world. Business models are being redefined, and the lines between careers, industries and geographical boundaries are constantly being redrawn. To stay relevant, MBA/ PGDM students must go beyond the boundaries of their campus.

The future very much rests on how current and future leaders are being prepared, both inside and outside of the classroom by MBA/ PGDM programs. Higher education today is no longer confined to the classroom alone. The classroom is now less a place for knowledge transmission than a platform for development i.e. to apply acquired information to debates and discussions, drive inquisitiveness as well as develop causal thinking and analytical prowess.

Employers expect graduates to be work-ready from day one and are increasingly focused on applicants' verifiable skills. Thus, non-classroom non-traditional sources of learning have a critical role to play. It is about the context and environment for learning and development. Students should be taken outside the walls of the campus to learn at various locations around the city, and the world, in order to put lessons into a larger context. Also, it helps the students to develop communication and networking skills to obtain the information they need, and then employ their own analysis, judgment and moral compass to make the right decisions.

Business schools are much more integral part of their surrounding community. Students should work on projects that strengthen local organizations, government, businesses and the society.

Engagement is an important aspect of producing management education that is responsible and accountable. To meet the demand for work-ready graduates, experiential learning is an essential curriculum component.

Apart from core and elective courses, the following vital programmes (with appropriate credits) engage and empower students by allowing them to discuss, debate and solve real business challenges are to be considered as alternatives for the core and elective courses for MBA/PGDM program:

1. Outbound Experiential Learning Programmes
2. Communication Through Theatre Techniques
3. Course of Independent Study
4. MOOC Courses
5. NSE and other similar Certification Programs

6. Social Sensitization Projects
7. Community Development Projects
8. Rural Innovation Projects
9. Consulting Projects
10. Industry or Academic Internships
11. Field/Live Projects
12. Global Virtual Team Project
13. Study Abroad Programme
14. Student Exchange Programs

Through above activities students demonstrate their ability to apply learned skills and also students push boundaries and propose and explore much needed solutions across disciplines and cultures. Every institute is expected to conduct special workshops, business thought leadership series, resume writing and career development counselling, to improve the personality of students and make them confident to face the employment process.

Curriculum Mapping

A curriculum map is a communication tool that visually aligns identified learning outcomes with the content of individual courses or experiences in the program. It is typically designed as a matrix, with the learning outcomes listed on the top row and the individual courses or experiences listed in the first column (or vice versa).

Curriculum maps provide an overview of the structure of the curriculum and the contribution of individual courses to the goals of the program. Curriculum maps can identify program strengths—student learning outcomes that are thoroughly addressed. Curriculum maps can also help to identify gaps (learning outcomes that are addressed by only a few courses) and suggest whether students take courses in an optimal sequence. Finally, curriculum maps can serve as useful advising tools that provide students with an overview of the role of each course in the curriculum and why some courses should be taken in a particular order.

Types of Curriculum Maps: An overview map is the simplest type of curriculum map. It is a matrix of courses and learning outcomes, where an indicator (X or ☑) is placed in the matrix cells for those courses that address a specific learning outcome. These are identified through a review of course syllabi, and feedback from instructors.

The level of knowledge/ skill map describes the level that students are expected to achieve on this learning outcome in a given course. This type of map helps inform decisions on course sequencing. It illustrates opportunities for acquisition of disciplinary knowledge/skills before mastery is expected. Common indicators for levels include IRMA: Introduce (I), Reinforce (or Develop or Practice) (R), Master (M), Assess (A)

Curriculum Mapping Process: Curriculum mapping process includes five basic steps:

Step 1: List the identified learning outcomes on the top row

Step 2: List all core courses and events/experiences (internships etc.) in the first column

Step 3: Determine the alignment between core courses and outcomes

Step 4: Make a Judgment regarding the level of material delivery using simplest type of curriculum map or the level of knowledge/ skill curriculum map

Step 5: Analyze syllabus to determine whether students are given opportunities to demonstrate performance on the outcomes and provided with feedback.

The typical curriculum map is depicted in Table 3.

Best Practices in Curriculum Mapping: The best practices in curriculum mapping include:

1. The program curriculum map should reflect consensus of the faculty who are teaching in the program. Multiple instructors of the same course should agree on which outcomes are addressed in that course.
2. Publish the completed map to faculty and students.
3. Mapping should allow programs to justify each course in their curriculum. All courses, required and elective, across all tracks, should relate to one or more student learning outcomes.

4. If the program is too exhaustive, then eliminate outcomes that are not highly-valued and focus on the highly-valued ones, strengthening the curriculum to address those outcomes more thoroughly.
5. The curriculum map should be revisited during the assessment cycle, making changes as disciplines evolve.

TABLE 3: TYPICAL CURRICULUM MAP FOR MBA/ PGDM PROGRAM

Sr. No	Core Courses/ Events/Internships	Business Ethics and Social Responsiveness	Thinking business Analysis, Problems olving and Innovation	Global Exposure and cross cultural understanding	Business Environment and Domain Knowledge	Effective Communication	Leadership and Team Work
1	Managerial (Micro) Economics	?	?		?	?	
2	Indian Economy and Policy		?	?	?		
3	Business Communication					?	?
4	Legal and Business Environment (Micro and Macro)	?		?	?	?	
5	Indian Ethos and Business Ethics	?					?
6	Legal aspects of Business	?		?	?	?	
7	Financial Reporting, Statements and Analysis		?		?		
8	Indian Financial System and Financial Markets	?	?	?	?		
9	Marketing Management		?		?	?	?
10	Market Research		?		?		?
11	Operations Management		?		?	?	
12	Project Management	?		?		?	?
13	Computer Applications for Business		?		?		

Sr. No	Core Courses/ Events/Internships	Business Ethics and Social Responsiveness	Thinking Business Analysis, Problem Solving and Innovation	Global Exposure and cross-cultural understanding	Business Environment and Domain Knowledge	Effective Communication	Leadership and Teamwork
15	Human Resources Management	✓			✓		✓
16	Managerial Skills for Effectiveness	✓	✓				✓
17	Organisational Behaviour		✓		✓		✓
18	Corporate Strategy	✓	✓				
19	Corporate Social Responsibility and Sustainability	✓		✓	✓		✓
20	Entrepreneurship	✓	✓		✓		
21	Business Statistics and Analytics for Decision Making		✓		✓		
22	Quantitative Techniques		✓		✓		
23	Capstone	✓	✓		✓	✓	✓
24	Internship	✓	✓	✓	✓	✓	✓

Pedagogy

In addition to conventional time-tested lecture method the committee suggests the following approaches:

1. **Case Based Learning:**Case based learning enhances student skills at delineating the critical decision dilemmas faced by organizations, helps in applying concepts, principles and analytical skills to solve the delineated problems and develops effective templates for business problem solving. Case method of teaching is to be harnessed as a critical learning tool.
2. **Experiential/Live Projects:** The learning is driven by the students who take up experiential projects in companies, where senior executives with a stake in teaching guide them.
3. **Global Classrooms:**Apart from course faculty, using modern ICT technology students learn in class room from people who are located all over the world who bring real-time insights from their industries, their customers, happenings in their local place and environment. This sparks different ways of thinking as well as cover the conventional material.
4. **Second Generation Core Courses:**Expanded core course offerings that include Business Intelligence/ Analytic, spread sheet modelling and a Project focused Capstone course.
5. **Leadership Building:**In addition to developing a strong background in the functional areas of business, the revised MBA/ PGDM curriculum focuses on developing essential leadership capabilities in its graduates. Encouraging leadership building through the Leadership Initiative of student council/ clubs/ Business Thought Leadership (BTL) Series and or experiential learning programs. Also fostering entrepreneurship through Innovation Labs.
6. **Emphasis on Indian Business Models:**In the last twenty years several Indian organisations have made remarkable presence in the global business scenario with the innovation of new business models and building world class organisations. The quick examples are Infosys, Dr Reddy Laboratories, Tata group and ITC-E-choupal, National Stock Exchange, few micro finance companies and so on. Faculty should appropriately pick up such examples and motivate the students evolving world class models from India.

It is desirable to have an understanding of the contemporary pedagogical methods practiced all over the world. In order to employ appropriate pedagogical tools in management education, it is important to understand the changing profile of learning. The paradigm shift is from Teaching to learning, Learning things to Learning how to learn, Certification to Demonstration of competence and skills, Disseminators to Guides and mentors, Time-limited to Lifelong

learning and Linear to Serendipitous learning. Moderator Supported Learning Approaches (MSLA) such as Case debates, Crossword Play, Computer Simulations and Card games. May be used to engage and involve the students in learning process. Self-learning Tools (SLT) such as Poster Sessions, Break 'n Build, Free fall learning mechanisms are other innovative teaching methods like Action-Oriented Leadership, Case Study Method, Pedagogy Innovations in Business Education include Experiential Design Thinking Contemplative Practices Usage of Dance and Drama as pedagogical tools can enhance deeper learning.

MANAGEMENT CONCEPTS AND APPLICATION

COURSE CODE: 101

COURSE OBJECTIVES:The purpose of this course is to expose the student to the basic concepts of management in order to aid the student in understanding how an organizations functions, and in understanding the complexity and wide variety of issues managers face in today's business firms.Discuss the various concepts of planning, Decision making and controlling to help solving managerial problems. Study and understand management concepts and styles in Global context.Familiarizing the students with the contemporary issues in management.

Course Credit: 3

Contact Hours: 36

UNIT-1

Management practices from past to present, Different levels of management, Managerial skills, Roles& Functions, Manager and Business environment. **(7 hours)**

UNIT-2

Planning- Objective of planning, planning process, Types of planning, Types of plans, Corporate planning, Management by Objective, Decision-making- types, process & techniques, making decision effective. **(7 hours)**

UNIT-3

Organizing & staffing- Meaning of organization, types of organization, Organization structure, Span of management, Line and staff relationship, Departmentalization, Delegation- Centralization and decentralization of authority, Meaning of staffing, Recruitment, selection & placement, Training & development. **(8 Hours)**

UNIT-4

Directing&Controlling – Principleofdirecting, Essence of coordination, Basiccontrol Process, Different control techniques, Management by exception. **(7 hours)**

UNIT-5

International Perspective: Contemporary issues and international perspective of management. Benchmarking, TQM, 5S. **(7 hours)**

Course Outcomes: After completing the course student will be able to understand and explain the concept of management and its managerial perspective. This subject will equip students to map complex managerial aspects that arise due to ground realities of an organization. Students'

will gain knowledge about the contemporary issues in management and various approaches to resolve those issues.

Employable Skills	Measuring Tools
Ability to identify and apply the knowledge of subject practically in real life situations	Exercise, Workshop, Quiz, and Classroom discussions

Reference Books:

1. Koontz Harold &Weihrich Heinz – Essentials of Management (Tata McGraw Hill, 5th Edition 2008)
2. Robbins & Coulter - Management (Prentice Hall of India, 9th Edition)
3. Robbins S.P. and Decenzo David A. - Fundamentals of Management: Essentials, Concepts and Applications. Pearson Education, 6th Edition.
4. Weihrich Heinz and Koontz Harold - Management: A Global and Entrepreneurial Perspective.
5. James F.Stoner,et al,Management, Pearson’s Education Delhi, 2008
6. Principles of Management, George R. Terry & S.G. Franklin, AITBS, Delhi.

Text Books:

1. L. M. Prasad- Principles and Practices of Management, Sultan Chand & Sons, 7th edition, 2007.

MANAGERIAL ECONOMICS

COURSE CODE: 102

COURSE OBJECTIVE: Understand the relative importance of Managerial Economics. Know how the application of the principles of managerial economics can aid in achievement of business objectives. Understand the modern managerial decision rules and optimization techniques. Be equipped with the tools necessary in analysis of consumer behavior as well as in forecasting product demand. Understand and be able to apply latest pricing strategies. Understand and analyze the macro environment affecting the business decision making.

Course Credit: 3

Contact Hours: 36

UNIT -I

Basic Concepts and principles: Definition, Nature and Scope of Economics-Micro Economics and Macro Economics. Managerial Economics and its relevance in business decisions. Fundamental Principles of Managerial Economics - Incremental Principle, Marginal Principle, Opportunity Cost Principle, Discounting Principle, Concept of Time Perspective. Equi-marginal utility analysis. Cardinal utility and Ordinal utility. **(6 Hours)**

UNIT-II

Demand and Supply Analysis: Theory of Demand. Types of Demand. Determinants of demand, Demand Function, Demand Schedule, Demand curve, Law of Demand, Exceptions to the law of Demand, Shifts in demand curve, Elasticity of Demand and its measurement. Price Elasticity. Income Elasticity. Arc Elasticity. Cross Elasticity and Advertising Elasticity. Uses of Elasticity of Demand for managerial decision making, Demand forecasting meaning, significance and methods. (Numerical Exercises) Supply Analysis; Law of Supply, Supply Elasticity; Analysis and its uses for managerial decision making. Price of a Product under demand and supply forces. **(10 hours)**

UNIT-III

Production and Cost Analysis: Production concepts & analysis; Production function, Types of production function, Laws of production: Law of diminishing returns, Law of returns to scale. Cost concept and analysis: Cost, Types of costs, and Cost output relationship in the short-run. Cost output relationship in the Long-run. Estimation of Revenue. Average Revenue, Marginal Revenue. **(8 hours)**

UNIT -IV

Market structures: Perfect and Imperfect Market Structures, Perfect Competition, features, determination of price under perfect competition. Monopoly: Features, pricing under monopoly, Price Discrimination. Monopolistic: Features, pricing under monopolistic competition, product. Differentiation. Oligopoly: Features, kinked demand curve, cartels, price leadership. Pricing Strategies; Price determination, full cost pricing, product line pricing, price skimming, penetration pricing. **(8 hours)**

UNIT-V

National Income; Concepts and various methods of its measurement, Inflation, types and causes, Business Cycle. **(4 hours)**

Course outcome:

This course would provide students with the knowledge, tools and techniques to make effective economic decisions under conditions of risk and uncertainty

Micro economic principles would equip the students with tools and principles which are applied for analyzing the ever changing demand and supply conditions

The students would be able to apply the basic macroeconomic concepts to analyze the volatility in the business world.

Employable Skills	Measuring Tools
Ability to forecast demand	Exercise + Workshop
Ability to analyze various market structures	Exercise + Workshop
Ability to appreciate the role of various monetary policy tools in controlling inflation	Exercise + Workshop

Text Books:

1. Managerial Economics, GEETIKA, McGraw-Hill Education 2nd Ed.
2. Managerial Economics: Concepts and Applications (SIE), THOMAS & MAURICE, McGraw-Hill Education, 9th Ed
3. Managerial Economics, H.L Ahuja, S. Chand, 8th Ed
4. Managerial Economics , D.N.Dwivedi, Vikas Publication, 7th Ed
5. Managerial Economics – Theory and Applications, Dr.D.M.Mithani, Himalaya Publications, 7th Ed.

FINANCIAL ACCOUNTING FOR MANAGERS

COURSE CODE:103

COURSE OBJECTIVE:To provide a comprehensive treatment of accounting principles, technique and practices.To get the students acquainted with fundamental concepts and processes of accounting so that they are able to appreciate the nature of item presented in the annual accounts of an organization. To have a basic understanding of significant tools and techniques of financial analysis, which are useful in the interpretation of financial statements. To have a brief knowledge about international accounting standards as to have a global competence.

Course Credit: 3

Contact Hours: 40

Unit I

Meaning and Scope of Accounting : Overview of Accounting, Users of Accounting, Accounting Concepts Conventions, Book keeping and Accounting, Principles of Accounting, Basic Accounting terminologies, Accounting Equation , Overview to Depreciation (straight line and diminishing method) .

(6Hours)

Unit II

Accounting Standards and IFRS: International Accounting Principles and Standards; Matching of Indian Accounting Standards with International Accounting Standards, Human Resource Accounting, Forensic Accounting.

(6Hours)

Unit III

Mechanics of Accounting : Double entry system of Accounting, Journalizing of transactions; Ledger posting and Trial Balance ,Preparation of final accounts, Profit & Loss Account, Profit & Loss Appropriation account and Balance Sheet, Excel Application to make Balance sheet, Case studies and Workshops.

(10 Hours)

Unit IV

Analysis of financial statement: Ratio Analysis- solvency ratios, Profitability ratios, activity ratios, liquidity ratios, Market capitalization ratios; Common Size Statement; Comparative Balance Sheet and Trend Analysis of manufacturing, Service & banking organizations, Case Study and Workshops in analyzing Balance sheet.

(10 Hours)

Unit V

Funds Flow Statement :Meaning, Concept of Gross and Net Working Capital, Preparation of Schedule of Changes in Working Capital, Preparation of Funds Flow Statement and its analysis; Cash Flow Statement: Various cash and non-cash transactions, flow of cash, difference between cash flow and fund flow, preparation of Cash Flow Statement and its analysis. **(8 Hours)**

SUGGESTED READINGS:

Text Books:

- 1) Maheshwari S.N &Maheshwari S K – A text book of Accounting for Management (Vikas, 10th Edition)
- 2) Essentials of Financial Accountng (based on IFRS), Bhattacharya (PHI, 3rd Ed)
- 3) Ramachandran Kakani- Financial Accounting for Management (TMH, 3rd Edition).
- 4) PC Tulsian- Financial Accounting (Pearson, 2016)
- 5) Dhamija - Financial Accounting for managers: (Prentice Hall, 2nd Edition).

Reference Books:

- 1) Narayanswami - Financial Accounting: A Managerial Perspective (PHI, 5th Ed)
- 2) Dhaneshk Khatri- Financial Accounting (TMH, 2015)
- 3) Ambrish Gupta - Financial Accounting: A Managerial Perspective (Prentice Hall, 4thEdition)
- 4) Ramchandran&Kakani - Financial Accounting for Management (TMH, 2nd Edition).
- 5) Mukherjee - Financial Accounting for Management (TMH, 2nd Edition).

Course Outcome:

Subject will provide an insight to the concepts and principles for their routine monetary transaction. Prepare financial statements in accordance with Generally Accepted AccountingPrinciples and it’s excel application. Employ critical thinking skills to analyze financial data as well as the effects of differing financial accounting methods on the financial statements. Effectively define the needs of the various users of accounting data and demonstrate the ability to communicate such data effectively, as well as the ability to provide knowledgeable recommendations. Recognize circumstances providing for increased exposure to fraud and define preventative internal control measures.

Employable Skills	Measuring Tools
Ability to apply excel techniques for Balance Sheet and Profit and Loss Preparation	Exercise + Workshop
Ability to Ability to analyze balance sheet	Exercise + Workshop
Knowledge about Indian and International Accounting Standards	www.icai.org

BUSINESS STATISTICS

COURSE CODE: 104

COURSE OBJECTIVES: To compute and understand the measures of central tendency, symmetrical and asymmetrical distribution, patterns. To understand the time series analysis and to compute index number. Performing Correlation & Compute the equation of simple regression line from a sample data and interpret the slope and the intercept of the equation to understand the probability concepts and perform probability theoretical distributions. Use Estimation Theory and Hypothesis Testing concepts & perform various parametric and non-parametric tests.

Course Credit: 3

Contact Hours: 40

Unit I

Descriptive Statistics: Scope, functions and limitations of statistics, Measures of Central tendency – Mean, Median, Mode, Percentiles, Quartiles, Measures of Dispersion – Range, Interquartile range, Mean deviation, Mean Absolute deviation, Standard deviation, Variance, Coefficient of Variation. Measures of shape and relative location; Skewness and Kurtosis; Chebyshev's Theorem. **(10 Hours)**

Unit II

Time Series & Index Number: Time series analysis: Concept, Additive and Multiplicative models, Components of time series, Trend analysis: Least Square method - Linear and Non-Linear equations, Applications in Business decision-making.

Index Numbers:- Meaning, Types of index numbers, uses of index numbers, Construction of Price, Quantity and Volume indices:- Fixed base and Chain base methods. **(8 Hours)**

Unit III

Correlation & Regression Analysis: Correlation Analysis: Rank Method & Karl Pearson's Coefficient of Correlation and Properties of Correlation.

