PROGRAMME PROJECT REPORT (PPR)

OF
MASTER OF BUSINESS ADMINISTRATION

CENTRE FOR DISTANCE AND ONLINE EDUCATION
SAMBALPUR UNIVERSITY, ODISHA

ସମ୍ବଲପୁର ବିଶ୍ୱବିଦ୍ୟାଳୟ

Sambalpur University

Accredited With Grade-A by NAAC (Second Cycle)

Jyoti Vihar, Burla, Sambalpur, Odisha-768019

PROGRAMME PROJECT REPORT (PPR)
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I. Programme's Mission & Objectives

(i) Mission:

To offer a high-quality Masters' degree in Management (MBA) through both Open and Distance Learning (ODL) & Online (OL) Programmes mode to the students and working professionals to help them develop Managerial and Leadership skills to enhance their career prospects. The students will be able to move up their career ladder and/or launch out on an entrepreneurial career.

(ii) Objectives:

Students in the MBA degree program gain the knowledge and skills necessary for success in these competitive, rapidly changing and understanding in the overall in Business Management.

The Programme Educational Objectives:

The students of MBA programme would be able to

1. Introduce students to the basic concepts and domains of management including Finance, HR and Marketing
2. Equip students with analytical skills and decision making
3. Hone Skills of students and enable them to practice quantitative method techniques
4. Inculcate entrepreneurial skills Managerial concepts with Leadership skills
5. Develop knowledge about emerging markets and technologies

Program Outcomes:

The students of MBA programme would be able to

1. Apply knowledge of management theories and practices to solve business problems
2. Foster analytical and critical thinking abilities for data-based decision making
3. Develop value-based leadership ability
4. Understand, analyze and communicate global, economic, legal, and ethical aspects of business
5. Lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment
6. Design strategies using the appropriate methodology for business development
7. Become an entrepreneur

II. Relevance of the programme with HEI's Mission and Goals:

University Mission

- Sambalpur University shall strive to educate society for generations by providing transformative education with deep disciplinary knowledge and concern for environment.
- To develop problem solving, leadership and communication skill in student participants to serve the organization of today and tomorrow.
- To aim for the holistic development of the students by giving them value based ethical education with concern for society.
- To foster entrepreneurial skills and mindset in the students by giving lifelong learning to make them responsible citizens.

In order to align with the mission and goals of Sambalpur University, the ODL/OL mode MBA Programme is planned to enable students and working professionals to gain knowledge in various domains of management, specialize in a domain of their choice, gain knowledge of not only managerial skills including analysis, data based decision making and entrepreneurship, but also introduce them to Leadership role in newer and emerging markets, products and technologies.

Course Mission

1. MBA degree holder can start up their career prospects either in Government or private sector since here are a lot of employment opportunities in them.
2. Job opportunities can be found in both product and service based companies.
3. Opportunities for placement of the MBA degree holders are plenty as they undergo domain knowledge in marketing, human resource, finance, production, system and Insurance and summer project etc.
4. On the completion of the MBA programme, students become eligible to appear NET/ JRF and join Ph.D. programme. They can be employed as executives in their respective domain area of different organizations.
5. By providing quality education and necessary infrastructure & facilities to the unreached from far flung places.
6. To provide opportunity to all eligible and motivate persons who couldn't pursue their higher education in more economical way.
7. This Course can fulfil the current requirement of society, government and others.
8. To create a conductive learning environment.

9. To provide an educational delivery system that is flexible, technology driven meets the prevailing requirements and is cost effective.
10. This program delivers required theoretical and industry inputs to students that develops creative thinking to make them experts and professionals in the field.

III. Nature of prospective target group of learners:

It is by now well accepted that an MBA degree is an important tool for professionals to enhance their knowledge of business, expand their career options and move up their career ladder, acquired Leadership skills or embark on an entrepreneurial journey.

This ODL/OL programme has been designed for conventional learners, as well as working professionals and other individuals aspiring to acquire knowledge and associated academic credentials. Considering that all candidates interested in pursuing a degree may not be able to afford the same through a campus mode for reasons of paucity of time or financial constraints, online delivery is a feasible option to enable them to acquire knowledge and skills.

The programme is so designed that the prospective students who may not be able to afford full time, residential MBA are provided with high value learning, anytime, anyplace, at one's own pace.

IV. Appropriateness of programme to be conducted in Open and Distance Learning mode to acquire specific skills and competence:

The courses in the programme are delivered through both ODL/OL mode which is a modular unit of e-learning material which is inter-alia self-explanatory, self-contained, self- directed at the learner, and amenable to self-evaluation, and enables the learner to acquire the prescribed level of learning in a course of study and includes contents in the form of a combination of the following e-Learning content, and made available through four-quadrant approach namely,

1. e-Tutorial - faculty led Audio - Video Lectures
2. e-Content (combination of PDF/ epub) Text Materials,
3. Discussion forum for raising of doubts and clarifying the same on real time basis by the Course Coordinators/Course Mentors assigned to students
4. Self- Assessment Quiz, Test and Assignments to reinforce learning. Reference books are also mentioned in the syllabus. Latest Edition of Reference books may be referred to.

A robust Learning Management System that keeps track of delivery of e-Learning Programmes, learner's engagement, assessment, results and reporting in one centralized location, is in place.

All of the above can be done/delivered by online and other platforms without much loss of reliability. Hence the MBA programme is suited for both ODL/OL mode of learning.

V. Instructional Design

Course Curriculum: Institution adopts specialized approach where the task involved in course design & development is assigned to professionals in the particular department of the university and/or external experts. A draft with the objectives in prepared. It is evaluated by Institution who in turn composes a team of experts to have judicious review of the proposed course that it meets the objectives of ODL/OL education.

Program Structure: Institution constitutes a team of experts to review the course structure. The review team provides its feedback and recommendations to the concern faculty. In case of any modifications suggested by the review team, the curriculum of the course is re-worked upon.

Study Materials: The study material is Self-Learning (SLM) format, which is the essence of standard distance learning Programs. Thus, Institution initiates to develop all materials in SLM format. Experts both internal & external to write the study material on the specific guidelines laid down by statutory body.

Review by Board of Studies: The course is meticulously reviewed by BOS. Recommendations of BOS are implemented on priority. It also checks & defines the applicability, credit hours, scheme of examination for the course.

Approval by Academic Council: Finally, the course is submitted to the Academic Council of the University for Final Approval.

Programs are offered on semester basis. A modular approach towards pursuing a long term degree Program is implemented. Academic activities are linked together to engage learner and maximize learning.

Program structure: Master of Business Administration

Semester I					
Paper Code	**Title of the Paper**	**External**	**Internal**	**Total Marks**	**Credit**
CP - 101	Principles and Practices of Management	80	20	100	4
CP - 102	Business Statistics and Analysis	80	20	100	4
CP - 103	Managerial Economics	80	20	100	4
CP - 104	Business Environment	80	20	100	4
CP - 105	Business Communication	80	20	100	4

CP - 106	Human Values and Professional Ethics	80	20	100	4
CP - 107	Financial Accounting for Managers	80	20	100	4
CP - 108	Computer Application in Management	80	20	100	4
Semester I Total Theory Credits					**32**
Semester II					
Paper Code	**Title of the Paper**				**Credit**
CP - 201	Legal Aspects of Business	80	20	100	4
CP - 202	Quantitative Techniques for Managers	80	20	100	4
CP - 03	Human Resource Management	80	20	100	4
CP - 204	Corporate Financial Management	80	20	100	4
CP - 205	Marketing Management	80	20	100	4
CP - 206	Operations Management	80	20	100	4
CP - 207	Business Research Methods	80	20	100	4
CP - 208	Organizational Behaviour	80	20	100	4
Semester II Total Theory Credits					**32**
Semester III					
CP - 301	Strategic Management	80	20	100	4
CP - 302	International Business Management	80	20	100	4
CP - 303	Summer Training, Project Report & Viva-voce			100	4
Finance (Major Specialization)					
F - 304	Security Analysis and Portfolio Management	80	20	100	4
F - 305	International Financial Management	80	20	100	4
F - 306	International Accounting	80	20	100	4
F - 307	Financial Derivatives	80	20	100	4
F - 308	Project Planning Analysis & Management	80	20	100	4
F - 309	Corporate Restructuring	80	20	100	4
Marketing (Major Specialization)					

M - 304	Consumer Behaviour	80	20	100	4
M - 305	Advertising Management	80	20	100	4
M - 306	Strategic Management	80	20	100	4
M - 307	International Marketing	80	20	100	4
M - 308	Sales & Distribution Management	80	20	100	4
M - 309	Planning & Managing Retail Business	80	20	100	4
Human Resource (Major Specialization)					
HR – 304	Management of Industrial Relations	80	20	100	4
HR – 305	Performance and Reward Management	80	20	100	4
HR - 306	Legal Framework Governing Human Relations	80	20	100	4
HR - 307	Management Training & Development	80	20	100	4
HR - 308	Human Resource Development-Strategies & Systems	80	20	100	4
HR - 309	Human Resource Planning & Development	80	20	100	4
Information Technology (Major Specialization)					
IT - 304	Database Management System	80	20	100	4
IT - 305	Data Communication	80	20	100	4
IT - 306	Software Engineering	80	20	100	4
IT - 307	System Analysis and Design	80	20	100	4
IT - 308	Information Security	80	20	100	4
IT - 309	E-Commerce and Cyber Law	80	20	100	4
Production & Operations (Major Specialization)					
PO - 304	Purchasing & Materials Management	80	20	100	4
PO - 305	Total Quality Management	80	20	100	4
PO - 306	Production Planning & Control	80	20	100	4
PO - 307	Applied Operations Research	80	20	100	4
PO - 308	Logistics Management	80	20	100	4
PO - 309	Goal Programming in Management	80	20	100	4
Insurance & Risk Management (Major Specialization)					

IR - 304	Principles & Practices of Life & General Insurance	80	20	100	4
IR - 305	Finance for Insurance	80	20	100	4
IR - 306	Health and Personal Accident Insurance	80	20	100	4
IR - 307	Data Mining Technique	80	20	100	4
IR - 308	Actuarial Mathematics	80	20	100	4
IR - 309	Risk Management & Life Insurance Underwriting	80	20	100	4
Semester III Total Theory Credits					**36**
Semester IV					
CP - 401	Entrepreneurship Development	80	20	100	4
CP - 402	Project Management	80	20	100	4
CP - 403	Dissertation and Viva-voce, Immersion Programme				8
Finance (Minor Specialization)					
F - 404	Security Analysis & Portfolio Management	80	20	100	4
F - 405	International Accounting	80	20	100	4
F - 406	Project Planning Analysis & Management	80	20	100	4
Marketing (Minor Specialization)					
M - 404	Advertising Management	80	20	100	4
M - 405	International Marketing	80	20	100	4
M - 406	Planning & Managing Retail Business	80	20	100	4
Human Resource (Minor Specialization)					
HR - 404	Manpower Development for Technological Change	80	20	100	4
HR - 405	Legal Framework Governing Human Relations	80	20	100	4
HR - 406	Human Resource Development: Strategies & Systems	80	20	100	4
Information Technology (Minor Specialization)					
IT - 404	System Analysis & Design	80	20	100	4

IT - 405	Information Security	80	20	100	4
IT - 406	E-Commerce & Cyber Law	80	20	100	4
Production & Operations (Minor Specialization)					
PO - 404	Purchasing & Materials Management	80	20	100	4
PO - 405	Total Quality Management	80	20	100	4
PO - 406	Logistics Management	80	20	100	4
Insurance & Risk Management (Minor Specialization)					
IRM- 404	Principles & Practices of Life & General Insurance	80	20	100	4
IRM- 405	Finance for Insurance	80	20	100	4
IRM- 406	Health and Personal Accident Insurance	80	20	100	4
Semester IV Total Theory Credits					**24**
Total Theory Credits Semester I, II, III and IV					**128**

A. The weightage distribution for evaluation shall be as follows:

	Mid Term Test Internal	**End Term Semester External**	**Total**
Subjects without Practical	20	80	100

B. Dissertation/Project

Identification of Problem	**Literature Review**	**Methodology**	**Finding and Analysis**	**Project Report or Thesis**	**Viva - voce**	**Total**
20	20	20	80	20	40	200

DETAIL SYLLABUS (MBA)

SEMESTER– I

Paper Code	Title of the Paper	Credit
CP - 101	Principles and Practices of Management	4
CP - 102	Business Statistics and Analysis	4
CP - 103	Managerial Economics	4
CP - 104	Business Environment	4
CP - 105	Business Communication	4
CP - 106	Human Values and Professional Ethics	4
CP - 107	Financial Accounting for Managers	4
CP - 108	Computer Application in Management	4
	Semester I Total Theory Credits	**32**

CP - 101: PRINCIPLES AND PRACTICES OF MANAGEMENT (4C)

Course Objectives:

1. 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 organization functions, and in understanding the complexity and wide variety of issues managers face in today's businessfirms.
2. Discuss the various concepts of planning, Decision making and controlling to help solving managerial problems
3. Study and understand management concepts and styles in Global context.
4. Familiarizing the students with the contemporary issues in management.

Course Contents:

UNIT I: Evolution of management thought, systems and contingency approach for understanding organizations, managerial processes, functions, skills and roles in an organization.

UNIT II: Social responsibility of business, Scope and challenges of CSR in Indian scenario, Management practices from past to present, Different levels of management, Managerial skills, Roles& Functions, Manager and Business environment.

UNIT III: 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.

UNIT IV: Organizing & staffing- Meaning of organization, types of organization, Organization

structure, Span of management, Line and staff relationship, Departmentation, Delegation-Centralization and decentralization of authority, Meaning of staffing, Recruitment, selection & placement, Training & development.

UNIT V: Directing & Controlling- Principle of directing, Essence of coordination, Basic control process, Different control techniques, Management by exception.

Course Outcomes:

1. Developing understanding of managerial practices and their perspectives.
2. Applying planning and managerial decision making skills.
3. Comprehend and practice Indian Ethos and Value Systems.
4. Applying value based management and ethical practices.

Reference Books:

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

Text Books

1. L. M. Prasad- Principles and Practices of Management, Sulatn Chand & Sons, 7th Edition,2007.
2. N. M. Khandelwal - Indian Ethos & Values for Management- Himalyan Publishing

The list of cases and specific references including recent articles will be announced in the classat the time of launching of the course.

CP - 102: BUSINESS STATICS AND ANALYSIS (4C)

Course Objectives:

1. Understand the different basic concept/ fundamentals of business statistics.
2. Understand the practical application of various concepts.
3. Understand the importance of measures of Descriptive statistics which includes measures of central tendency, Measures of Dispersion, Time Series Analysis, Index Number, Correlation and Regression analysis and their implication on Business

performance.

4. Understand the concept of Probability and its usage in various business applications.
5. Understanding Decision making environment and applying the Concept of Business Analytics.

Course Contents:

UNIT I: Descriptive Statistics: Meaning, Scope, functions and limitations of statistics, Measures of Central tendency – Mean, Median, Mode, Quartiles, Measures of Dispersion – Range, Inter quartile range, Mean deviation, Standard deviation, Variance, Coefficient of Variation, Skewness and Kurtosis.

UNIT II: Time Series & Index Number: Time series analysis: Concept, Additive and Multiplicative models, Components of time series, Trend analysis: Least Square method - Linearand 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.

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.

UNIT IV: Probability Theory& Distribution: Probability: Theory of Probability, Addition and Multiplication Law, Baye's Theorem Probability Theoretical Distributions: Concept and application of Binomial; Poisson and Normal distributions.

UNIT V: Decision-making environments: Decision-making under certainty, uncertainty and risk situations; Decision tree approach and its applications.

Course Outcomes:

1. Gaining Knowledge of basic concept / fundamentals of business statistics.
2. To develop practical understanding of various statistics concepts.
3. Evaluating basic concepts of probability and perform probability theoretical distributions.
4. Taking managerial decision and applying the Concept of Business Analytics.

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 - Staistical techniques in business and economics, 13th ed, McGrawHill

5. Newbold, Carlson, Thorne - Statistics for Business and Economics, 6th ed., Pearson
6. J.K. Tyagi, Business Statistics, Khanna Publishing House, Delhi.
7. S. C.Gupta - Fundamentals of Statistics, Himalaya Publishing
8. Walpole - Probability and Statistics for Scientists and Engineers, 8th ed., Pearson
9. Comprehensive Statistical Methods by PN Arora, Sumeet Arora, S Arora, S ChandPublication, New Delhi

Text Book

1. G C Beri - Business Statistics, 3rd Edition, TATA McGraw Hill.
2. Manish Sharma & Amit Gupta, The Practice of Business Statistics, Khanna PublishingHouse, Delhi
3. Chandrasekaran & Umaparvathi - Statistics for Managers, 1st Edition, PHI Learning

Suggested Readings

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

CP - 103: MANAGERIAL ECONIMICS (4C)

Course Objectives:

1. Understand the relative importance of Managerial Economics
2. Know how the application of the principles of managerial economics can aid in achievement of business objectives
3. Understand the modern managerial decision rules and optimization techniques.
4. Be equipped with the tools necessary in analysis of consumer behaviour as well as inforecasting product demand
5. Understand and be able to apply latest pricing strategies
6. Understand and analyze the macro environment affecting the business decision making.

Course Contents:

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, Marginal Concept and Optimization, Concept of Time Perspective, Equi - Marginal Principle, Utility Analysis, Cardinal Utility and Ordinal Utility.

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 thelaw of Demand, Shifts in demand curve, Elasticity of Demand and its measurement. Price Elasticity, Income Elasticity, Cross Elasticity, Indifference Curve Theory, Income and Substitution effects, Revealed Preference Approach and Demand Forecasting, Demand

Estimation, Demand forecasting: meaning, significance and methods.

UNIT III: Production and cost Analysis: Production concepts & analysis; Production function, Types of production function, Laws of production: Law of diminishing returns, Stages ofProduction, Law of returns to scale. Cost concept and analysis: Cost, Types of costs, Cost output relationship in the short-run; Cost output relationship in the Long- run. Estimation of Revenue. Average Revenue, Marginal Revenue

UNIT IV: Market structures: Perfect and Imperfect Market Structures, Perfect Competition, features, Pure Competition & Perfect Competition, determination of price under perfect competition. Monopoly: Feature, pricing under monopoly, Price Discrimination. Monopolistic: Features, pricing under monopolistic competition, product differentiation.

UNIT V: National Income; Concepts and various methods of its measurement, Says Law of Market, Consumption, Keynes' Psychological Law of Consumption, Theories of Consumption, Investment, Decision to invest, Marginal Efficiency of Capital and Rate of Interest, Inflation, Causes and effects, Fiscal Policy and Monetary Policy.

Course Outcomes:

1. Gaining Knowledge of basic concept / fundamentals of managerial economics.
2. To develop practical understanding of various concept such as demand, supply, production and cost.
3. Evaluating basic concepts of national income and consumptions.
4. Taking managerial decision and applying the Concept of Business Analytics.

Suggested Readings

1. Adhikary, M. Business Economics, New Delhi, Excel Books, 2000.
2. Baumal, W.J. Economic Theory and Operations Analysis, New Delhi, Prentice Hall Inc.,1996.
3. Chopra, O.P. Managerial Economics, New Delhi Tata McGraw Hill, 1995.
4. Keat, Paul G & Philips K.Y. Young, Managerial Economics, Prentice Hall, New Jersey,1996.
5. Koutsoyiannis, A. Modern Micro Economics, New York, Macmillian, 1991.
6. Shapiro, Edward J. Macro Economic Analysis, Galgotia Publication, 2013.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

CP - 104: BUSINESS ENVIRONMENT (4C)

Course Objectives:

1. The basic objective of the course is to develop understanding and provide

knowledgeabout business environment to the management students.

2. To promote basic understanding on the concepts of Business Environment and to enablethem to realize the impact of environment on Business.
3. To provide knowledge about the Indian and international business environment.

Course Contents:

UNIT I: Introduction: Business - Meaning, Definition, Nature & Scope, Objectives of Business: Economic &Social, 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.

UNIT II: Economic, Political and Legal environment: Role of government in Business, Legalframework in India, Economic environment- economic system and economic policies. Concept ofCapitalism, Socialism and Mixed Economy, Impact of business on Private sector, Public sectorand Joint sector, Competition Act and FEMA, Monetary and fiscal policies RBI-Role andfunctions, Regulations related to Capital Markets, Role of SEBI and working of stock Exchanges.

UNIT III:

A. Social and Cultural Environment – Nature, Impact of foreign culture on Business, TraditionalValues and its Impact, Social Audit and Social Responsibility of Business.

B. Competitive Environment – Meaning, Michael Porter's Five Forces Analysis, Competitive Strategies. Introduction to Industrial Policy Resolutions

UNIT IV: Natural and Technological Environment: Innovation, technological leadership and followership 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

UNIT V: 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, FDI Policy

Course Outcomes:

1. Evaluate the economic & political environmental dynamics to cope with the

changingregulations affecting business and its profitability.

2. Analyze the competitive forces in environment and accordingly devise business policiesand strategies to stay in competitive position.
3. Analyze the desirability of technological advancement in the current set-up and how togain technological advancement with least cost.

Text Books:

1. Environmental Studies, M.P. Poonia & S.C. Sharma, Khanna Publishing House, Delhi
2. Business Environment: Test and Cases, PAUL, McGraw Hill Education, 3rd Edition.
3. Business Environment, Francis Cherunilam, Himalaya Publishing House

Reference Books:

1. V. Neelamegam – Business Environment (Vrinda Publications , 2nd Edition)
2. Shaikh & Saleem - Business Environment (Pearson, 2nd Edition)
3. International Business Environment Ian Brooks, Jamie Weatherstom and Grahm Wilkinson
4. Dr. Rimpi, A Textbook of Environment Sciences, Khanna Publishing House

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

CP - 105: BUSINESS COMMUNICATION (4C)

Course Objectives:

1. To understand business communication strategies and principles for effectivecommunication in domestic and international business situations.
2. To understand and appropriately apply modes of expression, i.e., descriptive, expositive, narrative, scientific, and self-expressive, in written, visual, and oral communication.
3. To develop the ability to research and write a documented paper and/or to give an oralpresentation.
4. To develop the ability to communicate via electronic mail, Internet, and other technologiesfor presenting business messages.
5. To understand and apply basic principles of critical thinking, problem solving, and technical proficiency in the development of exposition and argument.

Course Contents:

UNIT I: 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.

UNIT II: 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.

UNIT III: 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 typesof visual aid

UNIT IV: Employment communication: Introduction – writing CVs – Group discussions – interview skills Impact of Technological Advancement on Business Communication networks – Intranet – Internet – emails – SMS – teleconferencing – video conferencing.

UNIT V: 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.

Course Outcomes:

1. Apply business communication strategies and principles to prepare effective communication for domestic and international business situations.
2. Analyze ethical, legal, cultural, and global issues affecting business Communication.
3. Developing effective verbal and non-verbal communication skills.

Suggested Readings:

1. Bovee & Thill – Business Communication Essentials A Skill – Based Approach to Vital Business English. Pearson.
2. Kulbhushan Kumar & R.S. Salaria, Effective Communication Skills, Khanna PublishingHouse, Delhi
3. Bisen & Priya – Business Communication (New Age International Publication)
4. Kalkar, Suryavanshi, Sengupta-Business Communication(Orient Blackswan)
5. Varinder Bhatia, Business Communications, Khanna Publishing House
6. Business Communication: Skill, Concepts and Applications – P D Chaturvedi, MukeshChaturvedi Pearson Education.

7. AshaKaul, Business Communication, Prentice Hall of India.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

CP - 106: HUMAN VALUES AND PROFESSIONAL ETHICS (4C)

Course Objectives:

1. The course has been designed to create a mindset of value system among the students who are the future managers.
2. Indian ethos, human values and professional ethics make the students open to inherent ethical principles for the good of self, organization and society.
3. The course will sensitize the students to enrich their ethical standards.
4. The students will be exposed to ethical problems and issues in various situations.
5. Ultimately, it is to produce balanced, pleasant, flexible and effective managers for today's liberalized and democratic ambience to take better managerial decisions.

Course Contents:

Unit I: Ethos and Values-Meaning, it's relevance, essential features of Indian Ethos and Insight, Basic principles of management as per Ancient Indian wisdom and insight, Ethics vs. ethos,Indian vs. Western Management, Contemporary issues in management. Personal growth andlessons from ancient Indian educational system.

Unit II: Model of management in the Indian socio-political environment. Indian heritage in production and consumption. Indian insight into Total Quality Management. Holistic approach formanagers in decision making.

Unit III: Work Ethos--Dimensions of work ethos, Work ethos at different levels of management, Reasons for poor work ethos, Steps for improving work ethos. Stress—Meaning, Reasons for stress in organizations, Eustress and Distress, Problems relating to stress in organisations – Indian perspective, Stress reduction and stress management.