Regression Analysis: Fitting of a Regression Line and Interpretation of Results, Properties of Regression Coefficients and Relationship between Regression and Correlation. **(6 Hours)**

Unit IV

Probability Theory & Distribution

Probability: Theory of Probability, Addition and Multiplication Law, Baye's Theorem of Probability. **Theoretical Distributions:** Concept and application of Binomial; Poisson and Normal distributions. **(8Hours)**

Unit V

Estimation Theory & Hypothesis Testing

Estimation Theory: Theory of Estimation, Point Estimation, Interval Estimation.

Hypothesis Testing: Null and Alternative Hypotheses; Type I and Type II errors; Testing of Hypothesis: Large Sample Tests, Small Sample test. T, F, Z Test and Chi Square Test

(8 Hours)

Text Book

1. Chandrasekaran & Umavarvathi - Statistics for Managers, 1st edition, PHI Learning
2. G C Beri - Business Statistics, 3rd ed, TATA McGrawHill

Reference Book

1. Davis, Pecar - Business Statistics using Excel, Oxford
2. Ken Black - Business Statistics, 5th ed., Wiley India
3. Levin and Rubin - statistics for Management, 7th ed., Pearson
4. Lind, Marchal, Wathen - Statistical techniques in business and economics, 13th ed, McGrawHill
5. Newbold, Carlson, Thorne - Statistics for Business and Economics, 6th ed., Pearson
6. S. C. Gupta - Fundamentals of Statistics, Himalaya Publishing
7. Walpole - Probability and Statistics for Scientists and Engineers, 8th ed., Pearson

Course Outcome

Students should be able to calculate and interpret measures of central tendency, symmetrical and asymmetrical distribution, patterns. To estimate the time series analysis by least square method and to calculate, understand the significance and usage of index number. To calculate and interpret correlation coefficients & Formulate regression line by identifying dependent and independent variables. Students should understand basic concepts of probability and perform probability theoretical distributions. Understand Estimation Theory and to develop understanding of hypothesis testing concepts & perform various parametric and non-parametric tests.

Employable Skills	Measuring Tools
Ability to identify and apply the knowledge of subject practically in real life situations	Exercise + Workshop Quiz + Classroom Discussion + Application of SPSS & MS Excel

ORGANIZATIONAL BEHAVIOR

COURSE CODE: 105

COURSE OBJECTIVES: To enhance the understanding of the dynamics of interactions between individual and the organization. To facilitate a clear perspective to diagnose and effectively handle human behavior issues in Organizations. To develop greater insight into their own behavior in interpersonal and group, team, situations.

Course Credit: 3

Contact Hours: 36

Unit I

Introduction to OB: The meaning of OB, Why study organizational behavior, Fundamentals of individual behavior. Determinants of Personality, types of personality. Personal effectiveness. Attitudes: Meaning, Types, Components, Theory of attitude formation and attitude change. **(8**

Hours)

Unit II

Foundation of Group Behavior: Group: Meaning, types, group dynamics, group cohesiveness, Meaning of Interpersonal Behavior & Interpersonal skills, Transactional Analysis, Johari Window, FIRO – B, MBTI **(8 Hours)**

Unit III

Motivation: Meaning & definition, Traditional theory of Motivation: Maslow's, Herzberg's, McClelland, Contemporary theories of Motivation: Self Determination Theory, Self-Efficacy Theory, Vroom's Expectancy Theory, Equity Theory, Reinforcement Theory, OB MOD. **Perception:** Meaning, process, principles and errors of perception, managerial & behavioral applications of perception. **(8 Hours)**

Unit IV

Leadership: What is leadership, types of leaders and leadership styles, traits and qualities of effective leader, trait theory, LSM – Leadership Situational Model, Team Building, Tuckman Model of Team development **(8 Hours)**

Unit V

Organizational Change: Meaning of organizational change, approaches to managing organizational change, creating a culture for change, implementing the change, Kurt

Lewin Model of change.
Hours)

(4

Employable Skills	Measuring Tools
Ability to identify and apply the knowledge of subject practically in real life situations	Exercise + Workshop Quiz + Classroom Discussion +

Course Outcomes: The degree to which one can make an individual to think beyond self is the real outcome of the course. Upon the successful completion of this course, the student will be able to analyze the behavior of individuals and groups in organizations. Assess the potential effects of organizational-level factors (such as structure, culture and change) on organizational behavior. Critically evaluate the potential effects of important developments in the external environment (such as globalization and advances in technology) on organizational behavior. Analyze organizational behavioral issues in the context of organizational behavior theories,

Books:

1. Fred Luthans, "Organizational Behaviour", 12th Edition, McGraw Hill International Edition
2. Stephen P. Robbins, "Organizational Behaviour", 12th Edition, Prentice Hall
3. Aswathappa K, "Organizational Behaviour (Text, Cases and Games)", Himalaya Publication
4. Udai Pareek, "Organizational Behavior", Oxford University Press

MARKETING MANAGEMENT

COURSE CODE: 106

COURSE OBJECTIVES: Assess market opportunities by analyzing customers, competitors, collaborators, context, and the strengths and weaknesses of a company. Understand consumers' requirements and their behaviors. Develop effective marketing strategies to achieve organizational objectives. Communicate and defend your recommendations and critically examine and build upon the recommendations of your classmates both quantitatively and qualitatively. Develop the understanding the current global and digital aspect of marketing.

Course Credit: 3

Contact Hours: 40

Unit 1

Introduction: Nature and scope of marketing, Evolution, Various marketing orientations, Core concepts of marketing, customer value and the value delivery process. Marketing challenges in the globalized economic scenario. Understanding Consumer Behavior: Buying motives, factors influencing buying behavior, buying habits, stages in consumer buying decision process, types of consumer buying decisions, Business buying and Business buying process.

(8 hours)

Unit 2

Market segmentation, Targeting and Positioning: Meaning, Factors influencing segmentation, Market Aggregation, Basis for segmentation, Segmentation of Consumer and Industrial markets. Targeting: Meaning, Basis for identifying target customers, Target Market Strategies. Positioning: Meaning, product differentiation strategies, tasks involved in positioning. Branding: Concept of Branding, Brand Types, Brand equity, Branding Positioning.

(8 hours)

Unit 3

Product Decisions: Concept, product hierarchy, new product development, diffusion process, Product Life cycle, Product mix strategies and merchandise planning and strategies. Packaging / Labeling: Packaging as a marketing tool, requirement of good packaging, Role of labeling in packaging. Pricing Decisions: Pricing concepts for

establishing value, pricing strategies-Value based, Cost based, Market based, Competitor based, new product pricing Price Skimming & Penetration pricing.

(8 hours)

Unit 4

Place Decision: Meaning, Purpose, Channel alternatives, Factors affecting channel choice, Channel design and Channel management decisions, Channel conflict, Distribution system, Multilevel Marketing (Network Marketing) Advertising: Advertising Objectives, Advertising Budget, Advertising Copy, AIDA model, Advertising Agency Decisions, Public Relation: Meaning, Objectives, Types, Functions of Public Relations. Sales Promotion: Sales Promotion Mix, Kinds of promotion, Tools and Techniques of sales promotion, Push-pull strategies of promotion, Personal selling: Concept, Features, Functions, Steps/process involved in Personal Selling,

(8 hours)

Unit 5

Direct Marketing: Meaning, Features, Functions, Growth and benefits of direct marketing, different forms, online marketing, and policy issues in Direct Marketing Global Marketing: current scenario, Global Marketing environment, Entry strategies, Global P's of Marketing.

(8 hours)

TEXT BOOKS:

- 1) Marketing Management: A South Asian Perspective - Kotler, Keller, Kevin 15/e, Pearson Education, 2016.
- 2) Marketing Management - Ramaswamy V. S. & Namakumar S, 5/e, McGrawHill Education Publishers, 2015.
- 3) Marketing Management - Tapan Panda, 5/e, Excel Publication, 2007.
- 4) Fundamentals of Marketing Management - Etzel M. J, B J Walker & William J. Stanton, 14/e, McGrawHill Education Publishers, 2015.
- 5) Marketing: Asian Edition Paul Bainies, Chris Fill Kelly Page third edition, Oxford.

REFERENCE BOOKS:

- 1) Marketing: An Introduction - Rosalind Masterson & David Pickton, 2/e, Sage Publications, 2010.
- 2) Marketing Management- Russ Winer, Ravi Bhar 4/e Pearson Education 2015.
- 3) Managing Marketing, Noel Capon, Sidharth Shekar Singh, 4/e Wiley
- 4) Marketing: Lamb, Hair, McDanniel, Cengage Learning 2012.

Expected Course Outcome:

Explain and discuss the general concepts about marketing management and the marketing process. Discuss consumer and buyer behavior models as they influence customer purchase decision-making. Explain the concepts of segmentation, targeting and positioning as part of a comprehensive Marketing plan. Develop a set of skills important to successful performance in marketing management positions, including critical thinking, working in a group environment, oral and written presentation skills. Explain the prospect of the global market and application of digitalization to reach there.

Employable Skills	Measuring Tools
Ability to identify and apply the knowledge of subject practically in real life situations	Exercise + Workshop Quiz + Classroom Discussion +

BUSINESS COMMUNICATION

COURSE CODE: 107

COURSE OBJECTIVES: To understand business communication strategies and principles for effective communication in domestic and international business situations. To understand and appropriately apply modes of expression, i.e., descriptive, expository, narrative, scientific, and self-expressive, in written, visual, and oral communication. To develop the ability to research and write a documented paper and/or to give an oral presentation. To develop the ability to communicate via electronic mail, Internet, and other technologies for presenting business messages. To understand and apply basic principles of critical thinking, problem solving, and technical proficiency in the development of exposition and argument.

Course Credits: 3

Contact Hours: 36

UNIT 1

Introduction: Role of communication – defining and classifying communication – purpose of communication – process of communication – characteristics of successful communication – importance of communication in management – communication structure in organization – communication in crisis - barriers to communication.

(8 Hours)

UNIT 2

Oral communication: What is oral Communication – principles of successful oral communication – what is conversation control – reflection and empathy: two sides of effective oral communication – effective listening – non – verbal communication. Written communication: Purpose of writing – clarity in writing – principles of effective writing – approaching the writing process systematically: The 3X3 writing process for business communication: Pre writing – Writing – Revising – Specific writing features – coherence – electronic writing process.

(7 Hours)

Unit 3

Business letters and reports: Introduction to business letters – writing routine and persuasive letters – positive and negative messages- writing memos – what is a report purpose, kinds and objectives of report writing. Presentation skills: What is a presentation – elements of presentation – designing a presentation. Advanced visual support for business presentation, types of visual aid. **(7 Hours)**

Unit 4

Employment communication: Introduction – writing CVs – Group discussions – interview skills Impact of Technological Advancement on Business Communication. Communication networks – Intranet – Internet – e mails – SMS – teleconferencing – video conferencing. **(7 Hours)**

Unit 5

Group communication: Meetings – Planning meetings – objectives – participants – timing – venue of meetings – leading meetings. Media management – the press release press conference – media interviews Seminars – workshop – conferences. Business etiquettes. **(7 Hours)**

Suggested Readings:

1. Bovee&Thill – Business Communication Essentials A Skill – Based Approach to Vital Business English. Pearson.
2. Bisen&Priya – Business Communication (New Age International Publication)
3. Kalkar, Suryavanshi, Sengupta-Business Communication(Orient Blackswan)
4. Business Communication: Skill, Concepts and Applications – P D Chaturvedi, MukeshChaturvedi Pearson Education.
5. Asha Kaul, Business Communication, Prentice Hall of India.

Employable Skills	Measuring Tools
Understanding of fundamentals of business communication strategies	Exercise + Workshop + Quiz + Classroom Discussion
Apply suitable modes of expression	Role Play followed by discussion
Compose accurate business documents	Group assignment/ Workshop/ Exercise
Develop skills to use latest technology used for communication	Group project + presentation
Develop groupcommunication skills	Role play, Debate, Case study analysis

Course Outcomes

Upon successful completion of this course, the student should be able to:

1. Apply business communication strategies and principles to prepare effective communication for domestic and international business situations.
2. Identify ethical, legal, cultural, and global issues affecting business communication.
3. Utilize analytical and problem solving skills appropriate to business communication.
4. Participate in team activities that lead to the development of collaborative work skills.
5. Select appropriate organizational formats and channels used in developing and presenting business messages.
6. Compose and revise accurate business documents using computer technology.
7. Communicate via electronic mail, Internet, and other technologies.
8. Deliver an effective oral business presentation.

COMPUTER APPLICATIONS AND MANAGEMENT INFORMATION SYSTEM

COURSE CODE: 108

COURSE OBJECTIVES: The course aims to provide knowledge about basic components of a computer and their significance. To provide hands on learning of applications of MS Office and Internet in businesses. To provide an orientation about the increasing role of management information system in managerial decision making to gain Competitive edge in all aspects of Business. To understand various MIS operating in functional areas of an organization. To create awareness in upcoming managers, of different types of information systems in an organization so as to enable the use of computer resources efficiently, for effective decision making.

Course Credits: 3

Contact Hours: 36

Unit I

Conceptual Framework

Hardware: (a) Input devices - keyboard, printing devices, voice speech devices, scanner, MICR, OMR, Bar code reader, digital camera etc. (b) Output devices – Visual Display Unit, printers, plotters (c) Storage Devices – Magnetic storage devices, Optical storage devices, Flash Memory. Software: Types of software with examples; Introduction to languages, compiler, interpreter and Assembler, Operating System Functions, Types and Classification, Elements of GUI based operating system. **(3 Hours)**

Unit II

Communication Technology

Network and Internet: Types of computer networks (LAN, WAN and MAN), Network topologies, EDI. Internet: Netiquettes, Architecture & Functioning of Internet, Basic

services over Internet like WWW, FTP, Telnet, Gopher, IP addresses, ISPs, URL, Domain names, Web Browsers, Internet Protocols, Search engines, e-mail. **(4 hours)**

Unit III

Office tools for Business Use of MS-Office:Word: Paragraph formatting, Page formatting, Header and footer, Bullets and numbering, Finding and replacing text, Mail merge, Macros. Cell referencing, Ranges. Excel: Formulae, Functions, Auto sum, Copying formula, Formatting data, creating charts, creating Database, sorting data, filtering. Power Point: Formatting text on slides, Inserting charts, adding tables, Clipping, Slideanimation, Slide shows. **(16 hours)**

Unit IV

Information System Classification

Concept of Data and Information, Operations Support System (OSS), Management Support System(MSS), Transaction Processing System(TPS), Process Control System (PCS), Enterprise Collaboration System(ECS), Management Information System (MIS), DecisionSupport System (DSS), Executive Information System(EIS). Artificial Intelligence (AI), Applications of Artificial Intelligence: Neural Networks, Fuzzy Logical Control System, Virtual Reality, Expert System (ES). **(7 hours)**

Unit V

Information Systems for Business

Applications: Enterprise Resource Planning (ERP), Customer Relationship Management (CRM), Security and Ethical Challenges Of IT, Business Ethics, Technology Ethics; Cyber Crime and Privacy Issues, Cyber Laws, IT Act 2000. **(6 hours)**

Suggested Readings

1. Shrivastava-Fundamental of Computer& Information Systems (Wiley Dreamtech)
2. Leon A and Leon M - Introduction to Computers (Vikas, 1st Edition).
3. ITL ESL – Introduction to Information Technology (Pearson, 2nd Edition).
- 4 ITL ESL – Introduction to Computer science (Pearson, 2nd Edition).
5. Introduction to Computers, Norton P. (TATA McGraw Hill)
6. Leon - Fundamentals of Information Technology, (Vikas)

Expected Course Outcomes:

Have an in-depth knowledge of IT enabled competitive advantage and organizational change. Grasp essential of major components of Information technology and various information systems. Become familiar in the use of tools such as Excel, Word and power point for modelling and solving Business problems. Become familiar about the design and implementation issues related to the development of information systems for Business applications.

BUSINESS ENVIRONMENT

COURSE CODE: 201

COURSE OBJECTIVES: The basic objective of the course is to develop understanding and provide knowledge about business environment to the management students. To promote basic understanding on the concepts of Business Environment and to enable them to realize the impact of environment on Business. To provide knowledge about the Indian and international business environment.

Course Credit: 3

Contact Hours: 36

Unit 1

Introduction: Business – Meaning, Definition, Nature & Scope, Types of Business Organizations, Business Environment- Meaning, Characteristics, Scope and Significance, Components of Business Environment. Introduction to Micro-Environment – Internal Environment: Value system, Mission, Objectives, Organizational Structure, Organizational Resources, Company Image, Brand Equity. External Environment: Firm, customers, suppliers, distributors, Competitors, Society, Introduction to Macro Components – Demographic, Natural, Political, Social, Cultural Economic, Technological, International and Legal Difference between macro and micro environment. **(8 Hours)**

Unit 2

Economic, Political and Legal environment Political Institutions- Legislature, Executive, Judiciary, Role of government in Business, Legal framework in India. Economic environment- economic system and economic policies. Concept of Capitalism, Socialism and Mixed Economy, Impact of business on private sector, Public sector and Joint sector , MRTP and FEMA, Monetary and fiscal policies. **(8 Hours)**

Unit 3

A) **Social and Cultural Environment:** Nature, Impact of foreign culture on Business, Traditional Values and its Impact, Social Audit – Meaning and Importance of Corporate Governance and Social Responsibility of Business, Business ethics

B) **Competitive Environment:** Meaning, Michael Porter’s Five Forces Analysis, Competitive Strategies. **(8 Hours)**

Unit 4

Natural and Technological Environment: Innovation, technological leadership and followership, sources of technological dynamics, impact of technology on globalization, transfer of technology, time lags in technology introduction, Status of technology in India; Management of technology; Features and Impact of technology. **(4 Hours)**

Unit 5

International Environment: International forces in Business Environment, SEZ, EPZ, GATT/ WTO, Globalization. Meaning, Nature and stages of Globalization, features of Globalization, Foreign Market entry strategies, LPG model. MNCs – Definition, meaning, merits, demerits, MNCs in India. **(8 Hours)**

Employable Skills	Measuring Tools
Entrepreneurial skill	Case Studies
Managerial skill	Case Studies
Competitive skill	Assignment on SWOT analysis
Business acumen ship	Case studies

Course Outcome: Upon successful completion of this course, the student will be able to:

1. Demonstrate an understanding of the forces that shape the business and economic structure
2. Explain why business ethics is an integral part of every business organization.
3. Understand the business and related factors; and business’s dependency on the interactions with different environmental variables.
4. Develop analytical skills and widen the understanding of macro environmental issues by applying the knowledge of macroeconomic policies and their impact on business organization and strategy.

Books Recommended:

1. Business Environment: Test and Cases , PAUL, McGraw Hill Education , 3rd Ed.
2. Business Environment: Francis Cherunilam, Himalaya Publishing House
3. Business Environment:V. Neelamegam (VrindaPublications , 2nd Edition)
4. Business Environment: Shaikh &Saleem (Pearson, 2nd Edition)
- 5International Business Environment: Ian Brooks, Jamie Weatherstom and GrahamWilkinson

HUMAN RESOURCE MANAGEMENT

COURSE CODE: 202

COURSE OBJECTIVES: In this course the students will learn the basic concepts and frameworks of Human Resource Management (HRM) and understand the role that HRM has to play in effective business administration. It will provide an insight as to how to use Human Resource as a tool to implement strategies.

Course Credit: 3

Contact Hours: 36

UNIT I

Essentials of HRM: Nature of HRM, Scope, functions and importance of HRM, HRM vs.HRD, SHRM: Introduction, characteristics and scope of SHRM, SHRM vs. Conventional HRM, Barriers to strategic HRM, Linking HR strategy with business strategy, HRM linkage with TQM & productivity.

(6 Hours)

UNIT II

Human Resource Planning and Employee Hiring : Nature of job Analysis, job design, Human Resource Planning, Demand forecasting for manpower planning, HR supply forecasting, factors influencing HRP, Employee hiring- Nature of Recruitment, Sources of recruitment, Employee selection, process of employee selection, recent trends in recruitment.**(6 Hours)**

UNIT III

Employee Training & Development: Nature and importance of Training, methods and types of training, career planning, promotion, transfer, demotion and separation, Performance Appraisal: Meaning and types of appraisal, Job Evaluation: Meaning and methods of job evaluation.

(8 Hours)

UNIT IV

Compensation Management and Employee Relations: Introduction to compensation management, Components of employee and executive compensation, Factors affecting employee compensation, Employee incentive schemes, and recent trends in compensations management. Meaning and nature of employee relation and industrial relations. **(8 Hours)**

UNIT V

Employee Safety/ Health and International Human Resource Management: Basics of ethics and fair treatment at work, measures and policies for employee safety at work, basic principles governing International Human Resource Management and the role of culture.

(8 Hours)

Employable Skills	Measuring Tools
Ability to identify and apply the knowledge of subject practically in real corporate situations	Exercise + Workshop + Quiz + Classroom discussion
Managerial skill	Case Studies
Competitive skill	Assignment on SWOT analysis
Business acumen ship	Case studies

Course Outcomes: After the successful completion of the course the students will be in a position to address the challenges of organizational management through and with human resources. In addition it will help in:

1. Synthesize the role of human resources management as it supports the success of the organization including the effective development of human capital as an agent for organizational change.
2. Demonstrate knowledge of laws that impact behavior in relationships between employers and employees that ultimately impact the goals and strategies of the organization.
3. Understand the role of employee benefits and compensation as a critical component of employee performance, productivity and organizational effectiveness.
4. Show evidence of the ability to analyze, manage and problem solve to deal with the challenges and complexities of the practice of collective bargaining.
5. Demonstrate knowledge of practical application of training and employee development as it impacts organizational strategy and competitive advantage.

References: Books:

1. V.S.P.Rao, Human Resource Management (Text and Cases) Himalaya Publications, Thirtieth Edition.
2. Durai Praveen, Human Resource Management Pearson Publication, 2nd Edition.
3. Gary Dessler and Biju Varkkey Human Resource Management, Pearson Publication, 2013, 14th Edition.
4. Seema Sanghi, Human Resource Management, Vikas Publications, 2014, 5th Edition.
5. K. Aswathappa, Human Resource Management, McGraw Hill Education, 2013, 7th Edition.

BUSINESS RESEARCH METHODS

Course Code:203

Course Objectives:To acquire skills to locate problem areas in organizational settings, and plan, organize, design, and conduct research to help solve the identified problems;To facilitate students in making their own research study.To make reader Understand and practice a good standard questionnaire.To learn use of statistical analysis in packages available in the market.To familiarize research reports; and develop skills and knowledge to prepareresearch reported in academic and business context.

Credit: 3

Contact Hours: 40

Unit 1

Research: – Definition, Meaning, Importance types and Qualities of Research; Research applications in functional areas of Business, Emerging trends in Business research. Research & the Scientific Method: Characteristics of scientific method. Steps in Research Process. Concept of Scientific Enquiry: – Formulation of Research Problem, Management Question, Research Question, Investigation Question, Research Proposal. Elements of a Research Proposal, Drafting a Research Proposal, evaluating a research proposal **(6 Hours)**

Unit 2

Research design: Concept, Features of a good research design, Use of a good research design; Qualitative and Quantitative research approaches, Comparison – Pros and Cons of both approaches. Exploratory Research Design: Concept, Types: Qualitative techniques Projective Techniques, Depth Interview, Experience Survey, Focus Groups, Observation. Descriptive Research Designs: Concept, types and uses. Concept of Cross-

sectional and Longitudinal Research Experimental Design: Concept of Cause, Causal relationships, Concept of Independent & Dependent variables, concomitant variable, extraneous variable, Treatment, Control group.

(7 Hours)

Unit 3

Scaling & measurement techniques: Concept of Measurement: Need of Measurement; Problems in measurement in management research – Validity and Reliability. Levels of measurement – Nominal, Ordinal, Interval, Ratio. Attitude Scaling Techniques: Concept of Scale – Rating Scales viz. Likert Scales, Semantic Differential Scales, Constant Sum Scales, Graphic Rating Scales, Ranking Scales, Paired comparison & Forced Ranking – Concept and Application.

(7 Hours)

Unit 4

Sampling: Basic Concepts: Defining the Universe, Concepts of Statistical Population Sample, Characteristics of a good sample. Sampling Frame (practical approach for determining the sample frame expected), Sampling errors, Non Sampling errors, Methods to reduce the errors, Sample Size constraints, Non Response. Probability Sample: Simple Random Sample, Systematic Sample, Stratified Random Sample, Area Sampling & Cluster Sampling. Non Probability Sample: Judgment Sampling, Convenience Sampling, Purposive Sampling Quota Sampling & Snowballing Sampling methods. Determining size of the sample. Practical considerations in sampling & sample size, sample size determination. **(10 Hours)**

Unit 5

Data Analysis: Editing, Coding, Tabular representation of data, frequency tables, Construction of frequency distributions, Graphical Representation of Data: Appropriate Usage of Bar charts, Pie charts, Histogram, Leaf and stem, Candle stick, Box plots. Bi-variate Analysis: Linear Regression Analysis: Meaning and two lines of regression; relationship between correlation and regression co-efficient, Cross tabulations, Chi-square test; Hypothesis: Qualities of a good Hypothesis – Framing Null Hypothesis & Alternative Hypothesis. Concept of Hypothesis Testing – Logic & Importance. Test of Significance: Small sample tests: t (Mean, proportion) and F tests, Z test, non-parametric tests: Binomial test of proportion, Randomness test; Analysis of Variance: One way and

two-way Classifications, Interpretation of the given data and scenario analysis expected for appropriate managerial decision inferences to be drawn.

(10 Hours)

TEXT BOOKS:

- 1) Business Research Methods, Naval Bajpai, Pearson Education
- 2) Research Methodology, C R Kothari, New Age International.
- 3) Research Methodology, Deepak Chawla, NeenaSondhi, Vikas Publication
- 4) Business Research Methods by Donald Cooper & Pamela Schindler, TMGH, 9thEdition.
- 5) Business Research Methods by Alan Bryman& Emma Bell, Oxford University Press,2ndEdition.

REFERENCE BOOKS:

- 1) Methodology of Research in Social Sciences, Krishnaswamy O R,HimalayaPublishers.
- 2) Marketing Research, Paneerselvam, PHI, 2004
- 3) Research Methods for Business and Social Science, John Adams, Hafiz T AKhan, Robert Raeside , Sage Pubs, Second Edition.
- 4) Management Research Methods, Phyllis Tharenou, Ross Donohue, Brian CooperMonash University, Victoria, November 2007.
- 5) Research Methodology: Cases and concepts – Deepak Chawla &NeenaSondhi, Vikas, 2011.

FINANCIAL MANAGEMENT

Course Code:204

Course Objective: To gain an understanding on the use of basic business financial management concepts and tools of analysis such as valuation. To gain an insight into various types of financing available to a firm. To have an understanding of various factors considered in designing the capital structure. To acquaint the students about key areas related to investment and Working Capital Management. To gain an insight into various techniques of dividend and retention ratio.

Credit: 3

Contact Hours: 40

Unit I

Concept of Finance: Finance & its scope Financial Decisions, Sources of Finance Time Value of Money, Profit maximization vs. Wealth maximization, Functions of Finance Manager in Modern Age, Indian Financial System : Primary and Secondary Market, Concept of Risk and Return , CAPM Model.

(6 Hours)

Unit II

Investment Decision : Concept of Opportunity Cost, Cost of Debenture, Preference and Equity capital, Composite Cost of Capital ,Cash Flows as Profit and components of Cash Flows , Capital Budgeting Decisions, Calculation of NPV and IRR, Excel Application in Analyzing Projects.

(10 Hours)

Unit III

Financial Decision: Capital Structure, Relevance and Irrelevancy theory, Leverage analysis financial, operating and combined leverage along with its implications, EBITEPS Analysis, Point of Indifference. **(8 Hours)**

Unit IV

Dividend Relevance: Factors affecting Dividend Policy, Forms of Dividends, Types of Dividend Policies, Dividend Models: Walter and Gordon Model, Miller-Modigliani (MM) Hypothesis.

(8 Hours)

Unit V

Working Capital Management: Concepts of Working Capital and its types, Determinants of Working Capital, Adequate Working Capital, Working Capital Financing **(8 Hours)**

Text Books :

- 1) Khan and Jain - Financial Management (Tata McGraw Hill, 7th Ed.)
- 2) Pandey I M - Financial Management (Vikas, 11th Ed.)
- 3) William Hakka Bettner Carcello - Financial and Management Accounting (TMH-16th Ed.)
- 4) Sheebakapil - Fundamental of financial management (Wiley, 2015)
- 5) Prasanna Chandra - Fundamentals of Financial Management (TMH, 9th Ed.)
- 6) Bark Demazo Thampy - Financial Management (Pearson, 2nd Ed.)
- 7) R P Rustagi - Financial Management (Galgotia, 2000, 2nd revised ed.)

Reference Books :

- 1.) Ravi. M Kishore – Financial Management (Taxman ,7th Ed)
- 2.) Fundamentals to Financial Management , Brigham & Houston, 14/e , Cengage Learning
- 3.) Van Horne - Financial Management and Policy (Prentice hall, 2003, 12th Ed.)
- 4.) Horne Wachowicz- Fundamentals of Financial Management (Pearson, 13th Ed)
- 5.) Lawrence J. Gitman – Principles of Managerial Finance (Pearson Education, 2004)

Management Accounting and Control

Course Code: 205

Course Objectives: To have a basic understanding of various types of costs and their relevance in decision making. To have an understanding of Marginal Costing Technique and its application in decision making. To gain an insight into the concept of breakeven point and its applications. To understand the concept of Variance and calculate various types of variances. To apply the technique of budgeting in preparation of various types of budgets

Credit: 3

Contact Hours: 40

UNIT I

Introduction : Nature and scope of cost Accounting and Management Accounting , Cost Accounting VS Management Accounting vs. Financial Accounting and their interrelationships , Advantages and limitations of cost accounting , types of cost, Elements of cost - Materials, Labor and overheads, Role of Cost in decision making preparation of cost sheet, Reconciliation of Cost and Financial Accounting.

(6Hours)

UNIT II

Marginal Costing : Concept of Marginal cost , Product and period costs, Marginal costing, Absorption Costing, Marginal Costing versus Absorption Costing, Income statement

under Absorption and Marginal Costing, Applications of Marginal Costing, (4Hrs) Cost-Volume-Profit Analysis : Concept of contribution and P/V Ratio, CVP Analysis, Break even analysis, Methods of Break Even Analysis, Graphic presentation of Break Even Analysis, Margin of safety, Multi product situations, Sales mix and Break Even Point

(7Hours)

UNIT III

Budgetary Control : Concept of Budget, Budgeting and Budgetary Control, Objectives, advantages and limitations of budgetary control, essentials of effective budgeting, Types of Budget, Static and Flexible Budgeting, Preparation of Cash Budget, Sales Budget, Production Budget, Materials Budget, Capital Expenditure Budget and Master Budget, Zero Base Budgeting. **(9 Hours)**

UNIT IV

Standard Costing and Variance Analysis: Concept of standard costs, establishing various cost standards, Concept of standard costing, Advantages and limitations of standard costing Standard costing vs budgetary control, Variance Analysis : calculation of Material Variance, Labor Variance, and Overhead Variance, and its applications and implications.

(10Hours)

UNIT V

Neo Concepts : Responsibility Accounting : Concept and various approaches to Responsibility Accounting, Types of responsibility centers, Measuring divisional performance, Transfer Pricing : concept & importance, Method of transfer pricing, Activity Based Costing, Target Costing & Life Cycle Costing

(8

Hours)

Text Books

1. Management Accounting: Text Problems and Cases, KHAN and Jain, McGraw-Hill Education 6th Edition
2. Modern Cost And Management Accounting, HANIF, McGraw-Hill Education 1st edition
3. Cost and Management Accounting, M.N.Arora, Himalaya publishing house 3rd edition
4. Management Accounting, Pandey IM, Vikas Publication, 3rd edition
5. Introduction to Management Accounting, Horngren et al, Prentice Hall
6. Managerial Accounting, Paresh Shah, Oxford, 2nd edition.

Production Operations and Supply Chain Management

COURSE CODE: 206

COURSE OBJECTIVES: To understand the role of Operations in overall Business Strategy of the firm. To understand the application of operations management policies and techniques to the service sector as well as manufacturing firms. To identify and evaluate the key factors and their interdependence of these factors in the design of effective operating systems. To familiarize the students with the techniques for effective utilization of operational resources and managing the processes to produce good quality products and services at competitive prices.

Credit: 3

Contact Hours: 36

Unit -I

Production Concept. Difference between production and Operation Management, Productivity, Productivity measurement, Factors affecting Productivity. Production Technology. Types of manufacturing processes. **(6 Hours)**

Unit -II

Operation Concept. Difference between product and service, Product and service design, Characteristics of service, Classification of service, factors affecting service operations, Service capacity planning, SERVQUAL model of measuring service quality. **(6 Hours)**

Unit-III

Material and Inventory Management, Types of production planning, process of production planning and control, Routing, Scheduling, Loading, Types of inventories, Inventory control techniques- VED, EOQ, Just-in-time (JIT). Factors affecting Plant Location, Types of Plant layout. **(8 Hours)**

Unit-IV

Supply Chain Management. Conceptual model of SCM, Supply chain drivers, demand forecasting in Supply Chain. Simple moving average, weighted moving average, exponential smoothing method, Supply Chain efficiency, Core and reverse Supply Chain, International Supply Chain, Aggregate planning, inbound and outbound SCM, bullwhip effect in SCM. Latest trend in Production and operation – Lean manufacturing, Agile manufacturing. **(8 Hours)**

Unit-V

Productivity and Quality, TQM, Deming's 14 principles, PDCA cycle - KAIZEN, Quality circles, 7QC tools, ISO 9000-2000 clauses, Six Sigma, Total Productive Maintenance (TPM). **(8 Hours)**

SUGGESTED READING:

1. MAHADEVAN: Operation management: Theory and Practice (PEARSON) (with MLSA)
2. Chary - Production and Operations Management (Tata McGraw-Hill, 1997, 9th Edition)
3. Bisen & Singh - Operation & Logistics Management (Excel Books)
4. R.V. Badi & N.V. Badi - Production & Operation Management (Vrinda Publications 3rd Edition)
5. Raghuram G. (I.I.M.A.) - Logistics and Supply Chain Management (Macmillan, 1st Ed.)
6. Krishnan Dr. Gopal - Material Management, (Pearson, New Delhi, 5th Ed.)
7. Adam Jr. Everetl E. R J – Production and Operations Management (Prentice-Hall, 2000, 5th Edition)

Quantitative Techniques for Managers

COURSE CODE: 207

COURSE OBJECTIVES: Understand the importance of the use of OR application in decision Makingenvironment. To formulate LPP and Obtain Graphical Solutions & Acquire General idea of theSimplex method.To understand and solve transportation & assignment models.To know optimal sequence model and understand concepts of queuing theory.To identify right time for replacement of equipment and understand projectmanagement techniques

Credit: 3

Contact Hours: 36

Unit I

Operations Research & Decision Making Environments Operations Research, Uses, Scope and Applications of Operation Research in managerial decision-making.Decision-making environments:- Decision-making under certainty, uncertainty and risksituations; Decision tree approach and its applications.

(4 Hours)

Unit II

Linear Programming Problem & Transportation Problem Linear programming: Mathematical formulations of LP Models for product-mix problems; graphical and simplex method of solving LP problems; duality. Transportation problem: Various methods of finding Initial basic feasible solution-NorthWest Corner Method, Least Cost Method & VAM Method and optimal solution-SteppingStone & MODI Method, Maximization Transportation Problem.

(8 Hours)

Unit III

Assignment model & Game Theory Assignment model: Hungarian Algorithm and its applications, Maximization Assignment Problem. Game Theory: Concept of game; Two-person zero-sum game; Pure and Mixed Strategy Games; Saddle Point; Odds Method; Dominance Method and Graphical Method for solving Mixed Strategy Game. **(8 Hours)**

Unit IV

Sequencing & Queuing Theory Sequencing Problem: Johnsons Algorithm for n Jobs and Two machines, n Jobs and Three Machines, Two jobs and m - Machines Problems. Queuing Theory: Characteristics of M/M/I Queue model; Application of Poisson and Exponential distribution in estimating arrival rate and service rate; Applications of Queue model for better service to the customers. **(8 Hours)**

Unit V

Replacement Problem & Project Management Replacement Problem: Replacement of assets that deteriorate with time, replacement of assets which fail suddenly. Project Management: Rules for drawing the network diagram, Applications of CPM and PERT techniques in Project planning and control; crashing of operations. **(8 Hours)**

TEXT BOOK

1. R. Panneerselvam - Operations Research (PHI, 2nd Edition)
2. Sharma J K - Operations Research (Pearson, 3rd Edition)

REFERENCE BOOKS:

- 1) Apte-Operation Research and Quantitative Techniques (Excel Books)
- 2) S Kalawathy-Operation Research (Vikas IVth Edition)
- 3) Natarajan- Operation Research (Pearson)
- 4) Singh & Kumar—Operation Research (UDH Publisher edition 2013)

- 5) TahaHamdy - Operations Research - An Introduction (Prentice-Hall, 9th edition)
- 6) Vohra - Quantitative Techniques in Management (Tata McGraw-Hill, 2nd)
- 7) Kothari - Quantitative Techniques (Vikas 1996, 3rd Edition).

Legal Aspects of Business

Course Code:208

Course Objectives: To provide basic understanding of law of contract, Law of agency, Bailment & Pledge. To provide basic requirements of Negotiable Instruments Act, Law of Insurance and Law of Partnership for the purpose of conducting business. To impart basic provisions of Companies Act concerning incorporation and regulation of business organizations. To create an awareness about important legislations namely Sale of Goods Act, Consumer Protection Act, Factories Act having impact on business. To appraise the students on the leading practical application oriented case studies –relevant and updated and analyzing case laws in arriving at conclusions facilitating business decisions.

Course Credits: 3

Contact Hours: 38

Unit 1

Law of Contract: Definition, essentials and types of contracts, offer – definition and essentials, acceptance – definition and essentials, consideration – definition

and essentials, exceptions to the rule, no consideration, no contract, doctrine of privity of contract, capacity of parties, free consent, quasi contract, legality of object, performance of contract, termination of contract, remedies for breach of contract. Law of Agency: Essentials, kinds of agents, rights and duties of agent and principal, creation of agency, termination of agency.

(6 Hours)

Unit 2

Negotiable instruments act 1881, Nature and characteristics of Negotiable instruments, kinds of negotiable instruments – promissory notes, bills of exchange and cheques. Parties to negotiable instruments, Negotiation, presentment, discharge and dishonor of negotiable instruments. Law of partnership: Definition, essentials of partnership, formation of partnerships, kinds of partners, authorities, rights and liabilities of partners, registration of partnership, dissolution of partnership firm.

(8 Hours)

Unit 3

Companies Act: definition, characteristics and kinds of companies, steps in formation of company. Memorandum of association, articles of association, prospectus. Directors: appointment, power, duties and liabilities, meeting and resolutions: types of meetings. Auditor: appointment, rights and liabilities. Modes of winding up of a company. **(8 Hours)**

Unit 4

Sale of goods Act: Essentials, sale v/s agreement to sell. Condition v/s warranties, right of unpaid seller. Consumer Protection Act: Objectives, definition, consumer protection council and state consumer protection council. **(8 Hours)**

Unit 5

The Information Technology Act, 2000: Definition, Digital Signature, Electronic Governance, Attribution, Acknowledgment and Dispatch of Electronic Records, Sense Electronic Records and Sense Digital Signatures, Regulation of Certifying Authorities, Digital Signature Certificates, Duties of Subscribers, Penalties and Offences.