Unit IV: Teaching Ethics, Nature and objectives of ethics, Golden rules of ethics, Business ethics:Factors affecting business ethics, importance and its applications, Relationship between business and ethics-The Separatist view, The Unitarian View and The Integration View; Different views of ethical value system, The System of Universalism, The System of Utilitarianism, and The System of Distributive Justice and Social Contracts, Individual Freedom of Choice and the Legal System and Professional Ethics.

Unit V: Relevance of values in management, Indian perspective of values for managers, Need for values in global change; Secular vs. spiritual values in management, Spirituality in work place for corporate excellence; Trans-cultural human values in management education, science and human values.

Course Outcomes:

1. Develop and maintain sound human values and professional ethics policy.
2. Apply Work ethos at different levels of management.
3. Developing sound work culture for smooth functioning of organizational activities.
4. Acquire a sound understanding of the Indian socio-political environment and holistic approach for managers in decision making.
5. Apply Indian Ethos and Insight in solving business problem.

Suggested Readings:

1. Chakraborty, S.K.: Foundations of Managerial Work – Contributions from Indian Thought, Himalaya Publishing House Delhi 1998.
2. Drucker, P: Managing in Turbulent Times, Pan Books London 1983.
3. Kumar, S and N.K. Uberoi: Managing secularism in the New Millennium, Excel Books2000.
4. Nandagopal, R. and Ajit Sankar, R. N.: Indian Ethos and Values in Management, TataMcGraw Hill
5. Griffith, B., The marriage of east and west,Colling,1985
6. Gandhi, M. K., The story of my experiment with truth, Navjivan Publishing House.
7. Trevino and Nelson, Managing Business Ethics, John Wiley and Sons, 1995.
8. Satpathy, B. Indian Ethos and Values - A Managerial Perspective, ElitePublications, Bhubaneswar, Orissa, India, 2002, ISBN:81-85531-20-X

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

CP - 107: FINANCIAL ACCOUNTING FOR MANAGERS (4C)

Course Objectives:

1. This course is intended to introduce the basic theory, concepts and practice of financial accounting.
2. To enable students to understand information contained in the published financial statementsof companies and other organizations.
3. It includes the preparation of accounting statements, but their uses and limitations will also be emphasized.

Course Contents:

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 Deprecation (straight line and diminishing method) .

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.

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.

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, CaseStudy and Workshops in analyzing Balance sheet.

UNIT V: Concepts of Working Capital and its types, Determinants of Working Capital, methods of calculating Working Capital, Working Capital Financing. 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.

Course Outcomes:

1. Understand and apply accounting concepts, principles and conventionsfor their routinemonetary transaction;
2. Create and Prepare financial statements in accordance with Generally Accepted Accounting Principles
3. Analyze, interpret and communicate the information contained in basic financial statements and explain the limitations of such statements.

Text Books:

1. Maheshwari S.N & Maheshwari S K – A text book of Accounting for Management (Vikas,10th Edition)
2. Essentials of Financial Accounting (based on IFRS), Bhattacharya (PHI,3rd Ed.)
3. Khan and Jain - Financial Management (Tata McGraw Hill, 7th Ed.)
4. PC Tulsian - Financial Accounting (Pearson, 2016) 5) Dhamija - Financial Accounting formanagers: (Prentice Hall, 2nd Edition).
5. Reference Books:
6. Narayanswami - Financial Accounting: A Managerial Perspective (PHI,5th Ed)
7. Dhaneshk Khatri- Financial Accounting (TMH,2015)
8. Ambrish Gupta - Financial Accounting: A Managerial Perspective (Prentice Hall,

4thEdition)

9. Ramchandran & Kakani - Financial Accounting for Management (TMH, 2nd Edition).
10. Mukherjee - Financial Accounting for Management (TMH, 2nd Edition).

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

CP - 108: COMPUTER APPLICATION IN MANAGEMENT (4C)

Course Objectives:

1. To provide an orientation about the increasing role of management information system inmanagerial decision making to gain Competitive edge in all aspects of Business.
2. To understand various MIS operating in functional areas of an organization.
3. To create awareness in upcoming managers, of different types of information systems inan organization so as to enable the use of computer resources efficiently, for effective decision making.

Course Contents:

Unit I: Management Information System: Introduction, Objective, Definition, Benefits, Characteristics case discussion on MIS, Information System Level, Types of Information System, Resistance to MIS, Implementing MIS, Features of MIS, Components of MIS.

Unit II: Decision Support System: Introduction, Architecture, Components, Limitation, Development and Case Discussion.

Unit III: Data Base and Modeling: Database Models, Objective of DBMS, use of database, database administrators, language, data modeling concepts, hierarchies model, network model, relational model, normalization, ER diagram.

Unit IV: Introduction to Emerging trends technology, Expert System, Knowledge Management, A.I., Data Mining, Data Warehousing, ECRM, Software Development life cycle and models.

Unit V: Software Security: Threats, Method of safety, Cryptography, Digital Signature, RSA algoritm.

Course Outcomes:

1. Develop and implement Information Systems for Business Applications.
2. Learn to increase efficiency of various management processes by using IT enabled technology.
3. Analyze various security and ethics related issues pertaining to the increasing use ofInformation Technology.

Suggested Readings:

1. C SV Murthy, Management Information System, Himalaya Publication, New Delhi
2. Theierauff, Robert J. Decision Support System for effective planning – Prentice Hall-1982.
3. Kroger, Donald W., and Hugh J. Watson Computer Based Information System New York,1984.
4. Davis, Michael W. A Management Approach – Macmillan Publishing Company, PrenticeHall, New Jersey, 1988.
5. Andrew P. Decision Support System Engineering, Sage, John Wiley & Sons, New York,1991.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

SEMESTER – II

Paper Code	Title of the Paper	Credit
CP - 201	Legal Aspects of Business	4
CP - 202	Quantitative Techniques for Managers	4
CP - 203	Human Resource Management	4
CP - 204	Corporate Financial Management	4
CP - 205	Marketing Management	4
CP - 206	Operations Management	4
CP - 207	Business Research Methods	4
CP - 208	Organizational Behaviour	4
Semester II Total Theory Credits		**32**

CP - 201: LEGAL ASPECTS OF BUSINESS (4C)

Course Objectives:

1. To provide basic understanding of law of contract, Law of agency, Bailment & Pledge
2. To provide basic requirements of Negotiable Instruments Act, Law of Insurance and Law of Partnership for the purpose of conducting business
3. To impart basic provisions of Companies Act concerning incorporation and regulation of business organizations
4. To create an awareness about important legislations namely Sale of Goods Act,

Consumer Protection Act, Factories Act having impact on business.

5. 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 Contents:

UNIT I: 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

UNIT II: 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.

UNIT III: 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.

UNIT IV: Sale of goods Act: Essentials, sale v/s agreement to sell. Condition v/s warranties, rights of unpaid seller. Consumer Protection Act: Objectives, definition, consumer protection council and state consumer protection council.

UNIT V: 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, In formation commissions, powers of Information Commissions, Appellate Authorities, Penalties, Jurisdiction of courts.

Course Outcomes:

1. Acquire a sound understanding of the legal aspects of the laws affecting businesses

2. Apply basic legal knowledge to business transactions.
3. Communicate effectively using standard business and legal terminology

Suggested Readings:

1. Avtar Singh, Company law, 11th ed. Lucknow, Eastern, 1996.
2. Khergamwala, J.S. The Negotiable Instrument Acts, Bombay, N.M. Tripathi, 1980.
3. Ramaiya, A. Guide to the Companies Act, Nagpur, Wadhwa, 1992.
4. Shah, S.M. Lectures on Company Law, Bombay, N.M. Tripathi, 1990.
5. Tuteja, S.K. Business law for Managers, New Delhi, Sultan Chand, 1998.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

CP - 202: QUANTITATIVE TECHNIQUES FOR MANAGERS (4C)

Course Objectives:

To make better decisions in complex scenarios by the application of a set of advanced analytical methods. It couples theories, results and theorems of mathematics, statistics and probability with its own theories and algorithms for problem solving.

Course Contents:

UNIT I: Operations Research Introduction: Introduction, Historical Background, Scope of Operations Research, Phases of Operations Research, Types of Operations Research Models, Limitations of Operations Research

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-North West Corner Method, Least Cost Method & VAM Method and optimal solution-Stepping Stone & MODI Method and Maximization Transportation Problem.

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.

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.

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.

Course Outcomes:

1. Understand the basic operations research concepts and terminology involved in optimization techniques
2. Understand how to interpret and solve business-related problems and
3. Apply certain mathematical techniques in getting the best possible solution to a problem involving limited resources

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 4th 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).

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

CP - 203: HUMAN RESOURCE MANAGEMENT (4C)

Course Objectives:

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

Course Contents:

UNIT I: Essentials of HRM: Nature of HRM, Scope, functions and importance of HRM, HRM vsHRD, 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.

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.

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.

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.

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.

Course Outcomes:

1. Synthesize the role of human resources management
2. To use human resources in best possible manner to attain organizational goal.
3. Formulate better human resource strategies in organization.
4. Effective management of employee turnover.

References Books:

1. V.S.P. Rao, Human Resource Management (Text and Cases) Himalaya Publications, 13th Edition.
2. Durai Praveen, Human Resource Management Pearson Publication, 2nd Edition.
3. Gary Dessler and Biju Varkkey Human Resource Management, Person 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.

The list of cases and specific references including recent articles will be announced in the class atthe time of launching of the course.

CP - 204: CORPORATE FINANCIAL MANAGEMENT (4C)

Course Objectives:

1. Acquaint the students with the broad framework of financial decision making in a

business unit.

2. To aware student about proper financial use and management in organization
3. To select the best investment portfolio and to go for a best capital structure.
4. To provide conceptual clarity about investment, financing and dividend decision.

Course Contents:

UNIT I: Introduction to Finance & Corporate 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, Corporate Finance Introduction:– Nature and Scope. Concept of Risk and Return.

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 AnalyzingProjects.

UNIT III: Financial Decision: Capital Structure, Relevance and Irrelevancy theory, Leverage analysis - financial, operating and combined leverage along with its implications, EBIT EPS Analysis, Point of Indifference.

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

UNIT V: Indian Financial System: Role of Financial Institution, Primary and Secondary Market, Lease Financing, Venture Capital, Mutual Funds. Introduction to Derivatives.

Course Outcomes:

1. Understand the different basic concept / fundamentals of Corporate Finance
2. Understand the practical application of time value of money and evaluating long terminvestment decisions
3. Developing analytical skills to select the best source of capital ,its structure on the basis ofcost of capital

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 ofFinancial Management (TMH, 9th Ed.)
6. Bark Demazo Thampy- Financial Management (Pearson, 2nd Ed.)
7. R. P. Rustagi - Financial Management (Galgotia, 2000, 2nd revised ed.)

8. Damodaran, A., Applied Corporate Finance, 3rd Edition, Wiley, 2012

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 Edition)
5. Lawrence J. Gitman - Principles of Managerial Finance (Pearson Education, 2004)

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

CP - 205: MARKETING MANAGEMENT (4C)

Course Objectives:

1. To facilitate understanding of the conceptual framework of marketing and its applications in decision making under various environmental constraints.
2. To facilitate understanding of the conceptual framework of marketing and its applications in decision making under various environmental constraints.
3. To develop understanding on Consumer and business buying behavior
4. Develop skill to understand Segmentation, Targeting and Positioning and develop strategy

Course Contents:

UNIT I: Marketing Management: Introduction, objectives, Scope and Importance, Evolution, Core Concepts, Functions of Marketing, Marketing Orientations towards market place, Marketing Environment: Introduction, Environment Scanning, Analyzing the Organization's Micro Environment, Company's Macro Environment, Marketing Planning; Marketing - Information Systems (MIS): Introduction, MIS Sub Systems, Marketing Research and Marketing Research Process.

UNIT II: Consumer buying behavior: Introduction, Characteristics, Factors affecting Consumer Buying Behaviour, Types of Buying Decision Behaviour, Consumer Buying Decision Process; Business Buyer Behaviour: Introduction, Differences between Consumer and Business Buyer Behaviour, Steps in Business Buying Decision Process ; Segmentation, Targeting and Positioning: Introduction, Concept of Market Segmentation, Bases for Segmenting Consumer Markets, Targeting - Meaning, Target market strategies, Market Positioning- Meaning, Positioning Strategies.

UNIT III: Concept of Marketing Mix: Introduction, Marketing Mix 4Ps and 4Cs', Product Management- Introduction, Levels of Products, Classification of Products, Product Planning,

Product Life Cycle (PLC), Product Mix, Product Line, Packaging and Labeling, New Product Development Process, Brand Management- Meaning, Characteristics of a Good Brand, Types of Brand, Brand Positioning; Pricing- Introduction, Factors Affecting Price Decisions, Pricing Strategies, Pricing Types, Initiating and Responding to the Price Changes.