The Right to Information Act, 2005: Right to know, Salient features of the Act, obligation of public Authority, Designation of Public Information officer, Request for obtaining information, Duties of a PIO, Exemption from disclosure of information, Partial disclosure of

information, Information commissions, powers of Information Commissions, Appellate Authorities, Penalties, Jurisdiction of courts. **(8 Hours)**

Suggested Readings

1. Kuchhal M.C. - Business Law (Vikas Publication)
2. Gulshan S.S. - Business Law Including Company Law (Excel Books)
3. N D Kapoor – Elements of Mercantile Law – Sultan Chand-2014
4. Dr Avatar Singh- Principles of Mercantile Law, Eastern Book Company 2014
5. Nandan Kamath- Law relating to Computer, Internet and E-Commerce (A Guide to cyber Laws), Universal Law Publishing Co. Ltd. New Delhi, 2012.
6. Relevant Acts

MBA Evaluation Scheme for Session 2020 - 2021

Semester III

S.No	Subject Code	Subject Title	Periods			Evaluation Scheme					Credits
			L	T	P	Sessional			ESE	Total	
						CT	TA	TOTAL			
1.	301	Strategic Management	4	0	0	10	10	20	80	100	3
2.	302	International Business Management	4	0	0	10	10	20	80	100	3
3.		Major Specialization Group 1 Elective 1	4	0	0	10	10	20	80	100	3
4.		Major Specialization Group 1 Elective	4	0	0	10	10	20	80	100	3

		2									
5.		Major Specialization Group 1 Elective 3	4	0	0	10	10	20	80	100	3
6.		Major Specialization Group 2 Elective 1	4	0	0	10	10	20	80	100	3
7.		Major Specialization Group 2 Elective 2	4	0	0	10	10	20	80	100	3
8.		Major Specialization Group 2 Elective 3	4	0	0	10	10	20	80	100	3
9.		Human Values & Professional Ethics	4	0	0	10	10	20	80	100	3
10.		Summer Training Project Report & Viva Voce	0	0	6		50	50	50	100	3
TOTAL										1000	30

Electives for MBA III Semester For Major 1 specialization, student will select all three (03) elective subjects from that group and for Major 2 specialization, student will select all three (03) elective subjects from that group.

SPECIALIZATION GROUP: HUMAN RESOURCE

S.NO	SUBJECT CODE	SUBJECT TITLE
1.		Talent Management
2.		Performance and Reward Management
3.		Industrial Relations and Labour Laws

SPECIALIZATION GROUP: MARKETING

S.NO	SUBJECT CODE	SUBJECT TITLE
1.		Sales & Distribution Management
2.		Consumer Behavior
3.		Digital Marketing

SPECIALIZATION GROUP: FINANCE

S.NO	SUBJECT CODE	SUBJECT TITLE
1.		Security Analysis & Portfolio Management
2.		Tax Planning & Management
3.		Financial Market & Commercial Banking

SPECIALIZATION GROUP: INTERNATIONAL BUSINESS

S.NO	SUBJECT CODE	SUBJECT TITLE
1.		International Marketing
2.		International Logistics
3.		Export-Import Documentation

SPECIALIZATION GROUP: INFORMATION TECHNOLOGY

S.NO	SUBJECT CODE	SUBJECT TITLE
1.		Enterprise Resource Planning
2.		Web Technology & e-Commerce
3.		Cloud Computing for Business

SPECIALIZATION GROUP: OPERATIONS

S.NO	SUBJECT CODE	SUBJECT TITLE
1.		Supply Chain Management
2.		Materials Management
3.		Production Planning & Control

SPECIALIZATION GROUP: RURAL MANAGEMENT

S.NO	SUBJECT CODE	SUBJECT TITLE
1.		Rural Marketing
2.		Micro Finance for Rural Development
3.		Development & Management of NGOs

Strategic Management

COURSE CODE: 301

COURSE OBJECTIVES: A clear understanding of the key concepts and principles of strategic management. A set of useful analytical skills, tools and techniques for analyzing a company strategically. To provide a basic understanding of the nature and dynamics of the strategy formulation and implementation processes. To encourage students to think critically and strategically. The ability to identify strategic issues and design appropriate courses of action.

Course Credits: 3

Contact Hours: 36

UNIT 1 Introduction: meaning nature, scope, and importance of strategy; and strategic management, Introduction to Business policy, Strategic decision-making, Process of strategic management and levels at which strategy operates, strategic intent: Vision, Mission, Business definition, Goals and Objectives. **(6 Hours)**

UNIT 2 Environmental Scanning : Factors considered, approaches, External environment analysis: PESTEL Analysis, EFE matrix (External Factor Evaluation): Porter's Five Forces Model methods and techniques used , Internal Appraisal – The internal environment, Organizational Capability Factors, organizational appraisal- factors affecting, approaches, methods & techniques Resource Based View (RBW) Analysis, VRIO Framework, Value Chain Analysis, IFE matrix (Internal Factor Evaluation). **(8 hours)**

UNIT 3 Strategy Formulation: Corporate, Business, Functional strategy **Corporate Level Strategies:** -- Stability, Expansion, Retrenchment and Combination strategies. Concentration Strategies, Integration Strategies: Horizontal & Vertical, Diversification: Related & Unrelated, Internationalization , Porters Model of competitive advantage of nations, Cooperative: Mergers & acquisition Strategies, Joint Venture, Strategic Alliance , Digitalization Strategies.
(8 hours)

Unit 4 Strategy Analysis : Process, Analyzing Strategic alternative, Evaluating and Choosing Among Strategic Alternative, Tools & Techniques of strategic Analysis, Strategic Choice. BCG Matrix, Ansoff Grid, GE Nine Cell Planning Grid, Hofer's Product market evolution. McKinsey's 7'S framework **Strategy implementation:** Resource allocation, Projects and Procedural issues. Organization structure and systems in strategy implementation. Leadership and corporate culture, Values, Ethics and Social responsibility. Operational and derived functional plans to implement strategy. Integration of functional plans.
(8 hours)

Unit 5 Strategy Evaluation & Control : Nature, Importance, Organizational systems and Techniques of strategic evaluation & control. **(6 hours)**

COURSE OUTCOMES: Upon completion of this course, students will be able to complete the following key tasks ☐ Formulate organizational vision, mission, goals, and values. ☐ Develop strategies and action plans to achieve an organization's vision, mission, and goals ☐ Develop powers of managerial judgment, how to assess business risk, and improve ability to make sound decisions and achieve effective outcomes. ☐ Evaluate and revise programs and procedures in order to achieve organizational goals; ☐ Consider the ethical dimensions of the strategic management process;

Text Books 1. Kazmi, Azhar; Business Policy and Strategic Management; McGraw-Hill Education

2. David, Fred; Strategic Management: Concepts and Cases; PHI Learning

Reference Books 1. Thomson, Arthur A. and Strickland, A. J.; Strategic Management: Concept and Cases; McGraw-Hill Education

2. Jauch, L.F., and Glueck, W.F.; Business Policy and Strategic Management; McGraw-Hill Education

3. Wheelen, L. Thomas and Hunger, David J.; Strategic Management and Business Policy, Crafting and Executing Strategy; Pearson Education

INTERNATIONAL BUSINESS MANAGEMENT

Course Code: 302

Course Objectives: ☐ To give the student an exposure to the dynamic environment of International Business ☐ To understand the impact of environment on the International Business Operations of the firm ☐ To explain the functions and form of the global monetary system ☐ To explain the role of International organizations and Regional Trade

Credits: 3

Contact Hours: 36

Unit I (8 hours) Introduction: Meaning, Nature and Scope of International Management, Driving and Restraining Forces, Domestic to Transnational Business, Modes of Entry. Globalization – Forces, Meaning, dimensions and stages in Globalization, Characteristics and role of MNCs. International Business Environment – The economic environment; social

and cultural environment, political, legal and regulatory environment, natural environment, technological environment.

Unit 2 (8 hours) International Trade Theories: Mercantilism; Absolute Cost theory, Comparative Cost theory, Factor endowment theory, International Product life Cycles Theory, International Investment Theories: Theory of Capital Movements, Market Imperfections theory; Internationalization Theory; Location Specific Advantage Theory; Eclectic Theory Free Trade: Advantages and Disadvantages, Forms of Protection: Tariffs, Subsidies, Import Quotas, Voluntary Export Restraints, Administrative Policy, Anti-dumping Policy.

Unit 3 (8 hours) International Marketing: Nature & significance, International Marketing Orientations, International Segmentation, International Product Life Cycle International HRM: International Staffing Approaches, Expatriate Management, International Labor Relations

Unit 4 (6 hours) Foreign Exchange Determination Systems: Basic Concepts Relating to Foreign Exchange, Various types of Exchange Rate Regimes, Factors Affecting Exchange Rates, Brief History of Indian Rupee

Unit 5 (6 hours) International Institutions: Objectives and Functions of WTO, IMF, IBRD, UNCTAD, Regional Economic Integration: Introduction, Levels of Economic Integration, Objectives and Functions of EU, NAFTA, ASEAN, SAARC, BRICS

Text Books 1. Hill - International Business, McGraw-Hill 2. Cherunilam F- International Business: Text and Cases, PHI

Reference Books 1. Aswathappa- International Business, McGraw-Hill 2. Cherunilam, F - International Trade and Export Management, Himalaya 3. Daniels - International Business (Pearson) 4. Albaum Duerr - International Marketing and Export management (Pearson, 7th Ed.)

Websites: www.ibef.org www.cia.gov.in

Course Outcomes: After going through the course, the student would be able to: ☐ Get an overview of the key issues and concepts of International Business ☐ Understand how and why the world's countries differ. ☐ Understand the monetary framework in which international business transactions are conducted ☐ Understand the role of International

Organizations and Regional Trade blocks ☐ Implement the decisions for international operations in a superior manner

CORPORATE GOVERNANCE, VALUES & ETHICS

Course Code: 401

Course Objectives: ☐ To introduce the concept and importance of corporate governance ☐ To introduce the concept and importance of business ethics ☐ To know the facets of ethics management ☐ To know the ethical values and Indian ethos in Management.

Course Credits: 3

Teaching Hours: 36

Unit I (6 hours) Issues, need of corporate governance code, Code of Corporate Practices, Social Responsibility of Corporates, Corporate Social Reporting, Corporate Governance and the Role of Board(BOD), Corporate Governance System Worldwide, Corporate Disclosure and Investor Protection in India.

Unit 2 (8 hours) Code of Corporate Governance, Audit Committee, Corporate Excellence, Role of Independent Directors, and Protection of Stakeholders, Changing Roles of Corporate Boards with changing times, Corporate Social Responsibility.

Unit 3 (8 hours) Moral Values and Ethics: Values – Concepts, Types and Formation of Values, Values of Indian Managers; Managerial Excellence through Human Values; Spiritual Values. Modern Business Ethics and Dilemmas, Conflict between personal values and organizational goals

Unit 4(8 hours) Business Ethics: Meaning, Definition, Nature, Importance. Ethical Dilemma – Ethical Decision Making, Ethical Reasoning, Ethical issues, Ethics Management – Key roles and responsibilities, Benefits of Managing Ethics in Work Place, Code of ethics, Guidelines for developing code of ethics Historical Perspective of Ethics – Plato, Aristotle, Benedict Spinoza, Immanuel Kant, Bhagwat Gita, Buddhism, Sufism, Capitalism, Marxism, Socialism, Utilitarianism

Unit 5(8 hours) Institutionalizing of Ethics, Traditional view, Contractual theory, Stakeholders' theory, The Regulatory and voluntary actions. Ethics and HRM, Ethics and Marketing, Ethics in Finance and Accounting, Ethical implications of Technology. Ethics and Information Technology.

Text books:

1. A C Fernando – Business Ethics & Corporate Governance, 2e, Pearson
2. Ghosh Business ethics and corporate governance, McGraw-Hill
3. Kumar- Corporate Governance, Oxford University Press
4. Mandal – Ethics in business and corporate governance, 2e, McGraw-Hill

Reference Books:

- 1) S.S. Iyer - Managing for Value (New Age International Publishers, 2002)
- 2) Laura P Hartman Abha Chatterjee - Business Ethics (Tata McGraw Hill, 2007)
- 3) Mohapatra, Sreejesh- Case Studies in Business Ethics & Corporate Governance, 1e, Pearson

Websites:www.clearias.com/corporategovernance/www.managementstudyguide.com/corporate-governance.htm

Course Outcome: After going through this course the student will be able to: ☐ Have an insights into various concepts & cases related to Corporate Governance ☐ Gain a deeper understanding of the various aspects, factors related to role of ethics in Business.

ENTREPRENEURSHIP DEVELOPMENT

Course Code: 402

Course Objectives: ☐ To provide basic understanding of entrepreneurship concept, functions of entrepreneurs, and problems faced by them in the real world. ☐ To impart understanding of basic entrepreneurial skills and knowledge, and acquaint them with special forms of entrepreneurial trends. ☐ To expose students to the entrepreneurial environment, creating awareness of business opportunities, and familiarizing them with formal practices in effective business plan formation. ☐ To provide insights to students on

entrepreneurial opportunities, government support services and government policies. ☐ To familiarize students with SME sector activities, venture capital financing and international entrepreneurial opportunities.

Course Credits: 3

Contact Hours: 36

Unit 1(8 Hours) Introduction: Meaning, definition and concept of entrepreneur, entrepreneurship and entrepreneurship development. Factors affecting entrepreneurship, characteristics and skills of an entrepreneur, entrepreneur v/s manager. Evolution of entrepreneur, Entrepreneurship, concepts of intrapreneurship, types of entrepreneurs, functions of entrepreneur, advantages of becoming an entrepreneur, entrepreneurial decision-process, challenges faced by entrepreneurs, common mistakes in entrepreneurship, and changing role of entrepreneur. Women enterprises, social, and rural entrepreneurship.

Unit 2(9 Hours) Entrepreneurial Finance, Assistance and Entrepreneurial Development Agencies: Estimating financial funds requirement; Sources of finance – banks, various financial institutions (including IFCI, ICICI, IDBI and SIDBI), financing of small scale industries in developing countries. Role of central government and state government in promoting entrepreneurship with various incentives, subsidies, grants, export oriented units – fiscal & tax concessions, other government initiatives and inclusive entrepreneurial growth. Financing of small scale industries in developing countries. Overview of MSME policy of government in India. Role of agencies assisting entrepreneurship: DICs, SSIs, NSICs, EDII NIESBUD, NEDB, Entrepreneurship Development Institute (EDI). New initiatives taken by government to promote entrepreneurship in India at larger scale.

Unit 3(8 hours) Developing Entrepreneurial Mind-set: Idea generation- sources and methods, identification and classification of ideas. Individual creativity: roles and process; idea to business opportunity. Entrepreneurial motivation, meaning of entrepreneurial competencies, major entrepreneurial competencies, developing entrepreneurial competencies. Opportunity assessment, business opportunities in various sectors, challenges of new venture start-up, reasons for failure; how to begin with low investment.

Unit 4 (6 hours) Developing a Business Plan: Environmental Scanning and SWOT analysis, and. The business plan as an entrepreneurial tool, Business Planning Process:

elements of business planning, preparation of project plan, components of an ideal business plan – market plan, financial plan, operational plan, and, Feasibility Analysis – aspects and methods: Economic-analysis, financial analysis, market-, and technological feasibility.

Unit 5 (5 hours) Launching a New Venture: Steps involved in launching a business (Process charts), Various Forms of business ownership, Registration of business units; start-up to going IPO; revival, exit and end to a venture.

Text Books 1. Holt, David H., Entrepreneurship: New Venture Creation, Person. 2. Khanka, S.S.; Entrepreneurial Development; S. Chand and Co.

Reference Books 1. Kumar, Arya; Entrepreneurship; Pearson Education. 1. 2.Desai, Vasant; Dynamics of Entrepreneurial Development and Management; Himalaya Publishing 2. Blundel, R. and Lockett, N.; Exploring Entrepreneurship Practices and Perspectives; Oxford Publications. 3. Hisrich, D. Robert, Peters, Michael P. and Shepherd, Dean A.; Entrepreneurship; McGraw-Hill Education . 4. Dollinger, M. J.; Entrepreneurship: New Venture Creation; PHI Learning.

Course Outcome: ☑There will be ability to understand the context of entrepreneurial activities so as to undertake them in due course of time. ☑There will be ability to focus on key strengths and potentials that students can convert into entrepreneurial competencies for their future careers. ☑They shall be able to identify future business opportunities indifferent business environments and plan a business process. ☑They will be able to identify and seek help from different levels and types of state and national level agencies. ☑ They will be able to apply their entrepreneurial capabilities in the SME sector, deploy knowledge of venture capital financing and exposure to international entrepreneurial opportunities.

Talent Management

Code: HR 01

Course Credits: 3

Teaching Hours: 36 Hrs

Course Objectives: ☑ This course focuses on the attraction, acquisition, and retention of talent in organizations. ☑ In particular, the module will focus on the alignment of the talent

management process with business strategy, with culture, and with people. ☐ Aim is to discuss the issues from two perspectives: managing talent in organizations as well as managing one's own talents as an individual. ☐ In addition, the course will cover the negotiation problems that managers may face in decision-making processes; for example, the hiring negotiation, the promotion negotiation, the firing decision, and HR-relevant cross-cultural negotiation issues.

Unit 1 (6 hours) Introduction to Talent Management: Introduction, Meaning & Objectives, Role of Talent Management in building sustainable competitive advantage to a firm, Key Processes of Talent Management, Recruitment, Selection, Human Resource Planning, Retention, Talent vs. knowledge people, Source of Talent Management, Consequences of Failure in Managing Talent, Some suggestive tools for Managing Talent.

Unit 2 (8 hours) Talent Acquisition: Job analysis-Method of collecting information, developing questionnaires, interviews, developing job description & job specification. Developing HR planning process (using MS-Excel and quantitative tools). Evaluation of factors affecting HRP, Strategic view of recruitment & selection. Talent Acquisition, Recruitment Process, Strategic Trends in Talent Acquisition, Talent acquisition management solutions.

Unit 3 (7 hours) Employee Engagement: Preparing recruitment plan, E-recruitment (using various job portals), searching & downloading applicant profile by using job portals, selecting recruitment source, preparing recruitment budget, employer branding, formulating a recruitment strategy (specifically for Managerial/Executive jobs), Selection process, Use of assessment centres, selection errors & minimising selection errors, Reliability & Validity tests, Choosing the types of interviews.

Unit 4 (8 hours) Employee Retention: Comprehensive approach to Retaining employees, Managing Voluntary Turnover, dealing with Job Withdrawal, Strategic Compensation plan for Talent Engagement, Defining the Elements of Total Rewards, Integrated Rewards Philosophy, Designing Integrated Rewards, Sustainable Talent Management and Reward Model.

Unit5. (7 hours) Emerging Trends in HR: Human Resource Audits, Human Resource Information System (HRIS), Human Resource Accounting (HRA), Contemporary

development, and Cultural development, Business Process Re-engineering, Contemporary Talent Management Issues and Challenges.

Text Books: □ Dessler Gary, A Framework for Human Resource Management, Pearson Publication, 7th Edition. □ Dessler Gary, Varkkey Biju, Fundamentals of Human Resource Management, Pearson Publication, 14th Edition

References: □ Rao VSP, Human Resource Management, Vikas Publishing, New Delhi
□ K. Aswathappa – Human Resources and Personnel Management, Tata McGraw Hill
□ Robbins SP, Timothy A, Judge & Sanghi Seema, Organizational Behaviour, Pearson Education, New Delhi, 13th edition. □ Lance A Berger, Dorothy R Berger, Talent Management Hand Book, McGraw Hill
□ Hasan, M., Singh, A. K., Dhamija, S. (eds.), Talent management in India: Challenges and opportunities, Atlantic Publication

Performance & Reward Management

Code: HR 02

Course Credits: 3

Teaching Hours: 36 Hours

Course Objectives □Articulate the benefits of using a performance development plan and the consequences of not having one in place. □Distinguish the elements of an effective, integrated performance development system. □Devise “SMART” annual performance objectives (e.g., objectives that are specific, measurable, attainable, relevant and track able). □To familiarize the students with the concept of competency mapping and understanding its role in career development. □To familiarize students with various aspects of compensation system in India and make them understand various issues linked with the process of fixing salary dearness allowance, bonus, incentive scheme and benefits.

Unit1: (7 hours) Introduction to Performance Management System Meaning, Uses and purpose of performance management, how it differs from performance appraisal, Performance management and its challenges in current scenario, Performance management as a system and process, Establishing performance criterion of developing an effective appraisal system, Criteria (KRA, KSA VS KPI), why performance appraisal,

Unit2: (6 hours) Managing Performance Methods of managing performance of all the levels of management- 360 degree performance appraisal, MBO and, Performance analysis for Individual and organizational development,

Unit3: (6 hours) Contemporary Issues Potential appraisal, competency mapping & its linkage with career development and succession planning, Balance score card- advantages and applications.

Unit 4: (7 hours) Reward System Compensation- Definition, Function, significance. Job evaluation, methods of job evaluation, inputs to job evaluation, its practical implication for technical/non-technical and executive/managerial positions, and significance of wage differentials.

Unit 5: (7 Hours) Compensation: Method of pay and Allowances Pay structure: Basic Pay, DA, HRA, Gross Pay, Take home pay etc. Methods of payments- Time and piece rate. Fringe benefits & other allowances- overtime, city compensatory, travelling etc. Overview of minimum wages Act- 1948 and Equal Remuneration Act-1976. Regulatory compliance including wage and pay commissions, incentive scheme-individual, group, profit sharing-co-partnership- stock option: ESOP, welfare Measures- Statutory & non- Statutory, social security schemes- ESIS, PF, Pension, Insurance, Gratuity and Maternity Benefits.

Unit 6: (7 Hours) Practical: Preparation of pay roll on excel sheet for executive and managerial position. New practices of compensating employees. (Eg flexi wage system) (3 hours)

Course Outcome 1. Students will be able to explain the concept of performance management system and its relevance in the organization. 2. They have the ability to explain the different methods adopted by the organizations and different methods used for different level of employees. 3. They have the ability to explain the relevance of competency mapping and understanding its linkage with career development. 4. Students will be able to explain how to prepare pay roll on excel and also various aspects of compensation system in India.

Books: 1. Michael, Armstrong (1999). Performance Management. Kogan Page. 2. Chadha, P. (2003). Performance Management: It's About Performing Not Just Appraising. McMillan India Ltd. 3. Performance Management: Robert Bacal, McGraw-Hill Education, 2007 Text Book: 1. Performance Management and Appraisal Systems: HR Tools for Global Competitiveness by T.V. Rao. New Delhi, Response Books, 2007. Magazines ICFAI Journals Business Manager

Websites: People Matters www.shrm.org

INDUSTRIAL RELATIONS & LABOR LAWS

Code: HR 03

Course Credits: 3

Teaching Hours: 36 Hours

Course Objectives: ☐ To Provide conceptual framework of Industrial Relation ☐ To make students aware with the Indian Labour legislation ☐ To make students aware with the basic requirements and mandate of labour legislations

Unit 1: Introduction: Concept, objectives, functions, significance & aspects of Industrial Relations Emerging challenges of IR in India, Linking Industrial Relations with economic growth of a country, Trade Unionism: Development of trade unionism, functions, type and structure, problems & suggestive remedial measures of trade unions, The Trade Unions Act 1926- objectives, recognition and registration, Industrial Democracy & Participative Management

Unit2: Collective Bargaining: Significance, types & Procedure of collective bargaining Discipline: The Industrial Employment (Standing Orders) Act 1961, Misconduct, Disciplinary Action, Types of punishments, Code of Discipline, Domestic Enquiry, Grievance Function in IR: Grievance Settlement Procedure, Industrial Disputes: Preventive & Settlement Machinery in India

Unit 3 The Factories Act, 1948 & The shop & Establishment Act 1948 The Payment of Wages Act, 1923 The Workmen's compensation Act, 1972 The Industrial Disputes Act, 1947

Unit 4 The Payment of Minimum wages act 1936 The Contract Labor (Abolition & regulative) act The ESI Act, 1948 The Trade unions act, 1926

Unit 5 The payment of Bonus Act, 1965 The payment of Gratuity Cat, 1972 The Maternity Benefit Act, 1961 Employee's Provident fund & Miscellaneous Provisions Act, 1952 .

Text Books: 3. Mamoria CB, Mamoria, Gankar - Dynamics of Industrial Relations (Himalayan Publications, 15th Ed.) 4. Singh B.D. - Industrial Relations & Labour Laws (Excel, 1st Ed.) **Reference Books:** 1. Srivastava SC - Industrial Relations and Labour Laws (Vikas, 2000, 4th Ed.) 2. Venkata Ratnam – Industrial Relations (Oxford, 2006, 2nd Ed.) 3. Monappa Arun, Industrial Relations

Training & Development

Code: HR 04

Course Credits: 3

Teaching Hours: 36 Hours

Course Objective: The course aims at exposing the learner to the Concept and practice of training and development in the modern organisational setting through the pedagogy of case discussions and recent experiences. The design of the course aims to provide an experimental, skill- based exposure to the process of planning, organizing and implementing a training system.

Unit I (6 Hours) Introduction: Concepts and Rationale of Training and Development; Difference between Training, Development & Education, overview of training and development systems; organizing training department; training and development policies; linking training and development to company's strategy; Requisites of Effective Training ; Role of External agencies in Training and Development.

Unit II (6 Hours) Training Needs Assessment (TNA): Meaning of TNA, Purpose and Methods of TNA, TNA at different levels, the Need Assessment Process – Organizational Analysis, Person Analysis, Task Analysis, Output of TNA.

Unit III (8 Hours) Learning Theories and Program Design: Introduction to learning, Learning Theories – Reinforcement Theory, Social Learning Theory, Goal Theory, Need Theory, Expectancy Theory, Information Processing Theory, Process of Learning, Consideration in designing effective training programs, organizational learning vs. Learning organization.

Unit IV (8 Hours) Designing, Conducting & Evaluation of Training Program: Areas of training, Types of training, System's Approach to Training, Training Methods, Make or Buy Decision, Designing a training program, contents & scheduling, study material, selecting a trainer, deciding method of training, Costing & Training Budget, Types of Teaching Aids in Training, Training Evaluation & Methods of Training Evaluation, Training Effectiveness Models - Kirkpatrick Model of Training Effectiveness, CIRO Model.

Unit V (8 Hours) Executive Development: Importance of Executive Development, Steps in the organization of a management Development Program/ Executive Development Program, Methods/ Techniques of Management Development Program, Training & Development in Indian Industry, Special Issues in Training & Development – Legal Issues,

Cross Cultural Preparation, Managing Workforce Diversity, Sensitivity Training, Succession Planning.

Course Outcomes: After successful completion of the course, the students must be in a position to address: ☐ The field of Training and Development and its role in optimizing performance. ☐ Applying theoretical concepts and models to training design. ☐ Designing training interventions using a variety of methodologies. ☐ Evaluating the effectiveness of training & development interventions. ☐ Assessing whether training & development is a viable career option.

References: Books: 1. Noe, Raymond A., and Amitabh Deo Kodwani, Employee Training and Development, Tata McGraw Hill, 5th Edition, 2012. 2. Rao VSP, Human Resource Management, Excel Books Publication, 3rd Edition. 2013. 3. Rolf, P., and Udai Pareek, Training for Development, Sage Publications Pvt. Ltd. 4. Blanchard, P. Nick, James W. Thacker and V. Anand Ram, Effective Training: Systems, Strategies, and Practices, Dorling Kindersley (India) Pvt. Ltd. 5. Jack J. Phillips, Hand book of Training Evaluation and Measurement Methods, Routledge. 6. Dayal, Ishwar, Management Training in Organisations, Prentice Hall.

Negotiation & Conflict Management

Code: HR 05

Course Credits: 3

Teaching Hours: 36 Hours

Course Objective: To familiarize the learners with the dynamics of collective bargaining in the industrial relations environment in the country and to impart them relevant skills in effective negotiations so as to help in managing unions effectively. .

Unit I (8 Hours) Conflict: Meaning and Source of Conflict, Types of conflict, patterns, levels, and; traditional and modern approaches to conflict; Functional and dysfunctional conflicts; Conflict Process, Management of conflict – Resolution & Stimulation Techniques, Dual Concern Model of Conflict Resolution

Unit II (6 Hours) Dealing with Conflict: Four myths about conflict, Team Conflict, Understanding individual styles for handling Inter Personal Conflict, Cross – Cultural differences in Approaches to Conflict, Importance of Emotional Intelligence.

Unit III (8 Hours) The Negotiation Process – Gaining leverage through power & persuasion: Elements of Negotiation, Multiparty Negotiations, Stages of Negotiation Process; Levels of Negotiation; Issues for Negotiation; Preparation for Negotiations, Types, strategies and tactics in negotiation. Bargaining & Negotiation: Differences and similarities. BATNA, Context of Mediation, Conciliation, Arbitration; Principles of persuasion; Persuasion Strategy and its effectiveness.

Unit IV (8 Hours) Negotiation Skills for Effectiveness: Need for developing Negotiation skills, Breakdown of Negotiation: Causes and Consequences; Third Party Intervention, Impasse and Alternative Dispute Resolution (ADR), What causes Impasse and Intractable Negotiations, characteristics that make a Negotiation more intractable, Effective Negotiation: Mutual Trust and Understanding; Challenges for effective negotiators..

Unit V (6 Hours) The influence of culture and gender on negotiations: Understanding cultural differences in negotiation; Hofstede's Cultural Dimensions, GLOBE study on cultural dimensions, Gender issues in negotiations; role of cross-cultural differences in Negotiations; Seven pillars to negotiation wisdom. International Negotiations, Best practices in negotiations.

Course Outcome: ☐ Understanding the central concepts of negotiation and conflict. ☐ Providing experience in the negotiation and conflict management process. ☐ Effectively diagnosing and planning for different types of negotiation situations. ☐ Developing negotiating skills and confidence in a variety of contexts.

References: Books: 1. Carrell. R. Michael & Heavrin Christina Heavrin, Negotiating Essentials: Theory, Skills, and Practices, Pearson Education New Delhi, 2008 2. Lewicki J. Roy, Saunders M. David, Berry Bruce, Negotiation, Mc Graw Hill, 5th Edition, 2011. 3. Cohen, S. Negotiating Skills for Managers. McGraw Hill Professional 4. Bray M, Deery.S, Walsh.J, and Waring P, Industrial Relations: A Contemporary Approach, Tata Mc Graw Hill. 5. Udai Pareek: Understanding Organizational Behaviour, Oxford Press

Websites:<http://www.skillsyouneed.com/ips/negotiation.html>

<http://www.skillsyouneed.com/ips/conflict-resolution.html>

Sales & Distribution Management

Code: MK 01

Course Credits: 3

Teaching Hours: 36 Hours

Objectives: ☐ To build knowledge, understanding, and skills in Sales and Distribution management. ☐ Enable development and implementation of Sales and Channel management strategies. ☐ Help analyze decision alternatives and criteria in the context of realistic problem situations in Sales and Channel management.

UNIT 1: (5 Hours) Introduction to Sales Role of selling in marketing, Personal selling, Salesmanship and sales manager, Types of sales personnel, Characteristics of a successful salesman, Theories of selling, Process of effective selling.

UNIT 2: (5 Hours) Building Sales Organization Types of sales organizations and their structure, Functions and responsibilities of sales person, filling sales positions, Recruitment, Selection, Training and Development.

UNIT 3: (9 Hours) Leading Sales Organization Sales force motivation, Sales force compensation, Designing incentives and contests, Sales forecasting, Sales budget, Sales quota, Sales territory, Building sales reporting mechanism and monitoring, Sales force productivity, Sales force appraisal.

UNIT 4: (9 Hours) Channel Planning Marketing channels, Structure and functions, Marketing channel design, Service output, Supply side channel analysis, Channel flow and efficiency analysis, Channel structure and intensity analysis, Forward and reverse logistics, Gap analysis.

UNIT 5: (8 Hours) Managing the Marketing Channels Channel incentives and margins, Channel power, Managing channel conflict, Motivating channel members, Channel coordination, Strategic alliances, Vertical integration, Overview of retailing, Wholesaling and franchising.

Text Books 1. Spiro, R.L., Stanton, W.J. and Rich, G.A.; *Management of Sales Force*; McGraw-Hill Education 2. Havaldar, K.K., and Cavale, V.M.; *Sales and Distribution Management*; McGraw-Hill Education

Reference Books 1. Still, R.R., Cundiff, E.W. and Govani, N.A.P.; *Sales Management*; Pearson Education 2. Coughlan, A. T., Anderson, E., Stern, L. W. and El-Ansary, A. I.; *Marketing*

Channels; Pearson Education 3. Panda, T.K., and Sahdev, S.; *Sales and Distribution Management*; Oxford University Press 4. Futrell, C.M.; *Sales Management*; Cengage Learning 5. Rosenbloom, B.; *Marketing Channels*; Cengage Learning

Course Outcomes: ☐ Students will develop the skills in Sales force management and Distribution Channel management. ☐ Acquainted with better understanding of implementation of Sales and Channel management strategies. ☐ Develop analytical skills for effective decision alternatives in Sales and Channel management problems.

CONSUMER BEHAVIOUR

Code: MK 02

Course Credits: 3

Teaching Hours: 36 Hours

COURSE OBJECTIVES At the conclusion of this course, the student should be able to: ☐ Define external influences on buying behavior (culture, demographics, social status, reference groups, purchasing groups, management influence). ☐ Define internal influences on buying behavior (belief, attitude, perception, preference, personality, and emotions). ☐ Explain the decision making process and how it relates to consumers and industrial buyers. ☐ Understand the selfconcept and lifestyle and their influences on purchasing decisions. ☐ To apply consumer theories to the real marketing context.

UNIT-I INTRODUCTION TO CONSUMER BEHAVIOR(8 hours) Introduction to Consumer Behaviour; Applications of consumer behaviour knowledge in marketing. Contributing disciplines and area like psychology, social psychology, economics, anthropology etc. Consumer Behavior in the Contemporary Environment: Changing face of consumer behavior under the scenario of globalization, technological changes, new retailing environment, etc. Consumer behavior in electronic markets: opportunities, issues and challenges.

UNIT-II CONSUMERS AS INDIVIDUALS(8 hours) Personality in Consumer Behavior: Aspects of Personality & Impact on Consumer Behavior. Personality Theories. Consumer Personality & Brand Personality, Self Concept – Types & Applications. Consumer Needs & Motivation: Needs & Wants, Motives, Maslow's Needs & Consumer Behavior. Consumer Perception: Perception Process & Involvement, Sensation & Sensory Thresholds, Selective Perception, Common Perceptions of Colours, Interpretation – Semiotics. Perceived Risk. Perceptual Positioning & Perceptual Mapping. Consumer Attitude Formation & Change: Attitude functions. Tri component attitude model, hierarchies of attitude components. Multi attribute attitude models. Changing consumer attitudes. Consumer Learning: Applications of behavioral learning theories and cognitive learning theories to consumer behavior.

UNIT-III CONSUMERS IN THE SOCIAL CONTEXT(8 hours) Reference Groups: Consumer socialization process. Types of reference groups, their nature of power & influence. Effect

of reference groups on product & brand purchase. Opinion leaders – their role & types. Identifying opinion leaders. Family, Gender & Age Influences: Family decision making roles. Role of gender and age in family decision making. Family life cycle and consumer decisions. Social Class & Consumer Behavior: Social class – its components & impact on consumer behavior. India's socio economic classification. Influence of social mobility on consumer behavior. Cultural Influences on Consumer Behavior: Characteristics of culture, application of cultural learning & rituals in consumer behavior. Types of subcultures in the Indian context. Cross-cultural influences. Cultural lessons in international marketing.

UNIT-V CONSUMER DECISION MAKING (6 hours) Types of decision making & involvement. Information search pattern & marketing strategy. Types of choice models – multi attribute, conjunctive, disjunctive, lexicographic & elimination by aspects. Modeling consumer decision making – Howard Sheth model, Nicosia model and Engel Blackwell Miniard model.

UNIT-V CONSUMER POST-PURCHASE BEHAVIOR (6hours) **Post-Purchase Behavior:** Satisfaction/dissatisfaction – loyalty/nonuse or complaint behavior. Post purchase dissonance – causes and approaches to reducing the same. Measuring satisfaction, handling complaints, achieving customer loyalty. **Organizational Consumer Behavior:** Organizational buying roles, buying situations & buying processes. Influences on organizational buying behavior.

Text Books: 1. Consumer Behavior, Schiffman, L. G. and Kanuk, L. L., Pearson.

Reference Books 1. Consumer Behavior, Hawkins et al., McGraw Hill. 2. Consumer Behavior, Blackwell et al., Thomson. 3. Consumer Behavior, Solomon, Prentice Hall. 4. Consumer Behavior, Concepts & Applications; Loudon, David / Bitta, Albert Della, Tata Mc Graw Hill

COURSE OUTCOMES ☑ Understand the three major influences on customer choice: the process of human decision making in a marketing context; the individual customers make up; the environment in which the customer is embedded; ☑ Develop the cognitive skills to enable the application of the above knowledge to marketing decision making and activities ☑ Be able to demonstrate how concepts may be applied to marketing strategy

DIGITAL MARKETING

Code: MK 03

Course Credits: 3

Teaching Hours: 36 Hours

Course Objectives: ☐ To help students understand digital marketing practices, inclination of digital consumers and role of content marketing. ☐ To provide understanding of the concept of E-commerce and developing marketing strategies in the virtual world. ☐ To impart learning on various digital channels and how to acquire and engage consumers online. ☐ To provide insights on building organizational competency by way of digital marketing practices and cost considerations. ☐ To develop understanding of the latest digital practices for marketing and promotion.

Unit 1 (6 hours) Introduction to Digital Marketing: The new digital world - trends that are driving shifts from traditional marketing practices to digital marketing practices, the modern digital consumer and new consumer's digital journey. Marketing strategies for the digital world - latest practices.

Unit 2(9 hours) E-Commerce and Internet Marketing: Introduction to E-marketing, online marketing-mix, online consumer, customer relationship management in the virtual world, online branding, traffic building and E-commerce, Managing content in a digital age – content planning and writing. Consumer buying behaviour in the digital-age, and factors affecting consumer behaviour.

Unit 3(8 hours) Acquiring & Engaging Users through Digital Channels: Understanding the relationship between content and branding and its impact on sales, search marketing, mobile marketing, video marketing, and social-media marketing. Online campaign management; using marketing analytic tools to segment, target and position; overview of search engine optimization (SEO).

Unit 4(7 hours) Designing Organization for Digital Success: Digital transformation, digital leadership principles, online P.R. and reputation management. ROI of digital strategies, how

digital marketing is adding value to business, and evaluating cost effectiveness of digital strategies

Unit 5 (6 hours) Digital Innovation and Trends: The contemporary digital revolution, digital transformation framework; security and privatization issues with digital marketing Understanding trends in digital marketing – Indian and global context, online communities and co-creation, future of marketing gamification and apps.

Text Books 1. Vandana, Ahuja; Digital Marketing, Oxford University Press India (November, 2015). 2. Eric Greenberg, and Kates, Alexander; Strategic Digital Marketing: Top Digital Experts Share the Formula for Tangible Returns on Your Marketing Investment; McGraw-Hill Professional (October, 2013). 3. David Whiteley; E-Commerce: Strategy, Technologies and Applications, Mcgraw Hill Education.

Reference Books 1. Menon, Arpita; Media Planning and Buying; McGraw Hill (1st Edition, 2010) 2. Arnold, George; Media Writer's Handbook: A Guide to Common Writing and Editing Problems; McGraw-Hill Education; (5th edition, 2008) 3. Ryan, Damian; Understanding Digital Marketing: marketing strategies for engaging the digital generation; Kogan Page (3rd Edition, 2014).