UNIT IV: Distribution Management - Introduction, Need and Types of Marketing Channels, Channel Management Decisions, Physical Distribution System, Retailing - Meaning, Types, Wholesaling - Meaning, Types, Channel Conflict, Vertical and Horizontal Marketing System; Promotion Management- Introduction, Integrated Marketing Communications (IMC), Communication Development Process, Promotion Mix- Advertising- Meaning, Objectives, Types,Fundamentals of Sales Promotion, Personal Selling Process, Public Relations, Direct Marketing.

UNIT V: Recent Trends in Marketing- Rural Marketing- Meaning, Characteristics of Rural Market; Marketing of Services - Meaning, Importance, Types, Service Marketing Mix; International Marketing-International Trade, International Marketing and International Business, Differences between Domestic Marketing and International Marketing, Modes of Entry; e- Marketing - Meaning and Importance; Consumerism-Definition, Consumer Rights, Consumer Protection Act; Customer Relationship Management-Concept and Need.

Course Outcomes:

1. Remember and comprehend basic marketing concepts.
2. Understand marketing insights on application of basic marketing concepts.
3. Able to apply and develop marketing strategies and plans.
4. Suggested Readings
5. Enis, B.M. Marketing Classics: A selection of Influential Articles, New York, McGrawHill, 1991.
6. Kotler, Philip and Amstrong, G. Principles of Marketing, New Delhi, Prentice Hall ofIndia, 1997.
7. Kotler, Philip, Marketing Management: analysis, Planning, Implementation and Control,New Delhi, Prentice Hall of India, 1994.
8. Ramaswamy, VS and Namakumari, S. Marketing Management: Planning, Control, NewDelhi, MacMillan 1990.
9. Stanton, William, J. Fundamentals of Marketing, New York, McGraw Hill, 1994.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

CP - 206: OPERATIONS MANAGEMENT (4C)

Course Objectives:

1. To understand the role of Operations in overall Business Strategy of the firm.
2. To understand the application of operations management policies and techniques to the service sector as well as manufacturing firms.
3. To identify and evaluate the key factors and their interdependence of these factors in the design of effective operating systems.
4. To understand the trends and challenges of Operations Management in the current businessenvironment.
5. 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.

Course Contents:

UNIT I: Production Concept: Difference between Production and Operations Management, Productivity, Work Study, Productivity measurement, Factors affecting Productivity. Production Technology - Types of Manufacturing processes

UNIT II: Operations 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.

UNIT III: Material and Inventory Management: Types of production planning, process of Production planning and control (PPC) - Routing, Scheduling, Loading, Just-in-time (JIT), KANBAN. Types of inventories, Inventory control techniques- EOQ, ABC and others. (Simple numerical on Inventory control techniques) Factors affecting Plant Location, Types of Plant layout.

UNIT IV: Supply Chain Management: Conceptual model of SCM, Supply chain drivers, Demandforecasting in Supply Chain - Simple moving average, weighted moving average, exponential smoothening 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.

UNIT V: Productivity and Quality: TQM, Deming's 14 principles, PDCA cycle - KAIZEN, Quality Circles, 7QC tools and its advancements, ISO 9000 - 2000 clauses, Six Sigma, Total Productive Maintenance (TPM), 5S.

Course Outcomes:

1. Understand the role of Operations in overall Business Strategy of the firm - the application of OM policies and techniques to the service sector as well as manufacturing firms.
2. Understand and apply the concepts of Material Management, Supply Chain Management and TQM perspectives

Suggested Readings:

1. Mahadevan, B., Operations Management: Theory and Practice, Pearson Education.
2. Chase, Shankar, Jacobs - Operations & Supply Chain Management, Tata McGraw-Hill,14th Edition.
3. Chary - Production and Operations Management, Tata McGraw-Hill, 1997, 9th Edition.
4. Bisen& Singh - Operation & Logistics Management, Excel Books.
5. R.V. Badi & N.V. Badi - Production & Operation Management, Vrinda Publications, 3rdEdition.
6. Raghuram G., Logistics and Supply Chain Management: Cases and Concepts, MacmillanIndia Ltd, New Delhi, 2000, 1st Edition.
7. Krishnan Dr. Gopal - Material Management, Pearson, New Delhi, 5th Edition
8. Adam Jr. Everett E. R J - Production and Operations Management, Prentice-Hall, 2000, 5thEdition.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

CP - 207: BUSINESS RESEARCH METHODS (4C)

Course Objectives:

1. Understand the concept / fundamentals of research and their types.
2. Understand the practical application of various research techniques.
3. Understand the importance of scaling & measurement techniques and sampling techniques
4. Understand the importance of coding, editing, tabulation and analysis in doing research.
5. Understanding and applying the concept of statistical analysis which includes various parametric test and non-parametric test and ANOVA technique and understand technique of report writing.

Course Contents:

UNIT I: 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, Draftinga Research Proposal, evaluating a research proposal.

UNIT II: 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.

UNIT III: 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.

UNIT IV: 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 and sample size, sample size determination.

UNIT V: 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. Hypothesis: Qualities of a good Hypothesis – Framing Null Hypothesis & Alternative Hypothesis. Concept of Hypothesis Testing – Logic & Importance. Testof Significance: Small sample tests: t-test (Mean, proportion) and F tests, Z test, Cross tabulations, Chi-square test; Analysis of Variance: One way and two-way Classifications. Mechanism of Report Writing - Report Preparation: Types, Report Structure: preliminary section, main report, interpretation of results, suggestions and recommendations, limitations of the study, Report formulation.

Course Outcomes:

1. Knowledge of concept / fundamentals for different types of research.
2. Applying relevant research techniques.
3. Understanding relevant scaling & measurement techniques and should use appropriatesampling techniques

4. Synthesizing different techniques of coding, editing, tabulation and analysis in doing research.

Text Book:

1. Research Methodology, Deepak Chawla, Neena Sondhi, Vikas Publication
2. Business Research Methods, Naval Bajpai, Pearson Education

Reference Book:

1. Research Methodology, C R Kothari, New Age International.
2. Business Research Methods by Donald Cooper & Pamela Schindler, TMGH, 9th Edition.
3. Business Research Methods by Alan Bryman & Emma Bell, Oxford University Press, 2nd Edition.
4. Business Research Methods by T N Srivastava & Shailaja Rao, TMH Publication, 2nd Edition.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

CP - 208: ORGANISATIONAL BEHAVIOUR (4C)

Course Objectives:

1. To enhance the understanding of the dynamics of interactions between individual and theorganization.
2. To facilitate a clear perspective to diagnose and effectively handle human behavior issuesin Organizations.
3. To develop greater insight into their own behavior in interpersonal and group, team,situations.

Course Contents:

UNIT I: Introduction to OB: The meaning of OB, Why study organizational behaviour, Fundamentals of individual behaviour. Determinants of Personality, types of personality, Personaleffectiveness. Attitudes: Meaning, Types, Components, Theory of attitude formation and attitude change.

UNIT II: Foundation of Group Behaviour: Group: Meaning, types, group dynamics, group cohesiveness, Meaning of Interpersonal Behaviour & Interpersonal skills, Transactional Analysis, Johari Window, FIRO - B, MBTI

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 &behaviouralapplications of perception.

UNIT IV: Leadership: What is leadership, types of leaders and leadership styles, traits andqualities of effective leader, trait theory, LSM – Leadership Situational Model, Team Building, Tuckman Model of Team Development

UNIT V: Organizational Change: Meaning of organizational change, approaches to managing organizational change, creating a culture for change, implementing the change, Kurt Lewin Modelof change.

Course Outcomes:

1. To evaluate the reciprocal relationship between the organizational characteristics and managerial behavior.
2. Develop practical insights and problem solving capabilities for effectively managing theOrganizational processes
3. Analyzing the behavior of individuals and groups in organizations.

Suggested Readings

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

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

SEMESTER – III

CP - 301	Strategic Management	4
CP - 302	International Business Management	4
CP - 303	Summer Training, Project Report & Viva-voce	4
Finance (Major Specialization)		

F - 304	Security Analysis and Portfolio Management	4
F - 305	International Financial Management	4
F - 306	International Accounting	4

F - 307	Financial Derivatives	4
F - 308	Project Planning Analysis & Management	4
F - 309	Corporate Restructuring	4
Marketing (Major Specialization)		
M - 304	Consumer Behaviour	4
M - 305	Advertising Management	4
M - 306	Strategic Management	4
M - 307	International Marketing	4
M - 308	Sales & Distribution Management	4
M - 309	Planning & Managing Retail Business	4
Human Resource (Major Specialization)		
HR - 304	Management of Industrial Relations	4
HR - 305	Performance and Reward Management	4
HR - 306	Legal Framework Governing Human Relations	4
HR - 307	Management Training & Development	4
HR - 308	Human Resource Development-Strategies & Systems	4
HR - 309	Human Resource Planning & Development	4
Information Technology (Major Specialization)		
IT - 304	Database Management System	4
IT - 305	Data Communication	4
IT - 306	Software Engineering	4
IT - 307	System Analysis and Design	4
IT - 308	Information Security	4
IT - 309	E-Commerce and Cyber Law	4
Production & Operations (Major Specialization)		

PO - 304	Purchasing & Materials Management	4
PO - 305	Total Quality Management	4
PO - 306	Production Planning & Control	4
PO - 307	Applied Operations Research	4

PO - 308	Logistics Management	4
PO - 309	Goal Programming in Management	4
Insurance & Risk Management (Major Specialization)		
IR - 304	Principles & Practices of Life & General Insurance	4
IR - 305	Finance for Insurance	4
IR - 306	Health and Personal Accident Insurance	4
IR - 307	Data Mining Technique	4
IR - 308	Actuarial Mathematics	4
IR - 309	Risk Management & Life Insurance Underwriting	4
Semester III Total Theory Credits		**36**

CP - 301: STRATEGIC MANAGEMENT (4C)

Course Objectives:

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

Course Contents:

UNIT I: 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.

UNIT II: 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).

UNIT III: Strategy Formulation: Corporate, Business, Functional strategy, 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.

UNIT IV: 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, 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.

UNIT V: Strategy Evaluation & Control: Nature, Importance, Organizational systems and Techniques of strategic evaluation & control.

Course Outcomes:

1. Develop powers of managerial judgment, how to assess business risk, and improve ability to make sound decisions and achieve effective outcomes.
2. Evaluate and revise programs and procedures in order to achieve organizational goals;
3. Consider the ethical dimensions of the strategic management process;

Suggested Readings:

1. Henry, A :Understanding Strategic Management, OUP
2. Stewart Clegg, Chris Carter, Martin Kornberger & Jochen Schweitzer: Strategy - Theoryand Practice (Sage Publication, South Asia Edition)
3. Kazmi, Azhar; Business Policy and Strategic Management; McGraw-Hill Education. 14thedition.
4. David, Fred; Strategic Management: Concepts and Cases; PHI Learning. 15th edition.
5. Thomson, Arthur A. and Strickland, A.J.; Strategic Management: Concept and Cases;McGraw Hill Education, 11th edition.
6. Jauch, L.F. and Glueck, W.F.; Business Policy and Strategic Management; McGraw-HillEducation, 5th edition.
7. Wheelen, L. Thomas and Hunger, David J.; Strategic Management and Business Policy,

Crafting and Executing Strategy; Pearson Education, 13th edition.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course

CP - 302: INTERNATIONAL BUSINESS MANAGEMENT (4C)

Course Objectives:

1. To give the student an exposure to the dynamic environment of International Business

2. To understand the impact of environment on the International Business Operations of thefirm
3. To explain the functions and form of the global monetary system
4. To explain the role of International organizations and Regional Trade

Course Contents:

Unit I: 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 II: 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, VoluntaryExport Restraints, Administrative Policy, Anti-dumping Policy

Unit III: International Marketing: Nature & significance, International Marketing Orientations, International Segmentation, International Product Life Cycle International HRM: International Staffing Approaches, Expatriate Management, International Labor Relations.

Unit IV: 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 V: 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

Course Outcomes:

1. Understand the basic economic, social, cultural, political, legal, regulatory, natural and technological environment.
2. Apply International Trade Theories in getting the best possible solution for a problem.
3. Apply international staffing approaches and international labor relations in solving business problem.
4. Understand foreign exchange determination System with role of international Institutions in growth and development of business houses.

Suggested Readings

1. Joshi, R M : International Business, OUP

2. Hill - International Business, McGraw-Hill2.Cherunilam F- International Business: Textand 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.)