Expected Course Outcomes: ☐ It will develop proficiency in interpreting marketing strategies in the digital age and provide fundamental knowledge for working in an online team. ☐ It will enable them to develop various online marketing strategies for various marketing-mix measures. ☐ It will guide them to use various digital marketing channels for consumer acquisition and engagement. ☐ It will help in evaluating the productivity of digital marketing channels for business success. ☐ It will prepare candidates for global exposure of digital marketing practices to make them employable in a high growth industry.

MARKETING OF SERVICES

Code: RMB MK 04

Course Credits: 3

Teaching Hours: 36 Hours

COURSE OBJECTIVES ☐ To develop an understanding of the basic concepts and issues in service marketing. ☐ To build a working service marketing vocabulary so as to understand and discuss marketing concepts in business settings. ☐ To learn about key characteristics of service and service processes, customer service experiences, the role of internal stakeholders in service delivery, and organizational challenges of managing service. ☐ To strengthen the ability to justify and support decisions through information acquisition and management. ☐ To provide an understanding of how service customers determine value in a service exchange and how this translates into a satisfied customer base.

UNIT- 1 INTRODUCTION TO SERVICES MARKETING(8 hours) Introduction: Definition, Characteristics and Classification of Services, Difference between Product and Services Marketing, Paradigms in Services Marketing, Present Marketing Environment, Services Marketing Mix: Understanding the 7 P's, Strategies for Services Marketing: Segmentation, Targeting & Positioning, Differentiation.

UNIT- 2 UNDERSTANDING CONSUMER BEHAVIOR AND SERVICE DESIGN(7 hours) Understanding Consumer Behavior: Services vis-à-vis goods, Consumer Behavior in Services, Customer Expectations and Perceptions of Services – Evaluation of services. Service Development Design & Standards: New Service Development Process – Basic service to potential service, Customer Defined Service Standards, Demand and Capacity Management. **UNIT- 3 DELIVERING, PRICING AND MANAGING SERVICE PROMISE(7 hours)** Delivering Services: Role of Employees and Customers in service delivery; Role of Intermediaries, Service process – Blue printing – Physical evidence. Pricing of Services:

Pricing Considerations and Strategies, Revenue Management. Managing Service Promise: Role of Advertising, Personal Selling, Sales Promotion, Publicity and Public Relations.

UNIT- 4 SERVICE PERFORMANCE(7 hours) Evaluating Success of Service Offering: Service quality and measurement, Complaint handling, Recovery management, Service Guarantees. Role of CRM, The Gaps Model Of Service Quality.

UNIT – 5 OVERVIEW OF CURRENT TRENDS IN SERVICE INDUSTRIES(7 hours)

Understanding of Current Trends in Service Industries: Financial, Hospitality, Health, Telecom, Consultancy, Logistics, Education, NGO, Public Utilities, ITES (IT enabled Services), Travel & Tourism, e-Services and Professional Services.

Text Book 1. Services Marketing, Zeithaml Valerie and Mary Jo Bitner, Gremler & Pandit, Tata McGraw Hill.

Reference Books 1. Services Marketing, Lovelock, Christopher. PrenticeHall. 2. Services Marketing, Nargundkar, Rajendra. Tata McGraw Hill. 3. The Essence of Services Marketing, Adrian Payne. PHI. 4. Services Marketing, Ravi Shankar. Excel Publishing

Course Outcome ☐ Understand and explain the nature and scope of services marketing; ☐ Use critical analysis to perceive service shortcomings in reference to ingredients to create service excellence; ☐ Be able to identify critical issues related to service design, such as identifying and managing customer service experience, expectations, perceptions and outcomes ☐ Provide a theoretical and practical basis for assessing service performance using company examples; ☐ Identify and discuss characteristics and challenges of managing service firms in the modern world ☐ Discuss key linkages between marketing and other business functions in the context of designing and operating an effective service system.

Integrated Marketing Communication

Code:RMB MK 05

Course Credits: 3

Teaching Hours: 36 Hours

COURSE OBJECTIVES: The objectives of this course. ☑ To provide an understanding of integrated marketing communications (IMC) and its influences on other marketing functions and other promotional activities. ☑ Help to understand what advertising is and its role in advertising and brand promotion. ☑ Understand the importance of message design and the creativity involved in message designing. ☑ Understand the concept of international advertising and media planning and strategy. ☑ Help in exploration of tools of promotion like sales promotion, publicity, public relation etc.

UNIT 1 (5 hours) Marketing Communication: Objectives of Marketing Communication, Functional areas of marketing communication. Integrated Marketing Communication (IMC): concepts and process , Factors contributing to IMC, Role of IMC in branding, IMC Partners, Promotion Mix, Integrating IMC in Marketing Mix ,Challenges in IMC,.

UNIT 2(9 Hours) Advertising Management: Meaning, Nature and Scope of Advertising, Classification of advertising, Process of Advertising, STP Strategies for Advertising , Communication Model with reference to Advertising, AIDA. Advertising campaigns, Fundamentals of Advertising Campaigns, The Creative Brief, Big Idea, Getting Creative to find the Big Idea, Advertising Appeal. Advertising Agencies – their role, functions, organization, Compensation, client agency relationship, Management of Advertising Agencies.

UNIT 3(8 Hours) Ad Budget , Ad Appropriation .Methods of Budgeting .Measuring Effectiveness of Advertisement , Legal and Ethical concepts and issues in Advertising,

Advertising Research. Message Design-The Creative concept development; the creative processes of the different forms of IMC; Source of the message, Message integration

UNIT 4(8 Hours) International advertising and promotion: global vs local advertising, decision areas in international advertising, role of promotional mix elements in international marketing Media Planning and Strategy - Media Types and their characteristics; Setting Media objectives; Steps involved in media planning, ; Media Strategy; Cross media concept; and media research.

UNIT 5(6 Hours) Emerging Concepts and Issues in Marketing Communications: Programmatic, native advertising, video, mobile, digital, Sponsorship, Role of E-Commerce in Marketing Communication. Corporate advertising, Advertorials and Infomercials. Public Relations – Types & Tools of PR, Sales Promotion – Different types of Sales Promotion, Publicity – Types of Publicity, Personal Selling, Direct marketing, Event Management, Unconventional Promotional methods

COURSE OUTCOMES: Upon completion of the subject, students will be able to: ☐ apply an IMC approach in the development of an overall advertising and promotional plan ☐ able to prepare marketing communication budget. ☐ enhance creativity, critical thinking and analytical ability through developing an integrated marketing communication campaign ☐ create an advertising strategy that employs an appropriate message objectives. ☐ develop insights into the characteristics of different forms of marketing communications such as advertising, sales promotions, public relations, point-of-purchase communications.

TEXT BOOK 1. Kruti Shah & Alan D' Souza :Advertsing & promotions an IMC perspective-Mc Graw Hill education 2. George E Belch & Michael A Blech : Advertising and promotion-An integrated Marketing Communication Perspective-Mc Graw Hill Education 3. Siraj M Joseph & Rahtz Don R : Integrated Marketing Communication – A Strategic Approach, engage Learning 4. Kenneth Clow & Donald Baack : Integrated Advertising, Promotion, and Marketing Communications, Pearson Education, Limited 5. Borden & Marshall : Advertising Management; MV Taraporevala Sons' CoPvt. Ltd, Richard D Irwin Inc. Homewood, Illinois

REFERENCE BOOK 1. Chunawala & Sethia : Foundations of Advertising Theory & Practice; Himalaya Publishing House 2. Copley Paul: Marketing Communications Management Concepts & theories, Cases and Practices; Butterworth Heinemann Publication 3. Duncon: Integrated Marketing Communications, Tata McGraw Hills

Elective: Finance Security Analysis & Portfolio Management

Code: RMB FM 01

Course Credits: 3

Teaching Hours: 36 Hours

COURSE OBJECTIVE: This course will emphasize an understanding of the economic forces that influence the pricing of financial assets. Understanding of investment theory will be stressed and tied in with discussion of applicable techniques such as portfolio selection. The course material will cover formulae that can be applied in different business situations regarding active portfolio management. To expose the students to the concepts, tools and techniques applicable in the field of security analysis and portfolio management. To provide a theoretical and practical background in the field of investments.

Unit I Investment (08 Hours) Overview of Capital Market: Market of securities, Stock Exchange and New Issue Markets - their nature, structure, functioning and limitations; Trading of securities: equity and debentures/ bonds. Securities trading - Types of orders, margin trading, clearing and settlement procedures. Regularity systems for equity markets, Type of investors, Aim & Approaches of Security analysis.

Unit II Portfolio Theory (10 Hours) Risk & Return: Concept of Risk, Component & Measurement of risk, covariance, correlation coefficient, Measurement of systematic risk. Fundamental Analysis: Economic, Industry, Company Analysis, Portfolio risk and return, Beta as a measure of risk, calculation of beta, Selection of Portfolio: Markowitz's Theory, Single Index Model, Case Studies.

Unit III Capital Market & Asset Pricing (06 Hours) Technical Analysis: DOW Theory, Support and Resistance level, Type of charts & its interpretations, Trend line, Gap Wave Theory, Relative strength analysis, Technical Versus Fundamental analysis. Nature of Stock

Markets: EMH (Efficient Market Hypothesis) and its implications for investment decision. Capital market theorem, CAPM (Capital Asset Pricing Model) and Arbitrage Pricing Theory. Case Studies.

Unit IV Bond, Equity and Derivative Analysis(08 Hours) : Valuation of Equity Discounted Cash-flow techniques: Balance sheet valuation, Dividend discount models, Intrinsic value and market price, earnings multiplier approach, P/E ratio, Price/Book value, Price/sales ratio, Economic value added (EVA). Valuation of Debentures/Bonds : nature of bonds, valuation, Bond theorem, Term structure of interest rates.

Unit V Active Portfolio Management (8Hours) Portfolio Management and Performance Evaluation: Performance Evaluation of existing portfolio, Sharpe, Treynor and Jensen measures; Finding alternatives and revision of portfolio; Portfolio Management and Mutual Fund Industry .

SUGGESTED READINGS: Text Books: 1) Ranganatham - Security Analysis and Portfolio Management (Pearson Education, 2nd Ed.) 2) Chandra P - Investment Analysis and Portfolio Management (Tata Mc Graw Hill, 3rd Ed) 3) Bhatt- Security Analysis and Portfolio Management (Wiley ,1st Ed) 4) Pandian P - Security Analysis and Portfolio Management (Vikas, 1st Ed.) 5) Bodie, Kane, Marcus & Mohanti - Investment and Indian Perspective (TMH, 10th Ed)

Reference Books 1. William F. Sharpe, Gordon J.Alexander and Jeffery V.Bailey: Investments, (Prentice Hall, 6th Ed). 2. Donald E. Fischer and Ronald J.Jordan: Security Analysis and Portfolio Management, (Pearson Education, 6th Ed) 3. Charles P. Jones, Investments Analysis and Management, (John Wiley & Sons, 13th Ed) .. 4. Edwin J. Elton, Martin J. Gruber: Modern Portfolio Theory and Investment Analysis, 9/e, John Wiley & Sons, 2001. 5. Sidney Cottle, Roger F. Murray, Frank E. Block, Graham and Dodd: Security Analysis, 5/e, Tata McGraw-Hill, New Delhi, 2002.

Course Outcome: After completing this course, one is able to know how to: ☑Value assets such as stocks and bonds. ☑Manage investment portfolios. ☑Optimally diversify portfolios. ☑Allocate investments into stock and bond portfolios in accordance with a person's risk preferences. ☑Measure the riskiness of a stock or a portfolio position. ☑Adjust the value of an asset to take into account the riskiness of the asset. ☑Understand and critically evaluate investment advice from brokers and the financial press.

Tax Planning& Management

Code: RMB FM 02

Course Credits: 3

Teaching Hours: 40 Hours

COURSE OBJECTIVE: ☐ The present course aims at familiarizing the participants with the principles, problems and structure of different types of business taxes in Indian ☐ Acquaint about the relevance of direct and indirect taxes in taking business decisions. ☐ A broad understanding or role of taxation in economic and industrial development of an economy ☐ A student of taxation will have to make a detailed study of tax policy and tax in India.

Unit I Introduction (8 Hours) Definition: Cannons of Taxation Person, Assesse, Income, Previous Year, Assessment Year, Income Tax Important Dates and Forms. Tax Avoidance, Planning, & Evasion, Residential Status & Tax Incidence: Individual Income Exempted from Tax, Income Tax Authorities- Their appointment- Jurisdiction-Powers and functions- Provisions relating to collection and recovery of tax- Refund of tax, appeal and revision provisions, offences and penalties.

Unit II Heads Of Income (10 Hours) Computation of taxable income, Carry-forward and set-off of losses for companies, Heads of Income – Salaries, Income from House Property, Profits & Gains from Business or Profession, Capital Gains, Income from Other sources., Clubbing of incomes, Calculation of Taxable Income, Tax Calculation including Surcharge and Marginal relief, Deduction, Rebate, Relief, Set Off & Carry Forward of Losses – Principles, Meaning, Inter – sources & Inter – head Set Off.

Unit III Corporate Tax (8 Hours) Computation of taxable income, Carry-forward and set-off of losses for companies, Minimum Alternative Tax (MAT), Set-off and Carry-forward of Amalgamation Losses, Tax Planning for Amalgamation, Merger and Demerger of Companies, Tax Provisions for Venture Capital Funds

Unit IV Central Excise Act, 1944 & Sales Tax (8 Hours) Basics of Excise duty: Broker or Commission Agent, Central Excise Officer, Goods & Excisable Goods, Factory, Manufacture, Types of Excise duty, Excise Rates, Conditions for imposing Central Excise, Calculation of Excise duty, Provisions and procedure dealing with registration and clearance of goods- An overview of set-off of duty scheme CENVAT, MODVAT and VAT, An Introduction to GST.

Unit V Custom Act, 1962 (6 Hours) Customs Act 1962 and customs Tariff Act 1975, Basics of Custom Duty, Types of Custom Duty, Calculation of Custom Duty, Special Economic Zones, Principles governing levy and exemptions from customs duties – Classification and valuation of goods, provisions governing import and export of goods, Overview of law and procedure - Clearance of goods from the port, including baggage- Goods imported or exported by post, and stores and goods in transit- Duty drawback provisions

SUGGESTED READINGS: Text Books: 1. Dr. Vinod K. Singhania & Dr. Monica Singhania Students Guide to Income Tax (Taxmann Publication, Latest Edition according to assessment year)

Dr. B.K. Agarwal & Dr. Rajeev Agarwal Tax Planning and Management (Nirupam Publication, Latest Edition according to assessment year) 3. Paolo M. Panteghini Corporate Taxation in a Dynamic World (Springer, Latest Edition) 4. Girish Ahuja & Ravi Gupta Direct Tax Laws & Practice (Bharat Law House, Latest Edition) 5. Datey V.S. - Indirect Taxes – Law & Practice (Taxman, Latest Edition) 6. E. A. Srinivas Corporate Tax Planning (Tata McGraw Hill, Latest Edition)

Reference Books & Journals : 1. Dr. Vinod K. Singhania & Dr. Kapil Singhania Students Guide to Income Tax (Taxmann Publication, Latest Edition) 2. Parthasarathy Corporate Governance: Principles, Mechanisms & Practice (Wiley, Latest Edition) 3. H. P. Ranina Corporate Taxation (Orient Law House, Latest Edition) 4. Balachandran - Indirect Taxes (PHI, Latest Edition) 4. Income Tax Reports, Company Law Institute of India Pvt Ltd (Chennai Latest Edition) 5. Taxman, Taxman Allied Services Pvt Ltd. (New Delhi Latest Edition)

Course Outcome: ☐ After completing this course, the scope of tax planning concerning various business and managerial and strategic activities can be explored ☐ Understand and critically evaluate their Tax and Tax planning ☐ Understand how Excise and Custom tax can be calculated. ☐ Measure Corporate Tax and Taxation in case of business restructuring ☐ Have knowledge about various Tax Dates, Rates and Forms.

Financial Market and Commercial Banking

Code: RMB FM 03

Course Credits: 3

Teaching Hours: 36 Hours

Course Objective: ☐ To impart knowledge of the financial system of India, the role of important financial institutions, financial markets and financial instruments. ☐ Familiarizing the students with the Indian Capital market, its operations, instruments regulations etc. ☐ Helping students in acquiring analytical skills in the market analysis in the in the context of raising medium and long term funds ☐ Familiarizing the students with the operations of secondary market mechanism ☐ Developing an appreciation among the students for the Banking services and products.

UNIT I: Introduction (3 Hours) Structure of Indian financial system: An overview. Theories of the Impact of financial development and savings; Prior saving theory, Credit creation Theory, Theory of forced savings, Financial regulation theory, Financial liberation Theory. **UNIT II: Financial Institutions (11 Hours)** Reserve Bank of India: organization, management and functions, Recent monetary policy of RBI, Commercial banks: meaning, functions, present structure, types, e-banking and recent developments in commercial banking, NBFC, Sectorial financial institution NABARD, Exim Bank and PFC

UNIT III: Financial Markets (8 Hours) Money and capital market, Money market: meaning, constituents, functions of money market, Money market instruments: call loans, treasury bills, certificates of deposits, commercial bills, trade bills, Recent trends in Indian money market, Capital market: primary and secondary markets, their role recent developments, Government securities market, SEBI: objectives and functions.

UNIT IV Financial Instruments and Foreign Investments (7 Hours)an overview of Shares, Debentures, Bonds, Zero-coupon bonds, Deep-discount bonds, Warrants.

Derivatives: futures, and options swaps, ADRs, GDRs, IDRs. Foreign Investments Trends and implications, Regulatory framework for foreign investments in India.

UNIT V: BANKING (7 Hours) Banking role and structure of banking in India, Products and services: Credit card, Debit card Smart card, Internetbanking, mobile banking, Demand and time deposits, Types of collateral Savings account, currentaccount (CASA), Third party products: LifeInsurance, Mutual fund, Equity, General Insurance

Text Books 1. Bhole,L M ; Financial Institutions and Markets; McGraw-Hill Education 2. Pathak, Bharti V.; Indian Financial System; Pearson Education 3. Khan, M.Y.; Indian Financial System; McGraw-Hill Education 4. Varshney ,P.N ; Banking law and practice ; Sultan Chand and Sons

Reference Books 1. Singh, S.P.; Indian Financial System; Wisdom Publication 2. Machiraju, H.R.; Indian Financial System; Vikas Publishing House 3. Desai, Vasant; Fundamental of Indian Financial System; Himalaya Publishing House 4. Varshney, P.N. and Mittal, D.K.; Indian Financial System; S. Chand and Co.

Course Outcomes ☐ The student will able to know about the functioning and working of various financial institutions in India thus in turn connecting it to the working of Indian economy. ☐ Student will be able to gain knowledge about the working of various financial instruments in the primary and secondary market in India as well as foreign market. ☐ Student will be able to gain knowledge about the banking industry and working of its various products.

Working Capital Management

Code: RMB FM 04

Course Credits: 3

Teaching Hours: 36 Hours

Course Objectives: ☐ To have a basic understanding of the concept and importance of sound working capital strategies of a firm. ☐ To have an understanding of the impact of working capital policies relating to Cash management, inventory and receivables management on firm's profitability. ☐ To gain an insight into the sources of working capital financing.

Unit- I : Introduction to Working Capital (10 Hours) Nature, Scope and Definition of Working Capital, Types of working Capital, Determinants of working capital , Working Capital Cycle, Assessment and Computation of Working Capital Requirement, Profitability-Liquidity trade-off, Working Capital Policy - Aggressive & Defensive. Overview of Working Capital Management

Unit - II : Management of Cash and Marketable Securities (8 Hours) Meaning of Cash, Motives for holding cash, objectives of cash management, factors determining cash needs, Cash Management Models, Cash Budget, Cash Management: basic strategies, techniques and processes, Lock Box system and concentration banking, compensating balances ; Marketable Securities: Concept, types, reasons for holding marketable securities, alternative strategies, choice of securities; Cash Management Practices in India.