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

CP - 303: SUMMER TRAINING, PROJECT REPORT AND VIVA-VOCE (4C)

At the end of second semester, all students will have to undergo summer training of 6 weeks duration with an industrial, business or service organization by taking up a project study and would submit a project report as well as the training diary after the completion of training.

FINANCE MAJOR SPECIALIZATION

F - 304: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT (4C)

Course Objectives

1. The objective of this course is to improve the skills for taking intelligent investment decisions and managing them in a rational and systematic manner.
2. It also provides a sound intellectual framework for taking investment decisions and the ability to keep emotions from corroding that decision.

Course Contents:

Unit I: Investment attributes and avenues, sources of investment risk, portfolio management process, approaches to investment decision making, qualities for successful investing and errors ininvestment management. Computational finance-Return and risk from single security and portfolio of securities. Risk-return relationship when $\rho = +1, -1, 0, 0.5$.

Unit II: Investment decision through fundamental analysis, bond valuation, types of bond yields, bond price theorem, term structure of interest rates, duration, equity valuation-DD model, P/F ratio, bonus issue and equity valuation.

Unit III: Technical Analysis, Dow Theory and Elliot Wave Theory, Technique of technical analysis, moving average, oscillator, relative strength index, rate of change, moving average convergence and divergence, efficient market hypothesis-weak, semi and strong form of market efficiency.

Unit IV: Portfolio selection through Markswitz Model, risky assets only out of owned fund for both risk and risk free assets out of owned funds; risk assets only when LR=BR out of owned

fund, risk assets only when LR=BR out of both owned and borrowed funds, risk assets only when

BR>LR, portfolio selection - use of Lagrange multiplier technique, capital asset pricing model, arbitrage pricing theory, portfolio selection through Sharpe model.

Unit V: Portfolio Management and Performance Evaluation: Portfolio management – active management under portfolio proportion constant and portfolio beta constant; passive management.Portfolio performance evaluation – Sharpe's measure, Trenor's measure, Jenson's measure and diversification measure.

Course Outcomes:

1. It will make the students capable of professionally managing the funds of the mutual funds by identifying and investing on optimal portfolio of various types of financial assets with the help of Lagrange-Multiplier Technique.
2. It will also help to identify the overvalued/undervalued securities traded in the capital market and thereby take sell/buy decision accordingly to maximize the profit of their organization and in the process equilibrium prevails in the market.

Suggested Readings:

1. Charles P. Jones, John Wiley and Sons Inc., New York Investments: Analysis and Management,
2. Prasanna Chandra, Investment Analysis and Portfolio Management, Tata Mc Graw Hill,New Delhi.
3. John Willey, Modern Portfolio Theory and Investment Analysis, Singapore.
4. Geoffery A. Hirt and Stanley B. Block, Fundamentals of Investment Management, Irwin,Home Wood, Illionis.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

F - 305: INTERNATIONAL FINANCIAL MANAGEMENT (4C)

Course Objectives

1. To provide basic understanding of exchange rate determination and forecasting.
2. Make use of multinational capital budgeting technique in financial decision making.
3. Make the students able to determine/forecast the effective capital requirement.
4. They can also manage the currency risks using currency derivatives such as currency options, currency futures and currency swaps.
5. The currency exposures like transaction exposures and operating exposures can be well managed by them through participation in forwards, futures and optional market.

Course Contents:

Unit I: Overview of International Financial Management: international finance-concepts and importance, international flow of fund-balance of payments (BOP), accounting principles in BOP, components of BOP, deficit and surplus in BOP, the international monetary system, exchange rate regimes, the international monetary fund, the European monetary system, economic and monetary union.

Unit II: Exchange rate determination and forecasting, purchasing power parity and real exchange rates, interest rate parity and exchange rates, theories of exchange rate determination.

Unit III: Markets for foreign exchange and derivatives, spot market and forward market of foreign exchange, currency futures and currency forward contracts, hedging in currency futures markets, currency options and hedging with it.

Unit IV: Foreign exchange exposure and risk, transaction exposure and operating exposure, exchange rates, interest rates, inflation rates and exposure, hedging of transaction and operating exposure, managing transaction exposure.

Unit V: Multinational capital budgeting decisions, multinational working capital management, measurement and management of political risk.

Course Outcomes:

1. This paper will make the students able to determine/forecast the exchange rate of one currency against any foreign currencies using International Parity theorems, International Fisher Open and also from supply and demand of the currencies.
2. They can also manage the currency risks using currency derivatives such as currency options, currency futures and currency swaps. The currency exposures like transaction exposures and operating exposures are to be managed by them through participation in forwards, futures and optional market.

Suggested Readings:

1. Abdullah, F.A. Financial Management for the Multinational Firm, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1987.
2. Buckley, Adrian, Multinational Finance, New York, Prentice Hall Inc., 1996.
3. Kim, Suck and Kim, Seung. Global Corporate Finance: Text and Cases, 2nd ed., MiamiFlorida, Kolb, 1993.
4. Shapiro, Alan C. Multinational Financial Management, New Delhi, Prentice Hall of India,1995.
5. International Accounting- Das Mohapatra, A.K. Prentice Hall of India, New Delhi.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

F - 306: INTERNATIONAL ACCOUNTING (4C)

Course Objectives

1. To acquaint the students with the accounting needs of international financial markets.
2. To analyze the accounting measurement and reporting issues unique to multinational business transactions.
3. Acquire a sound understanding of the Transfer pricing and international taxation Apply basic legal knowledge to business transactions.

Course Contents:

Unit I: International dimensions of accounting: International Accounting–concept, scope and importance of international accounting, harmonization of accounting practices, international accounting standards and IFRS, factors contributing to the development of international accounting, difficulties in international accounting and international efforts for harmonization.

Unit II: Foreign Transactions-recording and translation: International / foreign transactions and their recording under different methods, currency translations.

Unit III: Foreign Inflation Accounting reporting: International perspective on inflation accounting; financial reporting and disclosure, managing international information systems.

Unit IV: Foreign Financial System Analysis: Analyzing foreign financial statements, financialmanagement of multinational entities.

Unit V: Transfer pricing and international taxation: Transfer pricing-scope, importance and techniques, international taxation-various techniques including withholding taxes.

Course Outcomes

1. To provide basic understanding of International dimensions of accounting.
2. Gain practical knowledge on international accounting standards and reporting.
3. Student can have strong base on International perspective of accounting, reporting and disclosure norms.

Suggested Readings:

1. International Accounting - Das Mohapatra, A.K., Prentice Hall of India, New Delhi.
2. Arpon, Jeffrey S and Radebaugh, Lee H. International Accounting and Multinational Enterprises, New York, John Wiley, 1985.
3. Choi, Frederick DS and Mueller Gerhard G. International Accounting, Englewood Cliffs,New Jersey, Prentice Hall Inc., 1984.
4. Evans, Thomas G. International Accounting & Reporting, London, Mac-Millian, 1985.
5. Holzer, H Peter, International Accounting, New York, Harper & Row, 1984.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

F - 307: FINANCIAL DERIVATIVES (4C)

Course Objectives:

1. The aim of this paper is to set out the basic structure of exchange traded and the over the counter products of financial derivatives.
2. It also focuses on pricing and valuation of suchderivative instruments.
3. The use of derivatives in transferring and hedging risk and theopportunities of making profit through derivatives are systematically and scientifically analyzed.

Course Contents:

Unit I: Fundamentals of Derivative securities-Options, Futures, Forwards and Swaps, Trading,Orders and exchanges for Financial Derivatives.

Unit II: Stock index futures and stock futures. Trading of future contracts, margins in future contracts, Pricing of forwards and future contract Hedging with futures contracts. The relation between futures prices and the expected future spot prices.

Unit III: Stock index options, stock options and options on futures contract; Trading Strategies in options; option pricing-The Black and Scholes model and Binomial model. Transferring risk through options Delta, Theta, Gamma, Vega and Rho in options.

Unit IV: SWAPS – Mechanics of interest rate swaps, Valuation of interest rate swaps, usingswaps to reduce interest cost, currency swaps, valuation of currency swaps.

Unit V: Legal aspects of derivatives in India, Accounting and Tax aspects of derives, operational system and technology issues in derives. Regulatory framework of Derivatives.

Course Outcomes:

1. This paper will enable the students to professionally hedge the systematic role of the fully diversified portfolio by applying hedging techniques called stock futures/index futures.
2. They can also transfer the risk of any security/indices using stock options and also reduce the cost of financing any projects through swaps of finance between two counter parties.

Suggested Readings:

1. Susan Thomas, Derivative Markets in India, Tata McGraw Hill series, New Delhi.
2. Satyajit Das, Swaps/Financial Derivatives-Products pricing, Applications and Risk Management, John Willy and Sons (Asia) Pte, Ltd.
3. John C. Hall, Options, Futures, New Jersey.
4. Keith Redhead, Financial Derivatives, PHI, New Delhi.
5. V.K. Bhalla, Financial Derivatives, Risk Management, S. Chand & Co. Ltd., New

Delhi.

6. Ambar N Sengupta, Pricing Derivatives-The Financial Concepts underlying theMathematics of pricing Derivatives, McGraw Hill, New Delhi.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

F - 308: PROJECT PLANNING, ANALYSIS AND MANAGEMENT (4C)

Course Objectives:

1. Develop project planning skills and techniques for effective project execution.
2. Enhance analytical capabilities for project evaluation and decision-making.
3. Foster leadership and management skills specific to project management.

Course Contents:

Unit I: Project and Economic Development, Project Management - An Overview, Capital Investment: Importance & Difficulties; Generation and Screening of project idea.

Unit II: Capital expenditure; importance and difficulties; market & demand Analysis, Situationalanalysis, Technical Analysis; Financial Analysis.

Unit III: Capital Budgeting Decisions; Analysis of Project Risk; Firm Risk and Market Risk;Social Cost Benefit Analysis; UNIDO Approach, Little-Mirrlees Approach.

Unit IV: Network techniques for project management; PERT Model, CPM Model, Project reviewand administrative aspects.

Unit V: Multiple Projects and Constraints; Financing of Projects, Financing Infrastructure Projects, Project financing in India; Project Feasibility Report.

Course Outcomes:

1. Apply project planning methodologies to successfully initiate, plan, execute, and monitor projects.
2. Utilize data analysis techniques to assess project feasibility, risks, and performance.
3. Demonstrate effective project management skills in terms of resource allocation, time management, and cost control.
4. Communicate and collaborate with project stakeholders to ensure project success and stakeholder satisfaction.

Suggested Readings:

1. Ahuja, G.K. & Gupta, Ravi, Systematic Approach to Income Tax, Allahabad, Bharat LawHouse, 1997.
2. Bhalla, V.K. Modern Working Capital Manalgement, New Delhi, Anmol, 1997.
3. Bhalla, V.K. Financial Management and Policy, 2nd ed. New Delhi, Anmol, 1998.
4. Chandra, Prasanna, Project: Preparation, Appraisal, Budgeting and Implementation,

3rd, New Delhi, Tata McGraw Hill, 1987.

5. Dhankar, Raj S. Financial Management of Public Sector Undertakings, New Delhi, Westville, 1995.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

F - 309: CORPORATE RESTRUCTURING (4C)

Course Objectives:

1. To provide basic understanding of corporate restructuring and its financial aspects.
2. To understand the necessities for success of corporate restructuring and the reasons for failure of corporate restructuring.
3. To provide basic understanding of mergers and acquisitions &business combination.

Course Contents:

Unit I: Corporate restructuring – introduction, types of corporate restructuring, importance of corporate restructuring, reason for success of corporate restructuring, reason for failure of corporate restructuring.

Unit II: Mergers and acquisitions, types of combinations, forms of merger, significance of merger, analysis of mergers and acquisitions.

Unit III: Financial aspects of mergers and acquisitions, evaluation of merger through DCF technique, estimation of cash flow, estimation of cost of capital, estimation of terminal value, estimation of value per share.

Unit IV: Financing a merger, cash offer, exchange of shares, impact on EPS, merger negotiations,significance of P/E ratio, leveraged buy outs, management buy outs, tender offer.

Unit V: Regulations of mergers and acquisitions, legal measures against take overs, refusal to register the transfer of shares, protection nof minority share holders' interest, guideline for takeovers, legal procedures, accounting principle for mergers and acquisitions.

Course Outcomes

1. Know and apply regulations of mergers and acquisitions and legal measures against merger and acquisition.
2. Know the art of negotiation in the cases of merger and acquisition.
3. Gain knowledge on accounting principle for mergers and acquisitions.
4. Gain detail knowledge on the legal provision on mergers and acquisitions.