Unit-III: Management of Receivables (7 Hours) Receivables: Nature & cost of maintaining receivables, objectives of receivables management, factors affecting size of receivables, policies for managing accounts receivables, determination of potential credit policy including credit analysis, credit standards, credit period, credit terms, etc; Collection Policies; Credit Management in India.

Unit - IV: Inventory Management (7 Hours) Inventory: Need for monitoring & control of inventories, objectives of inventory management, Benefits of holding inventory, risks and costs associated with inventories, Inventory Management: Minimizing cost in inventory, Techniques of Inventory Management - Classification, order quantity, order point , ABC Analysis etc

Unit - V: Working Capital Financing (8 Hrs) Need and objectives of financing of working capital, short term credit, mechanism and cost-benefit analysis of alternative strategies for financing working capital : accrued wages and taxes, accounts payable, trade credit, bank loans, overdrafts, bill discounting, commercial papers, certificates of deposit, factoring, secured term loans, etc; Pattern and sources of Working Capital Financing in India with reference to Government policies, working capital control and banking policy- Deheja study group, chore committee , Tandon Committee.

SUGGESTED READINGS : ❑ **Bhalla V.K - Working Capital management, Text and cases, Anmol Publication, Delhi , 11th edition** ❑ **Rangrajan - Working Capital management, Excel Books** ❑ **Bhattacharya – Working Capital management , 2e, PHI** ❑ **Periasamy - Working Capital Management –Theory & Practice, Himalaya** ❑ **Rustagi - Working capital Management, Taxmann** ❑ **Sharma - Working Capital Management ,Himalaya publication**

Course outcome: ❑ Evaluate comparative working capital management policies and their impact on the firm's profitability, liquidity, risk and operating flexibility. ❑ Evaluate the importance of effective working capital management and its role in meeting the firm's strategic objectives and its impact in value creation. ❑ Investigate funds flow cycles and their impact on working capital management objectives. ❑ Compare and contrast the relative merits of alternative working capital policies and the likely short-term and long-term impact on the firm. ❑ Formulate appropriate working capital management policies to achieve corporate objectives. ❑ Apply corporate cash management, accounts receivable management, bank relations, and inventory management techniques to maximize the share holders' value. ❑ Write a plan for a balanced integration of cash, credit and other short-term topics and policies. ❑ Formulate and integrate an extended treatment on international working capital topics.

Websites: 1. www.bseindia.com 2. www.nseindia.com 3. www.sebi.com 4. www.careratings.com 5. www.crisil.com 6. www.icraindia.com 7. www.capitalmarket.com

Course Outcome: Upon successful completion of this course, the student will: ☐ Understand how derivative securities work and how they are traded. ☐ Understand the principles of derivatives pricing, including the implications of arbitrage. ☐ Be able to price forward and futures contracts using the cost of carry model. ☐ Be able to value options using the binomial and Black-Scholes option pricing models. ☐ Be prepared to use futures and options in financial risk management, speculation and arbitrage. ☐ Learn important lessons from derivatives disasters.

**Specialization Group: International Business
International Marketing**

Code: RMB IB 01

Course Credits: 3

Teaching Hours: 36 Hours

COURSEOBJECTIVES: The objectives of this course are to ☐ Provide understanding of the decision variables a marketing manager may use in an international marketing environment. ☐ To gain experience in developing international marketing strategies. ☐ Provide understanding of product and pricing decisions appropriate for international market. ☐ Develop the basic skills needed to develop an international marketing communications plan and strategy, ☐ Provide opportunities for practical implementation of the relevant concepts through analyzing a variety of international business scenarios.

UNIT 1 (6 Hours) Introduction, Importance and Challenges – Nature, Importance and scope of International Marketing, Domestic marketing vs. International marketing, International marketing management process , EPRG framework an overview: influence of physical, economic, socio-cultural, political and legal environments on International marketing information, scanning and monitoring global marketing environment;

UNIT 2 (8 Hours) International Marketing Research Introduction, Concept of Marketing Research, Need for Marketing Research, Approach to Marketing Research, Scope of International Marketing Research, International Marketing Research Process, market surveys, marketing information system International market segmentation, International positioning strategies, International marketing strategies International Market Entry Strategies Introduction, Different Entry Modes and Market Entry Strategies, joint Ventures, Strategic Alliances, Direct Investment, Manufacturing and Franchising.

UNIT 3 (8 Hours) International Product Policy and Planning Introduction, Product Planning in International Markets, Packaging and Labelling, International Product Life Cycle, Branding decisions in international markets: standardization vs Adaptation , Protecting brand names

Unit 4 (8 Hours) International Pricing Policy: Introduction, Price and Non-Price Factors, Methods of Pricing, International Pricing Strategies, Dumping and Price Distortion, Counter Trade Legal and Ethical Issues in International Marketing Introduction, Nature of International Business Disputes and Proposed Action, Legal Concepts Relating to International Business

Unit 5 (6 Hours) International Promotional Strategies Introduction, Communications Process, principles of communication, Status of Promotion, Promotion Appeals, Media Selection, Personal Selling, Public Relations and Publicity, Sales Promotion, advertising, e-marketing International e-tailing, concept and types, benefits, segmentation, pricing and promotional strategies in etailing.

LEARNING OUTCOMES: Upon completion of this course, students will be able to complete the following key tasks

- ☐ Identify and analyze opportunities within international marketing environments
- ☐ Undertake strategic business analysis in order to develop appropriate international marketing objectives and strategies
- ☐ Identify, analyze, and evaluate information, and evidence related to international business opportunities and threats relevant in the current world.
- ☐ Develop proper product and pricing decisions in a particular target market
- ☐ Understand process of international marketing communication strategies and adapting to specific market needs.

TEXT BOOK 1. Nargundkar- International Marketing (Excel Books) 2. Czinkota - International Marketing (Thompson, 8th Ed.) 3. Kotabe helson- International Marketing (Wiley, 6th Ed.) 4. Cateora Graham - International Marketing (TMH, 10th Ed.) 5. Siddiqui- International Marketing (Wiley Dreamtech) 6. Cherunilam F - International Trade and Export Management (Himalaya, 2007)

REFERENCE BOOK 7. Varshney R.L, Bhattacharya B - International Marketing Management (Sultan Chand & Sons, 9th Ed.) 1. Jain S. – International Marketing (Thomson)

INTERNATIONAL LOGISTICS

Code: RMB IB 02

Course Credits: 3

Teaching Hours: 36 Hours

COURSE OBJECTIVES: The objectives of this course are to develop

- ☐ To gain a working understanding of logistics principles
- ☐ To introduce key activities performed by the logistics functions.
- ☐ To understand the aspects of shipping industry and freight system
- ☐ To understand the ports facilities and global air transportation.
- ☐ To understand the role and importance of information and communication technology in logistics management.

UNIT 1 (6 Hours) Introduction to Logistic System: Concepts of Logistics, Scope and Objectives of Logistics, System Elements, Importance of Logistics, International Logistics development, International trade logistics Chain, Shippers logistics requirement in trade

UNIT 2 (8 Hours) Structure of Shipping Industry , Different type of Ships, Shipping Routes, Operating Ships-Linear and Tramp, Organization of a Shipping Company, Shipping Formalities, Conference System, Chartering-Types, principles and practices; Charter party agreement, Transportation: Transport Fundamentals: Importance of effective transportation system; Service choices and their characteristics; inter-modal services; Transport cost characteristics and rate fixation; In-company management vs. out – sourcing.

UNIT 3 (8 Hours) Warehouse management, Inventory management Ocean freight rates: freight or tariff rates, freight surcharge, freight rebates. Principles of Freight Rates, Linear

Freight Structure, Tramp Freight Structure, Shipping intermediaries: customs broker, freight forwarders, shipping agents, stevedores.

Unit 4 (8 Hours) Ports in India, Ports Infrastructure Development, Shipping Association, Shipment of Govt. Controlled Cargo. Concept of Containerization, benefits of Containerization, I.C.D/CFS. International Air transport: Concept of Air Transport, Advantages of Air Transport, Constraints, Air Cargo, Tariff Structure, I.A.T.A.

Unit 5 (6 Hours) Information and communication technology in logistics management, Reverse Logistics: Application area and activities involved. Internationalization of SCM. Integrated SCM: Concept, span and process of integrated SCM, Supply Chain performance measurement

COURSE OUTCOMES: ☐ To view logistics as more than an operational function that passively executes a plan, but as a strategic function that creates value and competitive advantage ☐ Develop in the right way the process of organizing and conducting the proceedings relating to the transport and shipping . ☐ Able to carry basic assessment of freight and ports work environment. ☐ the use and impact of e-commerce in logistics

TEXT BOOK ☐ Dr. Sudalaimuthu and S. Anthony Raj, Logistics for International Business: Text and cases, Prentice Hall India, New Delhi. ☐ Bowersox, Donal J. and David Closs, Logistical Management, 5th ed., McGraw-Hill ☐ Johnson J, Wood D- Contemporary Logistics.

REFERENCE BOOK ☐ Reji Ismail- Logistic Management (ExcelBooks) ☐ Dornier- Global Operation & Logistic Management (John Wiley) ☐ Khanna K K - Physical Distribution Management : Logistical Approach (Himalaya, 2007)

Export Import Documentation

Code: RMB IB 03

Course Credits: 3

Teaching Hours: 36 Hours

Course Objectives: ☐ The basic objective of this course is to provide to the country a steady stream of competent young men & women with the necessary knowledge, skills and foundations for acquiring a wide range of rewarding careers into the rapidly expanding world of Import & Export Management ☐ To promote basic understanding on the concepts of export and import documentations to enable them to realize the impact of documentations. .

Unit 1 - (8 Hours) Introduction to exports, Registration process, Selection of products and market Payment terms, Export costing and pricing , Preliminaries for exports. Registration – IEC, RCMC, EPC, Central Excise. (BCMC changed to RCMC) Categories of Export, Physical – Direct & Indirect, Deemed Exports Merchant & Manufacturer Exports

Unit 2 (8 Hours) Shipment procedures, Role of clearing and forwarding agent, Cargo management Containerization, Shipping documents and terms used in shipping, Export Procedures Excise clearance for exports, Marine insurance of Export cargo Shipment goods, Quality and Pre Shipment inspection, EGC Services, GSP rules of origin

Unit 3 (8 Hours) Meaning and importance of letter of credit, Documentation papers of L/C EXPORT incentives, risk and insurance, Benefits of Exports, Excise clearance Benefit /

Rebate, Income Tax Benefit , (IPRS is discontinued), Shipment & Transport – Sea, Air, Rail, Road, Pipeline, Role of overseas agent & remittance of commission.

Unit 4 – (12 Hours)the organization of exports –imports firms and business planning, Planning of export/import operations. Import procedures Overview of various export promotion schemes Duty Drawback- Advance License, (Replenishment Licenses, Special Interest License is discontinued), Remission Scheme, DEPB Scheme

Unit 5 (4 Hours) Export Promotion Capital Goods Scheme. Diamond & Jewelry, Agricultural & Pharmaceutical product exports promotion, scheme. Export of Principal Commodities in India, SEZ, EHTP,STP & EOU's, Types of Export Houses. (Free trade zones have been changed to SEZ)

Course Outcome:Upon successful completion of this course, the student will be able to: 1. Demonstrate an understanding of the forces that shape the export and import 2. Explain why business ethics is an integral part of every export and import. 3. Understand the business and related factors; and business's dependency on the interactions with different capital goods. Journals / Magazines, business world, business today

Books Recommended: 1. New Import Export Policy - Nabhi Publications 2. EXIM Policy & Handbook of EXIM Procedure – VOL I & II 3. A Guide on Export Policy Procedure & Documentation– Mahajan 4. How to Export – Nabhi Publications 5. Export Management – D.C. Kapoor

Trading Blocks & Foreign Trade Frame work

Code: RMB IB 04

Course Credits: 3

Teaching Hours: 36 Hours

Course Objectives: ☐ To provide specialize knowledge in international trade ☐ The main objective of this course is to familiarize the students with the international trade environment and the special decision variables underlying the discharge of different blocks function in a multinational corporation

Unit 1 India's foreign Trade policy: origin, meaning and importance, determinants of Indian foreign trade policy (salient features of exim policy), regional economic integration.

Unit 2 Flow of foreign trade and trade relations, India balance payment, Theory of balance of payment, balance of trade, Performance of India's external sector and recent trade reforms , sectoral analysis of India's foreign trade and India's trade basket, trade liberalization in transition economies, India's trade agreement with SAARC , European Unions (EU), US, ASEAN and China, BRICS, OPEC. India's with common wealth countries.

Unit 3 Institutionalization of international trade, Pre GATT scenario, Establishment of WTO, summit of WTO,Regional blocks NAFTA, SAFTA ASEAN etc. Concepts, Objectives, TRIPs, Law and procedure, Trademarks, Copy rights

Unit 4 Settlement of disputes under WTO, India's Trade relationship with major Trade Blocs in the world India's Trade agreements with various blocks.

Unit -5 foreign investment policy – policy framework for FDI in India. FDI trend of FII and FDI in India.

Compulsory Reading: < intellectual property David Bainbridge Pearson publication

Course Outcome: Upon successful completion of this course, the student will be able to: 4.

Demonstrate an understanding of the forces that shape the international trades and blocks

5. Explain why business ethics is an integral part of every international trade. 6.

Understand the business and related factors; and business's dependency on the

interactions with different international groups. **Reference Books:** Journals / Magazines 1.

Francis Cherrunilam, International Trade and Export Management, Himalaya Publications,

2009. 2. Bhagvati J (ed), International Trade, Penguin Books, 2007. 3. India's Trade

statistics, published by CMIE and DGCIS. 4. RBI Annual Reports, 5. Annual Reports of

Ministry of Commerce

CROSS-CULTURAL MANAGEMENT

Code: RMB IB 05

Course Credits: 3

Teaching Hours: 36 Hours

OBJECTIVES ☐ To consider the nature of intercultural communication ☐ To learn to think across cultural differences ☐ To experiment with different ways of acting in cross-cultural situations ☐ To reflect on the cultural foundations of economic systems and of organizational practices

Unit I: Introduction Understanding culture: Values, world views and socio-cultural systems what is culture and why is it important? How do people react to cultural differences? Can we measure or graph cultural differences? Is it possible to change a culture? If so, how? What does culture have to do with business? Ways of describing cultural differences Going International, **(Assignment):** Come to class with an idea for discussion

Unit II: Cultural diversity and multicultural teams: The impact of cultural differences on individuals, Verbal and non-verbal communication across cultures, Kohlberg's theory of moral reasoning, Measuring cultural development, The historical origins of beliefs and values, Impact of cross cultural communication, , Kohlberg, Malcolm X, and Martin Luther King Jr, Are some societies better than others?, Relativism vs. development, Respect cultural differences vs. stages of development, The possibility of an international subculture

Unit III: Conflict and negotiation: Gender differences, Gender, multi-ethnicity, religion, geography Body language, the culture of poverty, Hofstede's dimensions, Cultural aspects of international business negotiations, Negotiation process, Negotiation Strategies

Unit IV: Cultural diversity and multicultural teams National cultures vs. organizational cultures, Knowledge cultures, Cross-cultural intelligence and managerial competence, Motivating across cultures, Management of cross-culture teams, Leadership traits required for managing cross culture teams Participatory Strategic Planning and the Technology of Participation Change in corporate culture: the example of quality improvement

Unit V Culture and ethics Understanding significance of cultural values & ethics in cross boarder businesses, Corporate Culture and Cross Border HRM and Employment Practices with respect to Japan, European countries, US, China, corporate social responsibility in MNC's , The McDonald's Corporation

TEXT BOOKS 1. Cross culture management by Ms Shobhana Madhavan, Oxford University Press, 2011 2. Eastern and Cross Culture Management by N K Singh, Springer

RECOMMENDED TEXT Gannon, Martin J. *Paradoxes of Culture and Globalization*. Sage Publications, 2008. Class notes are available at www.gwu.edu/~umpleby/mgt216 For information on group projects see www.gwu.edu/~rpsol/service-learning

**Specialization Group: Information Technology
Enterprise Resource Planning**

Code: RMB IT 01

Course Credits: 3

Teaching Hours: 36 Hours

Course Objective: ☐ To impart knowledge about enterprise resource planning, related technologies and its implementation. ☐ Critically reflect upon theoretical approaches and analyze their application to achieve use of enterprise systems to support operations and management practice.

Unit I: (4 Hours) Introduction Concept of ERP, Advantages of ERP, Growth of ERP.

Unit II (10 Hours) ERP and Related Technologies Business process reengineering (BPR), Management information system (MIS); Decision support systems (DSS), Executive support systems (ESS), Data warehousing, Data mining; Online analytical processing (OLAP)- This is OLAP and not OLTP, Supply chain management (SCM), Customer relationship management (CRM), Enterprise Content Management (ECM), Business Process Management (BPM).

Unit III (8 Hours) ERP Modules Finance, Production planning, Control and maintenance, Sales and distribution, Human resource management (HRM), Inventory control system, Quality management; ERP Solutions in the markets, sector specific ERP solutions, Business Intelligence.

Unit IV (9 Hours) ERP Implementation Life Cycles Evaluation and selection of ERP package, Project planning, Implementation team training and testing, End user training and going live, Post evaluation and maintenance, Issues and challenges in ERP implementation, Business models with vendors, Cloud based ERP offering.

Unit V ERP Case Studies (5 Hours) Post implementation review of ERP Packages in manufacturing, services, and other organizations.

Text Books 1. Leon, Alexis; ERP Demystified; McGraw-Hill Education. 2. Joseph, A. Brady, Ellen, F. Monk and Wangner, Bret J.; Concepts in Enterprise Resource Planning; Thomson Learning.

Reference Books 1. Garg, V.K. and Venkitakrishnan, N.K.; Enterprise Resource Planning: Concepts and Planning; PHI Learning

Course Outcomes: ☐ The student should be able to have a clear and relevant understanding of the definitions, importance, potential business values and relevant technologies of ERP Systems. ☐ The students should be able to analyze important issues in implementing an ERP system in an organization.

Web Technology and E- commerce

Code: RMB IT 02

Course Credits: 3

Teaching Hours: 36 Hours

Course Objective To impart knowledge about basic concepts, significance, categories and implementation of e-business. The course prepares students, as future managers, to critically assess the impact of information systems on the E-Business. It also introduces those skills required in order to manage online environments and projects

UNIT I (8 Hours) Introduction to Google analytics Introduction and Web Development Strategies, History of Web and Internet, Protocols governing Web, Adding website profiles, demographics, Visitors, Traffic sources, content, Setting goals and custom, porting, Sitemap, diagnostics for errors.

UNIT II (7Hours) Web Commerce Models :Definition, scope and significance of web Commerce, Business Models - Business to consumer (B2C), Business to business (B2B), Consumer to consumer (C2C), Peer to peer business model, m – Commerce business model, E – Governance (G2C, G2B, G2G).

UNIT III (8 Hours) e – Marketing and Trade : Understanding internet audience and online consumer behavior, Internet marketing technologies, e – retailing, Online market research, Online marketing communications, Data warehouse and data mining, e - Customer relationship management, Online advertising, Online branding strategies, Online pricing strategies, Website as a marketing communication tool.

Unit IV (5 Hours) Online Payment System and Security Working of Electronic payment systems, Online banking, Advantages and limitations, Mobile commerce, Mobile banking, concept of Digital cash and plastic money, Debit and Credit cards, Security threats in online environment, Elements of good E-commerce security, Protecting internet Communication, E-commerce security plan.