Suggested Readings:

1. Pandey, I.M., Financial Management, Vikash, New Delhi.
2. Prasanna Chandra, Financial Management, TMH, New Delhi.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

MARKETING MAJOR SPECIALIZATION

M - 304: CONSUMER BEHAVIOUR (4C)

Course Objectives:

1. Understand the factors influencing consumer behavior and their impact on marketing strategies.
2. Analyze consumer buying patterns and decision-making processes to develop effective marketing campaigns.
3. Apply consumer behavior theories and concepts to create targeted marketing strategies and enhance customer satisfaction.

Course Contents:

Unit I: Introduction to consumer behaviour, consumer behaviour and marketing strategy, consumer involvement and decision making.

Unit II: Information search process; evaluation criteria and decision rules; consumer motivation.

Unit III: Information Processing and consumer perception; consumer attitudes and attitude change, influence of personality and self-concept on buying behaviour; psychographics and lifestyle; reference group influence.

Unit IV: Diffusion of innovation and opinion leadership, family decision making.

Unit V: Models of consumer behaviour, consumer behaviour audit; consumer behaviour studiesin India.

Course Outcomes:

1. Ability to analyze and interpret consumer behavior data to make informed marketing decisions.
2. Enhanced understanding of consumer motivations, needs, and preferences to develop customer-centric marketing strategies.
3. Improved ability to predict and influence consumer buying behavior through effective market research and consumer segmentation techniques.

Suggested Readings:

1. Assail, H. Consumer Behaviour and Marketing Action, Ohio, South Western, 1995.
2. Engle, J.F. Etc., Consumer Behaviour, Chicago, Dryden Press, 1993.
3. Howard, John A. Etc., Consumer Behaviour in Marketing, Englewood Cliffs, New

Jersey,Prentice Hall Inc., 1989.

4. Hawkins, Dl, etc., Consumer Behaviour: Implications for Marketing Strategy, Texas, Business, 1995.
5. Mowen, John C. Consumer Behaviour, New York, MacMillan, 1993

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course

M - 305: ADVERTISING MANAGEMENT (4C)

Course Objectives:

1. Develop an understanding of advertising principles and concepts to create effective advertising campaigns.
2. Acquire knowledge of advertising strategies and tactics to effectively reach target audiences.
3. Develop skills in planning, implementing, and evaluating advertising campaigns to achieve marketing objectives.

Course Contents:

Unit I: Advertising's role in the marketing process; legal ethical and social aspects of advertising.

Unit II: Process of communication – Wilbur Schramm's model, two step flow of communication, theory of cognitive dissonance and clues for advertising strategists: stimulation of primary and selective demand – objective setting and market positioning; Dagmar approach – determination of target audience.

Unit III: Building of advertising programme - message, headlines, copy, logo, illustration, appeal, layout; campaign planning; Media planning; budgeting.

Unit IV: Advertising Effectiveness tests, recognition, recall, experimental designs, advertising organisation- selection compensation and appraisal of an agency, electronic media buying.

Unit V: Advertising campaign – advertising vs consumer behaviour; sales promotion – role of creative strategies; advertising – retail, national, cooperative, political, international, public service advertising.

Course Outcomes:

1. Ability to develop comprehensive advertising strategies to enhance brand awareness and visibility.
2. Proficiency in designing and executing targeted advertising campaigns to reach specific consumer segments.
3. Skill in analyzing advertising effectiveness and measuring return on investment (ROI)

for advertising initiatives.

Suggested Readings

1. Aaker, David A. etc. Advertising Management, 4th ed., New Delhi, Prentice Hall of India,1985.
2. Beleh, George E and Beleh, Michael A. Introduction to Advertising and Promotion, 3rded. Chicago, Irwin, 1995.
3. Borden, William H. Advertising, New York, John Wiley, 1981.
4. Hard, Norman. The Practice of Advertising, Oxford, Butterworth Heinemann, 1986.
5. Kleppner, Otto, Advertising Procedure, Englewood Cliffs, New Jersey, Prentice Hall Inc.,1986.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

M - 306: STRATEGIC MARKETING (4C)

Course Objectives:

1. Develop strategic marketing plans to achieve organizational objectives and gain a competitive advantage.
2. Analyze market trends and consumer behavior to identify opportunities and formulate effective marketing strategies.
3. Apply strategic marketing concepts and tools to make informed decisions regarding product positioning, pricing, distribution, and promotion.

Course Contents:

Unit I: Market situation analysis; analysis of competitor's strategies and estimating their reaction pattern anf competitive position.

Unit II: Market Leader strategies-expanding the total market, protecting market share, expanding market share, market challenger strategies-choosing and attack strategy, market follower strategies, market nicher strategies.

Unit III: Competitive Market Customer and Competitor orientations, industry segmentation, and competitive advantage.

Unit IV: Product differentiation and brand positioning, competitive pricing.

Unit V: Competitive advertising, Role of sales promotion in competitive marketing.

Course Outcomes:

1. Ability to develop and implement strategic marketing plans that align with the organization's goals and objectives.
2. Proficiency in analyzing market trends and consumer behavior to identify target markets,

segment customers, and create effective marketing strategies.

3. Enhanced skills in evaluating and adapting marketing strategies based on market dynamics, competition, and changing customer preferences.

Suggested Readings:

1. Cravens, D.W. Strategic Marketing, Homewood Illinois, Richard D. Irwin, 1987.
2. Kaynak, E and Savitt, R. Comparative Marketing Systems, New York, Praegar, 1984.
3. Kotler, Philip. Marketing Management: Analysis, Planning, Implementation and Control,New Delhi, Prentice Hall of India, 1997.
4. Porter, M.E. Coimpetituive advantage: Creating, Sustaining, Superior Performance, NewYork, Free Press, 1985.
5. Porter, M.E. Competitive Strategy: Techniques for Analysing Industries Compoetitiors,New York, Free Press, 1980.

M - 307: INTERNATIONAL MARKETING (4C)

Course Objectives:

1. Gain a deep understanding of global market dynamics and the factors influencing international marketing strategies.
2. Develop skills to analyze and assess international market opportunities and formulate effective marketing strategies for global expansion.
3. Enhance cross-cultural communication and negotiation skills to successfully navigate diverse international markets.

Course Contents:

Unit I: Nature of International marketing: Definition, Concept and Setting; Distinctions between Domestic Marketing & International Marketing, Multinational Corporations (MNCs); Definition by Size, Structure, Performance & Behaviour, Benefits of International Marketing.

Unit II: Trade Theories & Economic Development, Basis for International Trade, International Institutions: World Bank, IMF, UNCTAD, WTO, Common Markets, Free Trade Zones, Economic Communities;

Unit III: Constraints on International Marketing; Trade Distortions & Marketing Barriers, Tariff Barriers, Non- tariff barriers; Trading partners; India and World trade.

Unit IV: Consumer Behaviour in International Context: Psychological & Social Dimensions, Planning for International Marketing, Marketing Research & Information System, Market Analysis & Foreign Market Entry Strategies.

Unit V : International Marketing Decisions; International Marketing Mix – Identification of Markets, Product Strategies, International Product Life Cycle, Promotion strategies, Pricing Strategy and Distribution Strategy; Various Forms of International Business

Course Outcomes:

1. Demonstrate an in-depth understanding of global marketing concepts, theories, and practices applicable to international markets.
2. Apply analytical and strategic thinking skills to identify and evaluate international market opportunities and develop effective marketing strategies.
3. Effectively communicate and present international marketing plans and strategies to stakeholders, demonstrating a global perspective and cultural sensitivity.

Suggested Readings:

1. Bhattacharya, B. Export Marketing: Strategies for Success, New Delhi, Global BusinessPress, 1991.
2. Johri, Lalit M. International Marketing: Strategies for Success, University of Delhi, Faculty of Management Studies, 1980.
3. Keegan, Warren, Global Marketing Management, Englewood Cliffs, New Jersey, PrenticeHall Inc., 1995.
4. Onkvisit, Sak and Shaw, John J., International Marketing: Analysis and Strategy, NewDelhi, Prentice Hall of India, 1995.
5. Pripalomi, V.H.: International Marketing, Prentice Hall.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

M - 308: SALES AND DISTRIBUTION MANAGEMENT (4C)

Course Objectives:

1. Develop a comprehensive understanding of sales and distribution management principles, strategies, and techniques for effective sales force management and channel distribution.
2. Analyze and evaluate sales and distribution processes, identifying areas for improvement and implementing strategies to optimize sales performance and distribution efficiency.
3. Apply sales and distribution management concepts to real-world scenarios, developing practical solutions and strategies to achieve sales targets and enhance customer satisfaction.

Course Contents:

UNIT I: Personal Selling: Types of selling – Alternative Sales Structures: Network Marketing – Mail order selling – Elements of direct marketing – Teleshopping – Telemarketing – Systems

selling. The selling process – Strategies and Styles – formulating sales objectives – Sales forecasting – Estimating market and Sales Potentials.

UNIT II: The Sales Force: Size of the sales force, sales organization based on customer, geography, product and combinations and current trends – sales training programs and motivating the sales force – sales force compensation, sales incentives and sales force evaluation – controlling the sales effort – sales quotas, sales territories, sales audit.

UNIT III: Physical Distribution: participants in the physical distribution function, the environment of physical distribution – Channel Design strategies and structures, selecting channelmembers, setting distribution objectives and tasks – Target markets and channel design strategies.

UNIT IV: Managing The Marketing Channel: Product, Pricing and Promotion issues in channelManagement and Physical Distribution – Motivating channel members – Evaluating channelmember performance – Vertical marketing systems – Retail cooperatives, Franchise systems andcorporate marketing systems.

UNIT V: E-enabled selling and distribution: E-Commerce and e-retailing as a channel of distribution, Electronic intermediaries, Disintermediation and Re-intermediation, e-enabled logistics management and tracking systems.

Course Outcomes:

1. Demonstrate the ability to design and implement effective sales and distribution strategies that drive revenue growth and market expansion.
2. Evaluate and optimize sales and distribution channels to maximize market penetration and customer reach.
3. Apply analytical skills to assess sales performance and develop strategies for improving sales efficiency, customer satisfaction, and profitability.

Text Books:

1. Charles Futrell, Sales Management, Pearson Education Books
2. Eugene M. Johnson, David L. Kurtz & Eberhard E. Scheuing, Sales Management; McgrawHill.

Suggested Readings:

1. Anderson, R. Professional Sales Management, Englewood Cliffs, New Jersey, PrenticeHall of India, 1992.
2. Anderson, R. Professional Personal Selling, Englewood Cliffs, New Jersey, Prentice HallInc.,
3. Buskirk, RH and Stanton, W.J., Management of Sales Force, Homewood Illinois, Richard D. Irwin, 1983.

4. Dairymple, DJ. Sales Management: Concepts and Cases, New York, John Wiley, 1989
5. Johnson, EM etc., Sales Management: Concepts, Practices and Cases, New York, McGraw Hill, 1986
6. Bert Rosenbloom: Marketing Channels: A Management View, Dryden Press.
7. Coughlan, Anderson, Stern & El Ansary: Marketing Channels, Prentice Hall India.
8. Bowersox & Closs: Logistical Management, Tata McGraw Hill.
9. Satish K. Kapoor & Purva Kansal: Basics of Distribution Management – A LogisticalApproach, Prentice-Hall India, 2003.
10. Richard R. Still, Edward W. Cundiff & Norman A.P. Govani: Sales Management, Prentice-Hall India.
11. Efraim Turban, Jae Lee, David King, & H. Michael Chung: Electronic Commerce: AManagerial Perspective, Pearson Education Inc., 2000.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

M - 309: PLANNING AND MANAGING RETAIL BUSINESS (4C)

Course Objectives:

1. To understand the concept, process and management of retail business
2. To develop an understanding of the retail strategy and planning process, and
3. To have an understanding of merchandise process

Course Contents:

UNIT I: An overview of Retailing - Types of stores - Product Retailing vs. Service Retailing - Non store Retailing - Retail strategy - Achieving competitive advantage and positioning Retailing environment - Legal, Social, Economic, Technological, issues - Trends in the Indian Retailing Industry.

UNIT II: Retail store location and layout - Country/Region analysis - Trade area analysis - Site evaluation and selection - Store design and layout - Comprehensive store planning - Exterior design and layout - Interior store design and layout - Interior design elements.

UNIT III: Planning merchandise needs and merchandise budgets - Methods for determining inventory evaluation - Assortment planning, buying and vendor relations - Merchandise pricing – Price strategies - Psychological pricing - Mark-up and markdown strategies.

UNIT IV: Communicating with the retail customer - Retail promotion mix-Advertising - Sales promotion - Publicity - Retail selling process - Retail database- In-store customer service.