Unit V (8 Hours) Web Page Designing: Introduction to HTML ,Web Publishing :-Contents – Blocks, Text, Form Elements,Links – To a page, Within Page, To a Site, Links And Images – Image Mapping- Server Side, Client Side, Layout – List (OL, UL, DL) - Tables- Frames (Nested, I Frame) Head Elements – Base Font, Meta Tags, Scripts, Introduction to Joomla (open Source)

Text Book 1.Laudon, Kenneth C, and Traver Carol G; E-Commerce – Business. Technology Society, Pearson Education. 2. The Complete Reference to HTML - Thomas Powell 3.AvinashKaushik ,Web analytics ; wiley publication

Reference Books 1. Turban, Efraim, Lee Jae, King David and Chung Michael; “Electronic Commerce – A Managerial Perspective”, AddisonWesley 2. Kalakota R; “Electronic Commerce – Frontiers of E – Commerce”, Pearson 3. Education 4. HTML - Beginner’s Guide - Willart 5. Microsoft Office 2003 Front page Inside outside

Course outcomes ☐ Student will develop an understanding of and sensitivity to, the range of professional issues involved in managing the adoption and development o IS projects in the E-Business environment. The subject matter will excluded highly technical definitions of systems and analysis techniques. The subject material will cover generalizable lessons concerning the adoption and development of E commerce

Cloud Computing For Business

Code: RMB IT 03

Course Credits: 3

Teaching Hours: 36 Hours

Course Objective ☐ To impart knowledge about cloud computing and its application in business. ☐ To familiarize students with the concept of application security and the concept of virtualization in cloud computing. ☐ To help student weight the impact of improperly controlled cloud computing environments on organizational sustainability

Unit I (5 Hours) Introduction Evolution of cloud computing, Models for cloud computing (IaaS, PaAS, SaAS etc.), Cloud computing vendors, Cloud computing threats, Cloud reference model, Security for cloud computing, Introduction to cloud computing market (vendors and solutions).

UnitII (6 Hours) Governance and Enterprise Risk Management Information security governance processes, Enterprise risk management in cloud computing, Enterprise risk management recommendations, Information risk management.

Unit III (7 Hours) Information Lifecycle Management and Data Centre Operations Key challenges regarding data lifecycle security, Data centre operations, Implement five principal characteristics of cloud computing, Data centre security recommendations.

Unit IV (10 Hours) Application Security Web Application, Attack methods, what is web application security, Application security layer, Vulnerability distribution, Security solutions, Applications in cloud environments security. Virtualization: Hardware virtualization, Software virtualization, Memory virtualization, Storage virtualization, Data virtualization, Network virtualization, Virtualization security and recommendations.

Unit V (8 Hours) Cloud Computing for Business: Comparison of traditional Vs Cloud based business solutions, Designing cloud based business solutions, Business models for engaging cloud vendors, Issues and challenges in cloud based business models.

Text Books 1. Mulholland, Andy, Pyke, Jon, and Finger, Peter; Enterprise Cloud Computing: a strategy guide for business and technology leaders; Meghan Kiffer Press 2. Linthicum, David S.; Cloud Computing and SOA Convergence in your Enterprise: A Step-by-Step Guide; Addison Wesley Information Technology Series

Reference Books 1. Rhoton, John; Cloud Computing Explained: Implementation Handbook for Enterprises; Kindle Edition 2. Reese, George; Cloud Application Architectures: Building Applications and 3. Infrastructure in the Cloud; O'reilly publication

Course outcomes ☐ The student will be able to assess various cloud characteristics and service attributes, for compliance with enterprise objectives ☐ The student will be able to recognize security threat exposure within a cloud computing infrastructure ☐ Student will be able identify various cloud services.

DATABASE MANAGEMENT SYSTEM

Code: RMB IT 04

Course Credits: 3

Teaching Hours: 36 Hours

Course Objective: The course has been designed to introduce the students with the applications of systems designed to manage the data resources of organizations. The course gives an insight to students about the concept of data mining and warehousing. The course familiarizes the student with requirement and working of database administrator. **Course Outcomes** The student will be able explain about the various types of database Models The student gains knowledge about the working of relational model with the help of various SQL queries The conceptual knowledge of remote data access, data warehousing and mining helps the student understand more about working pattern of Industries.

Unit I (8 Hours) Introduction to Database : Organization of Database; Components of Database Management Systems; Data Models; Entity-Relationship Model; Network Data Model; Hierarchy Data Model; Relational Data Model; Semantic Data Model; Advantages of DBMS.

Unit II (6 Hours) Relational Database Design Integrity Constraints; Functional Dependencies; Normalisation; Physical Database Design; Decomposition of Relation Schemes;

Unit III (10 Hours) Structured Query Language Oracle- Creating Tables; Applying column constraints; Inserting Rows; Views Snapshots, Indexes & Sequences.Cursor, Triggers, Procedures, Functions & Package.

Unit IV (6 Hours) Introduction to data mining & Data Warehousing; Knowledge Extraction through Data Mining.

Unit V (6 Hours) Database Utilities; Security, Object/Basic Database Administration/ Remote Data Access.

SUGGESTED READINGS: Text Books 1. Navathe E - Fundamentals of Database Systems (Pearson Education, 3rd Ed.) 2. Majumdar and Bhattacharya - Database Management System (Tata McGraw Hill, 1996)

Reference Books 1. Chakrabarti- Advance Database Management System (Wiley Dreamtech) 2. Beynon -Davies P- Database Systems (Palgrave, 2003) 3. Karthikeyan Understanding Database Management System (Acme Learning) 4. Hoffer - Modern Database Management (Pearson Education, 6th edition)

SYSTEM ANALYSIS & DESIGN

Code: RMB IT 05

Course Credits: 3

Teaching Hours: 36 Hours

Course Objective This course aims at acquainting these students with tools techniques of planning, analyzing, designing, implementing and maintaining Information system. The student able to gain insight into the various types of threat which an information system is exposed.

UNIT-I (8 Hours) Systems Concept; Characteristics of a System; Elements of System; Types of Systems; Decision Support System; System Development Life Cycle, Investigation, Analysis, Design, Implementation, PostImplementation Review and Maintenance.

UNIT-II (6 Hours) Systems Planning and Investigation: Basis for Planning in Systems Analysis - Dimensions of Planning, Initial Investigation, Needs Identification,

UNIT-III (6 Hours) Determining the User's Information Requirements, Feasibility Study, Feasibility Considerations in Feasibility Analysis - Feasibility Report.

UNIT-IV (8 Hours) Tools of Structured Analysis: Data Flow Diagram (DFD), Entity Relationship Diagrams, Data Dictionary, Process Modeling: Structured English, Decision Tree & Decision Table, Object Oriented Analysis (OOA) and Object Oriented Design (OOD).

UNIT-V (8 Hours) Basics of Information Security, Types of Attacks, Viruses, Virus Control, Hackers, Overview of Risks associated with Internet, Intrusion Detection Risk Management, Disaster Recovery Plan, Cryptography and authentication, Managing Risk, Information Security Policy, Creating a secure environment, Internet Security Standards

Suggested Readings: Text Book 1. Kenneth E Kendall and Julie E Kendall – SAD (PHI Publication, 7 Ed.) **Reference Books** 1. Shah-Software Engineering & SAD (Wiley Dreamtech) 3. Grienstein and Feinman- E-commerce –Security, Risk Management and Control (TMH, 2nd Ed.) 4. Ankit Fadia -Encryption-Protecting your Data (Vikas Publication, 1st Ed.) 5. Singh B –Network Security (PHI Publication, 1st Ed.)

Course Outcomes ☐ The student will be able to know the various phases of making of information systems and to take various steps to protect the system from threats which can cause serious damage.

SUPPLY CHAIN MANAGEMENT

Code: RMB OP 01 Course Credits: 3

Teaching Hours: 36 Hours

COURSE OBJECTIVES The objectives of this course are to provide the student with: ☐ An understanding of the components and processes of supply chain management and the main performance drivers of supply chain. ☐ An understanding of the inventory management methodologies and modes of transportation. ☐ An understanding of concept of procurement and outsourcing decision. ☐ To provide basic understanding of warehousing and performance management tools. ☐ An understanding of information systems to support collaboration and concept of global supply chain

UNIT 1 (6 Hours) Understanding of Supply Chain: Objectives of a supply chains, decision phases, stages of supply chain, supply chain process , cycle view of supply chain process, key issues in SCM, logistics & SCM , Supply chain drivers and obstacles/drivers of supply chain- inventory, transportation, facilities and information, supply chain strategies, strategic fit, Best practices in SCM,.

UNIT 2 (8 Hours) Inventory Management: Functions of inventory, inventory costs, ABC analysis, Material Requirement Planning, JIT , Kanban , Vendor Managed Inventory
Transportation: Role , key role players, factors that influence transport decisions, transportation modes, containerization, cross docking

UNIT 3 (8 Hours) Procurement: nature and concept, procurement and value chain, strategic procurement model, Bullwhip effect and reduction Outsourcing: nature and concept, strategic decision to outsourcing, third party logistics (3PL), fourth party logistics (4PL)

Unit 4 (8 Hours) Warehousing: concept and types, warehousing strategy, warehouse design Performance measurement: dimension, tools of performance measurement, SCOR Model.Demand chain management, green supply chain management, reverse logistics

Unit 5 (6 Hours) Supply Chain and CRM- Linkage, IT infrastructure used for Supply Chain and CRM, Functional components for CRM solution. Global Supply chain – challenges in establishing global supply chain, Factors that influences designing global chain network.

COURSE OUTCOMES: Upon completion of this course, students will be able to complete the following key tasks

- ☑ Apply the basic framework of Supply Chain Management and basic concepts in logistics, distribution, warehousing
- ☑ Understand the roles of supply chain among various business functions and their roles in the organizations' strategic planning and gaining competitive advantage.
- ☑ Analyze inventory management methodologies and evaluate and select transportation modes.
- ☑ Interpret the procurement and outsourcing decisions and prepare the supplier selection
- ☑ Assess the strategic role and impact of IT technologies on supply chain integration

Text Books 1. Chopra, Sunil, Meindl, Peter and Kalra, D. V.; Supply Chain Management: Strategy, Planning and Operation; Pearson Education 2. Altekhar, Rahul V.; Supply Chain Management: Concepts and Cases; PHI Learning Reference Books 3. Ballou, Ronald H.; Supply Chain Management; Pearson Education 4. Sahay, B.S.; Supply Chain Management; Macmillan 5. Ballou, R.H. Business Logistics Management. Prentice-Hall Inc. 6. Bowersox D.J. , Closs D.J. , Logistical Management, McGraw-Hill, 1996

Materials Management

Code: RMB OP 02

Course Credits: 3

Teaching Hours: 36 Hours

Course Objectives: 1. To help students to know about functionality of materials management in business 2. To help students to understand the different tools used to storing material efficiently 3. To help students to understand the complete process of Purchasing. 4. To help students to understand the different techniques of reducing inventory cost. 5. To help students to understand the process buying material internationally.

Unit 1: Introduction to materials management Need of Material Management, Meaning and concept of integrated Materials management, interdepartmental relationships, organizational structure of materials management department, Understanding of Materials research, General corporate policy of materials management

Unit 2: Stores Management: Purpose , location and layout of stores Store system and procedures (receipt , storing , issuing of Material) ,Codification and standardization: nature and process of codification, advantage of codification , need and benefit of standardization , KODAC and BRISCH systems, Surplus , obsolete and scrap management ,disposal of scrap, material handling systems, store accounting and stock verification ,Case studies

Unit 3: Purchasing Management: Purchasing functions and purchasing systems, 8 R's of purchase ,types of purchases , purchase budget, price forecasting techniques, buying seasonal commodities purchasing under uncertainties, purchasing of Capital equipment's , purchase policy of High Consumption Value items like raw materials , public buying (DGS&D) , Buying through Tenders, Insurance in Buying, Legal Aspects of purchase.

Unit4 :Inventory models: Meaning of inventory, Types of inventory ,Static- risk model of inventory , dynamic-certain EOQ model , ABC Analysis, Cost sensitivity analysis, Q System and P System of Inventory management, The system of calculating maximum minimum order quantity and safety stocks.

Unit 5 :International perspective of materials management: Material requirement planning, Hybrid ,MRP, GIT Materials planning, Outsourcing and off shoring , import substitutions , sourcing material internationally (imports) , procedure for importing the material and its documentation , ERP in materials management

References: Materials Management: An Integrated Approach , P Gopalakrishnan, PHI Production and operations management, Bedi, Oxford University Press

PRODUCTION PLANNING & CONTROL

Code: RMB OP 03

Course Credits: 3

Teaching Hours: 36 Hours

Course Objectives: ☐ To understand the various fundamentals and functions of production planning and control. ☐ To impart learning on work study procedures and practices. ☐ To generate understanding on the essentials of product/ process planning and useful tools to accomplish both. ☐ To develop knowledge and ability to undertake production scheduling procedures. ☐ To know the recent trends in production planning and control such as manufacturing requirement Planning (MRP II) and Enterprise Resource Planning (ERP) and global practices.

UNIT 1 (8 hours) Introduction: Meaning and objective of Production Planning & Control, functions, roles & responsibilities of PPC manager. Forecasting – different techniques of production forecast.

UNIT 2 (7 hours) Process of Production Planning and Control – Routing, scheduling and controlling. PPC: Job, batch, Mass (assembly) and continuous, and Master Production Schedule.

UNIT 3 (7 hours) Aggregate Planning – Meaning, Strategies and Cost, concept of aggregate planning; capital-intensive, labour-intensive, and fashion industries.

UNIT 4 (7 hours) Waste management, value and waste, types of waste; 5S techniques of eliminating wastes.

UNIT 5 (7 hours) Control Systems: Product control systems, Gantt Charts, Bar Charts. Text Books 1. MartandTelsang, “Industrial Engineering and Production Management”, S. Chand and Company, First edition, 2000. 2. James.B.Dilworth, “Operations Management – Design, Planning and Control for manufacturing and services” Mcgraw Hill International edition 1992.

Reference Books 1. S.N.Chary, “Theory and Problems in Production & Operations Management”, Tata McGraw Hill, 1995. 2. KanishkaBedi, “Production and Operations management”, Oxford university press, 2nd Edition 2007. 3. Elwood S.Buffa, and RakeshK.Sarin, “Modern Production / Operations Management”, 8th Ed. John Wiley and Sons, 2000.. 4. Melynk, Denzler, “Operations management – A value driven approach” Irwin Mcgrawhill. 5. Norman Gaither, G. Frazier, “Operations Management” Thomson learning 9th edition IE, 2007 6. K.C.Jain& L.N. Aggarwal, “Production Planning Control and Industrial Management”, Khanna Publishers, 1990.

Course Outcomes: ☐ It will help in understanding the fundamentals of production planning and profit considerations. ☐ It will provide quantitative knowledge and capability to use various product/process planning tools. ☐ It will enable them to devise appropriate strategies concerning aggregate panning and cost. ☐ It help in resolving complex scheduling issues by way of implementing standard scheduling procedures. ☐ It will enhance exposure to recent trends in production planning and control and increase adaptability with latest global-production practices.

World Class Manufacturing & Maintenance Management

Code: RMB OP 04

Course Credits: 3

Teaching Hours: 36 Hours Course Objectives: ☐ To help students understand the global competitive environment being faced by manufacturers. ☐ To help students to know the impact of IT revolution on manufacturing competitiveness ☐ To help students different international practices & models adopted by various organizations ☐ Understand various practices being taken up by Indian Industries ☐ To help students to know the maintenance management practices

Unit 1 Information Age and Global CompetitivenessThe Emergence of Information Age; Competition and Business Challenge; Operating Environment; Globalization and International Business; Global Competitiveness and Manufacturing Excellence; World Class

Manufacturing and Information Age Competition; Manufacturing Challenges, Problems in Manufacturing Industry

Unit 2 Cutting Edge Technology & Philosophy of World Class Manufacturing : Value Added Engineer in - Hall's Framework; Schonberger's Framework of WCM; Gunn's Model; Maskell's Model Evolution of WCM; Ohno's View on WCM; Principles and Practices; Quality in WCM; Deming's & Shingo's Approach to Quality Management; Culmination of WCM, Generic Manufacturing Strategies for Information Age; Planning Methodology and Issues in Strategic Planning of WCM; Performance Measurement - PO-P System, TOPP System and Ambite System.

Unit 3: System and Tools for World Class Manufacturing The Integration Imperative; Overview of Systems and Tools; Information Management Tools - Product and Process Design Tools, Bar Code Systems, Kanban: A Lean Production Tool, Statistical Quality Control (SQC), Material Processing and Handling Tools; Assessment of Manufacturing Systems and Tools.

Unit 4 Competitive Indian Manufacturing Manufacturing Performance and Competitiveness - Indian Firms: Manufacturing Objectives and Strategy; Usage of Management Tools and Technologies; Manufacturing Management Practices; IT Infrastructure and Practices; Strategic Intent Framework; Breadth and Integration of IT Infrastructure.

Unit 5 Function of maintenance management, dynamics of maintenance organization/ departments, types of maintenance system, maintenance planning and scheduling, universal maintenance practices, total productivity maintenance, emergencies and breakdown processes, Machine life depreciations, maintenance documentations & MIS

Case Studies Accelerated Fermentation Process – Using World Class Enzymes; Birla Cellulosic Kharach

References & Text books: 1. World Class Manufacturing- A Strategic Perspective by BS Sahay, KBS Saxena & Ashish Kumar, Publisher: Rajiv Beri for Macmillan India Ltd. 2. Making Common Sense Common Practice – Models for Manufacturing Excellence by Ron Moore, Publisher: Butter Worth Heinemann 3. The Toyota Way by Jeffrey K. Liker, Publisher: Tata McGraw Hill 4. Managing Technology & Innovation for Competitive Advantage by V. K. Narayanan, Publisher: Prentice Hall 5. World Class Manufacturing - The Lesson of

Simplicity by Richard J Schonberger, Publisher: Free Press - A Division of Simon and Schuster

Course Outcomes ☐ Awareness about various models which intern help organization to bring excellence in their manufacturing systems ☐ Understanding of different tools used for enhancing excellence in manufacturing ☐ Understanding significance of IT in world class manufacturing practices ☐ Understanding different quality imperatives

Contract and Project Management

Code: RMB OP 05

Course Credits: 3

Teaching Hours: 36 Hours

Objective: ☐ To develop basic concepts and theories of project management and feasibility study of projects. ☐ To develop conceptual skills, understanding and application of tools and techniques of Project management (CPM, PERT)in business practices. ☐ To familiarize about the design and implementation issues related to Project Life cycle. ☐ To familiarize about the various contracts associated with Project Management

Unit 1: Introduction, objectives make and buy decisions, factors affecting contracting, law of contract in brief, Contract management process cycle, Types of contracts

Unit 2: Understanding the project contract, D-B-B(Design, Bid, Build), D-B(Design, Build), B-O-T(Build, Operate, Transfer), Types of Constructions Contract, Cost plus fixed fee contract, Cost plus incentive fee, Cost plus award fee contract , Fixed price level contracts, Procurement processes in contract management

Unit 3: Awarding works contracts, Contract management skills, Contract performance management, Incentives and penalties, Procedures for amendment in contracts, Contract and Project audit

Unit 4: Defining Project Management, Project Cycle, Project Processes, Project Management Principles, Responsibilities of the Project manager, Project Evaluation and selection criteria, Different players in Project Management, their roles and responsibilities, Project Planning: Scoping, Work break down structure(WBS), Project Process Flows, Project customization **Unit 5:** Phases of project implementation, Project monitoring and control, Change in Project management process, Tools for changing processes, Project closure, Understanding risk project, Identify risk in project , Key project management process(PMBOK), Monitoring and controlling risk

Suggested Readings: 1. Chandra, Prasanna; *Project Management*; McGraw-Hill Education
2. Gopalakrishnan, P.; *Project Management*; Macmillan
3. Cleland, David I.; *Project Management*; McGraw-Hill Education
4. Chawla, Rajni; *Project Management*; Wiley India
5. Lock, Denis; *Project Management*; Gower Publishing
6. Gray, C.F. and Larson, F.W.; *Project Management*; McGraw-Hill Education
7. Maylor, Harry; *Project Management*; Pearson Education.

Expected Course Outcomes: ☐ The students would be able to determine the feasibility of new projects. ☐ Students will improve upon their conceptual skills, understanding and application of tools and techniques of Project management in business practices in real time. ☐ The student would be able to identify the risks related to Project Management. ☐ The student would be having knowledge of various contracts associated with Project Management