UNIT V: Globalization and changing retail formats – Online retailing - International Retailing – Opportunities and Challenges - Market entry formulas - New customized formats (customized stores, portable stores, merchandise depots, retail theatre, service malls, customer-made stores,

interactive kiosk 'shopping arcades')

Course Outcomes:

1. Apply retail management principles and strategies to successfully plan and launch a retail business, taking into account market dynamics, competition, and customer preferences.
2. Analyze and evaluate retail business performance using key performance indicators (KPIs) and metrics, and make data-driven decisions to drive profitability and growth.
3. Demonstrate proficiency in retail business planning and management by developing a comprehensive business plan that includes marketing strategies, financial projections, and operational guidelines.

Reference Books:

1. Chetan Bajaj, Tuli & Srivastava, Retail Management, Oxford University Press, New Delhi.2010
2. Giridhar Joshi, Information Technology For Retail, Oxford University Press, New Delhi.2009
3. Swapna Pradhan, Retail Management, Text & Cases, Tata McGraw-Hill Publshing company, New Delhi, 2008
4. Ron Hasty and James Reardon, Retail Management. McGraw-Hill Publication,International Edition.
5. Fernie, Principles of Retailing, Elsevier Publishing, 2010
6. Diamond, Jay and Gerald Pintel Retailing, Prentice Hall, NJ, 1996.
7. Drake, Mary Francis, J.H. Spoone and H. Greenwald Retail Fashion, Promotion, and Advertising, Macmillan, NY, 1992.
8. Levy, Michael & Barton a. Weitz Retailing Management, 2nd ed. Irwin, London, 1995.
9. Morgenstein, Melvin and Harriat Strongin Modern Retailing

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

HUMAN RESOURCE MANAGEMENT MAJOR SPECIALIZATION

HR - 304: MANAGEMENT OF INDUSTRIAL RELATION (4C)

Course Objectives:

1. To develop a comprehensive understanding of industrial relations theories, concepts, and practices.
2. To equip students with the knowledge and skills to effectively manage labor-related

issues and maintain harmonious industrial relations within organizations.

3. To foster an appreciation for the legal, ethical, and socio-economic aspects of industrial relations and their impact on organizational performance.

Course Contents:

Unit-I: Industrial relations perspectives; industrial relations and the merging socio-economic scenario; industrial relations and the state.

Unit II: Legal framework of industrial relations; role and future of trade unions; trade union and the employee; trade union and the management.

Unit III: Discipline and grievance management; negotiation and collective settlements.

Unit IV: Participative Management and co-ownership; productive bargaining and Gain sharing.

Unit V: Employee empowerment and quality management; industrial relations and technologicalchange.

Course Outcomes:

1. Apply knowledge of labor laws and regulations to ensure compliance and promote fair and ethical employment practices within industrial organizations.
2. Analyze and evaluate industrial relations situations, identify potential conflicts, and employ appropriate strategies to resolve disputes and maintain productive relationships.
3. Demonstrate effective communication and negotiation skills to engage with various stakeholders, including employees, trade unions, and management, fostering positive labor-management relations.

Suggested Readings:

1. Kochan, T.A. & Katz Henry, Collective Bargaining and industrial relations, 2nd ed.,Homewood Illinois, Richard D Irish, 1988.
2. Mamkootam, K Trade Unionism, Myth and Reality, New Delhi, Oxford University Press,1982.
3. Niland JR etc., The Future of Industrial Relations. New Delhi, Sage, 1994.
4. Popola, TS & Rodgers, G. Labour Institutions and Economic Development in India, Geneva, ILO, 1992.
5. Ramaswamy, EA. The Rayon Spinners, The Strategic Management of Industrial Relations,New Delhi, Oxford University Press, 1994.
6. The list of cases and specific references including recent articles will be announced in theclass at the time of launching of the course

HR - 305: PERFORMANCE AND REWARD MANAGEMENT (4C)

Course Objectives:

1. To create an understanding of the key concepts of performance management and contemporary methods for administering compensation and rewards in practices.
2. To articulate the benefits of using a performance development plan and the consequencesof not having one in place.
3. To distinguish the elements of an effective, integrated performance development system.
4. To devise "SMART" annual performance objectives (e.g., objectives that are specific, measurable, attainable, relevant and track able).
5. To familiarize the students with the concept of competency mapping and understanding itsrole in career development.
6. 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.

Course Contents:

Unit I: Introduction to Performance Management System: Meaning, Uses and purpose of Performance Management, Performance Management vs 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). Case Studies

Unit II: 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. Case Studies

Unit III: Contemporary Issues: Potential appraisal, Competency mapping & its linkage with Career Development and Succession planning, Balance score card: Introduction and Applications,Advantages and limitations. Case Studies

Unit IV: Reward System: Compensation- Definition, Function, and significance. Job evaluation: Methods of job evaluation, Inputs to job evaluation, Practical implication for technical/non- technical and executive/managerial positions and significance of wage differentials. Case Studies **Unit V:** Compensation: Method of pay and Allowances, Pay structure: Basic Pay, DA, HRA, Gross Pay, Take home pay etc. Incentive schemes; Methods of payment: Time and piece rate. Fringe benefits & other allowances: Overtime, City compensatory, Travelling etc. Regulatory compliance: Introductions, Wage and Pay commissions, Overview of minimum wages Act- 1948 and Equal Remuneration Act-1976. Profit Sharing options; Case Studies.

Course Outcomes:

1. Knowledge of Performance Management and Performance Appraisal

2. Competency to understand the importance of importance of Performance Management
3. Knowledge about the Compensation and Reward Systems
4. Competency to implement the effective reward systems in the organization

Suggested Readings:

1. Rao, T.V., Performance Management and Appraisal Systems: HR Tools for Global Competitiveness, Response Books, 2007.
2. Michael, Armstrong, Performance Management. Kogan Page, 1999.
3. Shrinivas R. Kandula, Performance Management: Strategies, Intervention & Drivers. Pearson, 2006.
4. Chadha, P. Performance Management: It's About Performing Not Just Appraising. McMillan India Ltd. 2003.
5. Singh, B.D., Compensation and Reward Management, Excel Book, 2012.
6. Robert Bacal (2007). Performance Management, McGraw-Hill Education.
7. Rao, T.V., Performance Management: Towards organizational Excellence (SagePublications)

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

HR - 306: LEGAL FRAMEWORK GOVERNING HUMAN RELATIONS (4C)

Course Objectives:

1. Understanding of the legal framework is important for the efficient decision making relation to man management and industrial relations.
2. The course aims to provide an understanding, application and interpretation of the various labour laws and their implications for industrial relations and labor issues.

Course Contents:

Unit I: Emergence and objectives of labour laws and their socio-economic environment; industrial relations laws – laws relating to industrial disputes, trade unions, and standing orders.

Unit II: Laws relating to discharge, misconduct, domestic enquiry, disciplinary action.

Unit III: Social security laws – laws relating to workmen's compensation, employees' state insurance, provident fund, gratuity and maternity relief.

Unit IV: Wages and bonus laws – the law of minimum wages, payment of wages, payment of bonus.

Unit V: Law relating to working conditions – the laws relating to factories, establishment, and contract labour; interpretations of labour laws, their working, and implications for management, union, workmen; the economy and the industry.

Course Outcomes:

1. Gain a comprehensive understanding of the legal framework governing human relations in organizations.
2. Analyze and interpret the legal provisions and regulations related to employment, labor, and discrimination.
3. Apply the knowledge of legal frameworks to effectively manage human relations and ensure compliance in organizational practices.

Suggested Readings:

1. Ghaiye, BR. Law and Procedure of Departmental Enquiry in Private and Public Sector,Lucknow, Eastern Law Company, 1994.
2. Malhotra, O.P. The law of Industrial Disputes, Vol. I and II, Bombay, N.M. Tripathi,1985.
3. Malik, PL. Handbook of Industrial Law, Lucknow, Eastern Book, 1995.
4. Saini, Debi S. Labour judiciary, Adjudication and Industrial Justice, New Delhi, Oxford,1995.
5. Saini, Debi S. Redressal of Labour Grievances, Claims and Disputes, New Delhi, Oxford& IBH, 1994.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

HR - 307: MANAGEMENT TRAINING AND DEVELOPMENT (4C)

Course Objectives:

1. Develop a thorough understanding of the theories and principles of management training and development.
2. Explore various training methods, techniques, and tools used in organizational settings.
3. Enhance skills in designing, implementing, and evaluating training programs to meet organizational goals.

Course Content:

Unit I: Training process-an overview; role, responsibilities and challenges to train managers.

Unit II: Organization and management of training function; training need assessment and actionresearch; instructional objectives and lesson planning; learning process.

Unit III: Training climate and pedagogy; developing training modules.

Unit IV: Training methods and techniques; facilities planning and training aids; training communication.

Unit V: Training evaluation; training and development in India.

Course Outcomes:

1. Demonstrate the ability to identify training needs and develop appropriate training programs for employees.
2. Apply effective training and development strategies to enhance employee performance and productivity.
3. Evaluate the impact of training and development initiatives on organizational success and employee growth.

Suggested Readings:

1. Beunet, Roger ed. Improving Training Effectiveness, Aldershot, Gower, 1988.
2. Buckley, R & Caple, Jim. The Theory & Practice of Training, London, Kogan & Page,1995.
3. Lynton, R Pareek, U. Training for Development, 2nd ed., New Delhi, Vistaar, 1990.
4. Pepper, Allan D. Managing the Training and Development Function, Aldershot Gower,1984.
5. Rae, L. How to Measure Training Effectiveness, Aldershot, Gower, 1986.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

HR - 308: HUMAN RESOURCE DEVELOPMENT – STRATEGIES & SYSTEM (4C)

Course Objectives:

1. To understand the concepts and theories of human resource development (HRD) and its strategic importance in organizations.
2. To explore various HRD strategies and systems used to develop and manage talent within an organization.
3. To develop skills in designing and implementing effective HRD programs to support organizational goals and employee development.

Course contents:

Unit I: Field of HRD – Concepts, goals, challenges; HRD climate and practices in India.

Unit II: Strategic HR Development: Strategies for HR Development, Controlling HR Development, Competence Management, Performance Management, Talent Management, Qualification Management, Retention Management, Culture Management

Unit III: HRD system design principles, Competence Management, Leadership Development, Performance Management, Intellectual Capital Development

Unit IV: HRD intervention. Change Management, HRD Process model, HRD and organizationallearning, HRD Diversity and Ethics, Mentoring and Counselling, Perspective of

learning in HRD **Unit V:** HRD Diversity and Ethics, Mentoring and Counselling,

Course Outcomes:

1. Demonstrate knowledge of HRD strategies and systems and their application in different organizational contexts.
2. Design and implement HRD initiatives that align with organizational objectives and contribute to employee growth and development.
3. Evaluate the effectiveness of HRD programs and make recommendations for continuous improvement in talent management and development.

Suggested Readings:

1. Dayal, Ishwar, Successful Applications of HRD, New Delhi, New Concepts, 1996.
2. Dayal, Ishwar, Designing HRD Systems, New Delhi, Concept, 1993.
3. Kohli, Uddesh & Sinha, Dhami P. HRD – Global Challenges & Strategies in 2000 A.D.New Delhi, ISTD, 1995.
4. Maheshwari, BL & Sinha, Dhami P. Management of Change Through HRD, New Delhi,Tata McGraw Hill, 1991.
5. Pareek, U. etc. Managing Transitions: The HRD Response, New Delhi, Tata McGraw Hill,1992.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

HR - 309: HUMAN RESOURCE PLANNING & DEVELOPMENT (4C)

Course Objectives:

1. Understand the importance of human resource planning and development in organizations.
2. Explore the methods and techniques used in human resource planning and development processes.
3. Develop skills in aligning human resource strategies with organizational goals and effectively managing talent.

Course Contents:

Unit I: Human Resource Planning: Importance of HRP, Factor affecting HRP, Planning, Process,Requisites and Barriers to HRP.

Unit II: Models and techniques of manpower demand and supply forecasting; behavioral factors in human resource planning - wastage analysis; retention; redeployment and exit strategies.

Unit III: Career management and career planning; performance planning; performance appraisaland career development.

Unit IV: HRD climate; culture; QWL and management of change; TQM; Strategic Human Resource Management.

Unit V: Human resource information system; human resource valuation and accounting.

Course Outcomes:

1. Demonstrate knowledge of human resource planning and development concepts, theories, and practices.
2. Apply strategic human resource planning techniques to analyze and forecast future workforce needs.
3. Design and implement human resource development programs to enhance employee skills, capabilities, and career growth.

Suggested Readings:

1. Aswathappa, K. Human Resource and Personnel Management, McGraw Hill, New Delhi(2005)
2. Arthur, M. Career Theory Handbook, Englewood Cliff, Prentice Hall Inc., 1991.
3. Belkaoui, A.R. and Belkaoui, J.M. Human Resource Valuation: A Guide to Strategies andTechniques, Greenwood, Quorum Books, 1995.
4. Dale, B. Total Quality and Human Resources: An Executive Guide, Oxford , Blackwell,1992.
5. Greenhaus, J.H. Career Management, New York, Dryden, 1987.
6. Kavanagh, M.J. etc., Human Resource Information System: Development andApplications, Boston, PWS-Kent, 1993.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

INFORMATION TECHNOLOGY MAJOR SPECIALIZATION

IT - 304: DATABASE MANAGEMENT SYSTEM (4C)

Course Objectives:

1. To gain a comprehensive understanding of database management systems and their role in modern business environments.
2. To develop skills in designing, implementing, and managing relational databases.
3. To learn the principles and techniques for ensuring data integrity, security, and optimal performance in database systems.

Course contents:

Unit I: Introduction: view of data, data model, database layout, strange management, overall system structure. Model: designing of E-R database, relation of model, Hi-end model, network

model.

Unit II: Integrity constraints: domain constraints, referential integrity, assertions, triggers, functional dependency.

Unit III: Storage and file strategy: overview, magnetic disc, RAID, territory storage, storage access, file organizations, data dictionary storage.

Unit IV: Transaction: concept, transaction state, implementation of atomicity and unreliability, concurrency executions, serilizability, recoverability, implementation of isolation.

Unit V: Recovery system: overview, database architect overview, parallel database overview, distinction database overview.

Course Outcomes:

1. Demonstrate proficiency in designing and implementing relational database models.
2. Apply database management concepts to efficiently store, retrieve, and manipulate data.
3. Analyze and optimize database performance, ensuring scalability and reliability for organizational data needs

Suggested Readings:

1. Coad, Peter and Edward, Yourdon, Object-Oriented analysis, 2nd ed., Englewood Cliff,New Jersey, Yuordon Press, 1991.
2. Kroenke, David M. Database Processing: Fundamentals, Design, Implementation, 4th ed.,New York, McMillan.
3. McFadden, Fred R and Hoffer, Jeffery, A. Database Management, 3rd ed., Redwood City,Benjamin- Cummings, 1991.
4. Pratt, Phillip J. A Guide to SQL, Boston, Boyd and Fraser, 1990.
5. Salemi, Joe Client/Server Data Bases, Emeryville, Calfornia, Ziff-Davis Press, 1993.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

IT - 305: DATA COMMUNICATION (4C)

Course Objectives:

1. To understand the fundamentals of data communication and its importance in modern business environments.
2. To develop knowledge and skills in various data communication technologies and protocols.
3. To gain insights into the design and implementation of secure and efficient data communication networks.

Course contents:

Unit I: Introduction, communication models, protocol architecture OSI, TCP-IP.

Unit II: Data transmission concepts and terminology, analog and digital transmission, transmission impairment, guided and wireless transmission.

Unit III: Data link control: Flow control, error detection, error control, high level data linkcontrol, other link control.

Unit IV: Multiplexing: Frequency division, time division, asymmetric digital subscriber line,DXSL.

Unit V: Circuit switching, packet switching ATM and Frame relay, LAN technology, Lan system.

Course Outcomes:

1. Apply principles of data communication to effectively transmit and receive data within organizational networks.
2. Evaluate and select appropriate data communication technologies and protocols for specific business requirements.
3. Demonstrate knowledge of network security measures and implement strategies to protect data during transmission.

Suggested Readings:

1. Data and computer communication, William Stallings, sixth edition, PHI publication.
2. Computer network, Andrew S. Tanenbaum, Third Edition, PHI publication.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

IT - 306: SOFTWARE ENGINEERING (4C)

Course Objectives:

1. To understand the principles and concepts of software engineering for effective software development in business contexts.
2. To acquire knowledge and skills in software development methodologies, tools, and techniques.
3. To develop an understanding of software project management, quality assurance, and software maintenance.

Course Contents:

Unit I: Introduction: SDLC, models of SD, process and project management.

Unit II: Project Planning: Project planning infrastructure, process planning.

Unit III: Effect estimates and scheduler: models, schedule, approach, Quality Planning: quality concept, CMM, quantitative quality management planning, defect portion planning.

Unit IV: Risk Management: risk assessment, risk control.

Unit V: Measurement and trolley planning: concept of measurement, S process control, measuring schedule, measuring size, project tracking, and configuration management: concept, configuration process and control.

Course Outcomes:

1. Apply software engineering principles to analyze, design, and develop software solutions for business needs.
2. Utilize software development methodologies and tools to plan, execute, and monitor software projects.
3. Implement software quality assurance measures and apply best practices for software maintenance and evolution.

Suggested Readings:

1. Integrated approach to Software Engineering, 3rd Edition., Pankaj Jolate, Narosa Publication

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

IT - 307: SYSTEM ANALYSIS AND DESIGN (4C)

Course Objectives:

1. To develop a comprehensive understanding of system analysis and design principles and techniques.
2. To gain proficiency in analyzing business requirements and designing effective information systems.
3. To acquire knowledge of various system modeling techniques and tools for system development.

Course Contents:

Unit I: Introduction: system analysis overview, category of information system, feasibility study.SDCC, system development strategy, implementation and evaluation.

Unit II: Tools for determining system requirement: requirement determination, fact – findingtechnique, tools for documentation proceeding and decision.

Unit III: Structure analysis development strategy: structure analysis, data flow strategy, elevationof DFD, recording data description.

Unit IV: Analysis to design transition: specific application requirement, elements of design,design of input and output, design of online dialogue.

Unit V: Design for database integration: system development in a database, E-R diagram, datamodel, normalization, database administration.

Course Outcomes:

1. Apply system analysis and design methodologies to identify and evaluate business requirements for system development.
2. Design and develop efficient and user-friendly information systems to meet business needs.
3. Utilize system modeling techniques and tools to create system specifications and prototypes for effective system implementation.

Suggested Readings:

1. James A Senn, analysis & Design of Information System, Second Edition, McGraw-HillInternational Editions, Computer Series.
2. Awad, Elias M. Systems analysis and Design, 2nd ed., New Delhi, Prentice Hall of India,1990.
3. Coad, Peter and Edward, Yourdon, Object-Oriented Analysis, 2nd ed., Englewood Cliff,New Jersey, Yourdon Press, 1991.
4. Hawryszkiewyez, IT, Introduction to Systems Analysis and Design, 2nd ed., New Delhi,Prentice Hall of India, 1991.
5. Macro, T.D. Structured Analysis & System Specification, New Delhi, Yourdon Press,1989.
6. Rajaraman, V. Analysis and Design of Information systems, New Delhi, Prentice Hall ofIndia, 1991.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

IT - 308: INFORMATION SECURITY (4C)

Course Objectives:

1. To develop a strong understanding of information security principles, concepts, and best practices.
2. To acquire knowledge of various security measures and technologies used to protect organizational information assets.
3. To learn to assess and manage information security risks to ensure the confidentiality,

integrity, and availability of data.

Course contents:

Unit I: Introduction: need for security, security approaches, principle of security, risk to
introduction system. Security: physical security, logical security, threats to security.

Unit II: Cryptographic technique: plain text and Cipre text, substitution technique, transportation technique encryption and decryption, symmetric and assenter key, stegonography, key range and key size, possible type attack.

Unit III: Computer based Symantec key cryptographic algorithms: Introduction algorithm types and model overview of symmetric key cryptography, data encryption standard, IDEA, RCS, blowfish, AES.

Unit IV: Computer based asymmetric key cryptographic algorithms: Introduction, RSA algorithm, digital signature, knapsack algorithm.

Unit V: Public key infrastructure, digital certificate, private key management, PKCS, XML, PKI and security.

Course Outcomes:

1. Apply information security principles to identify and mitigate potential security threats and vulnerabilities.
2. Design and implement effective information security policies and procedures to safeguard organizational data.
3. Evaluate and select appropriate security technologies and tools to protect information assets and ensure compliance with industry standards and regulations.

Suggested Readings:

1. Cryptography and network security, Atil Khate, TMH.
2. PC and LAN Security by Stephen Cobb.
3. Enterprise Disaster Recovery Planning by Miora.
4. Computer Security for dummies.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

IT - 309: E-COMMERCE AND CYBER LAW (4C)

Course Objectives:

1. To understand the fundamental concepts and theories of e-commerce and its impact on business operations.
2. To develop knowledge of legal frameworks and regulations governing e-commerce and cyber law.

3. To explore the ethical and security challenges associated with e-commerce and cyber law.

Course Contents:

Unit I: E-commerce overview: Introduction, models of e-commerce, e-commerce status in India.**Unit II: Technology for e-commerce:** Electronic data interchange, internet protocols, security, internet security protocol, challenge in e-commerce.

Unit III: Cybercrime: Building e-commerce infrastructure, Cybercrime in India and abroad, payment process fraud.

Unit IV: Cyber Law: E-commerce legal frame work, UNCITRAL model law, taxing issue

Unit V: IT act 2000, TRAI, Indian Telegraph Act 1885, the Reserve Bank Act, 1934.

Course Outcomes:

1. Apply e-commerce strategies and techniques to enhance business processes and improve customer engagement.
2. Comprehend and adhere to legal and regulatory requirements related to e-commerce and cyber law.
3. Evaluate and implement effective security measures to protect sensitive information in e-commerce transactions and mitigate cyber threats.

Suggested Readings:

1. Enterprise Electronics and Mobile Commerce, VK Jain, Cyber Tech publications.
2. Cyber laws, K Kumar, dominant Publisher and Distributor.
3. Understanding Electronics Commerce, David Kosiur, Microsoft press.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

PRODUCTION AND OPERATIONS MAJOR SPECIALIZATION

PO - 304: PURCHASING & MATERIALS MANAGEMENT (4C)

Course Objectives:

1. To develop an understanding of the principles and strategies involved in purchasing and materials management.
2. To acquire knowledge of procurement processes, supplier selection, and negotiation techniques.
3. To explore inventory management, logistics, and cost optimization in the context of purchasing and materials management.

.Course contents:

Unit I: Role of purchasing and materials management – Objectives, organizations and interrelationships, determination and description of material quality, material planning in push andpull system, MRP and JIT.

Unit II: Determination and description of material quality – receiving and incoming quality inspection, acceptance sampling plans, vendor-process capability; cost-reduction techniques – standardization, simplification and variety reduction; value analysis and engineering.

Unit III: Make or buy decisions, purchasing research, sources of supply, price determination and negotiation vendor rating, selection and development, legal aspects of purchasing, public purchasing and tendering; international purchasing – procedures and documentation.

Unit IV: Purchasing of capital equipment – appraisal methods, evaluating suppliers' efficiency, stores layout, classification and codification; material logistics – warehousing management, material handling, traffic and transportation, disposal of scrap, surplus and obsolete materials.

Unit V: Inventory control of spare parts, material information system.

Course Outcomes:

1. Apply purchasing and materials management principles to effectively source and procure goods and services.
2. Implement strategies for supplier relationship management and vendor performance evaluation.
3. Optimize inventory levels, streamline logistics operations, and reduce costs through effective materials management practices.

Suggested Readings:

1. Ansari A and Modarress B. JIT Purchasing, New York, Free Press, 1990.
2. Baily P. etc. Purchasing Principles and Management, London, Pitman, 1994.
3. Burt, David N. Proactive Procurement, Englewood Cliffs, New Jersey, Prentice Hall Inc.,1994.
4. Dobler, D.W. etc. Purchasing and Materials Management, New York, McGraw Hill, 1990.
5. Dutta, A.K. Integrated materials Management, New Delhi, PHI, 1986.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

PO - 305: TOTAL QUALITY MANAGEMENT (4C)

Course Objectives:

1. The objectives of the course is to acquaint the students with to make clear to candidates the basic concept of Total Quality (TQ) from design assurance to service assurance;

2. To give emphasis on International Quality Certification system – ISO 9000 and other standards and their applicabilityin design manufacturing quality control and services,
3. To closely interlink management of quality, reliability and maintainability for total product assurance;
4. To focus on quality of services in contemporary environment.

Course Contents:

Unit I: Basic concept of total quality (TQ); evolution of total quality management; components ofTQ loop; conceptual approach to S.Q.C. acceptance sampling and inspection plans.

Unit II: statistical process control; process capability studies; humanistic aspects of TQM; management of Q.C. and Z.D. programmes; quality improvement teams; Q-7 tools.

Unit III: Quality costs, Taguchi loss function; functional linkage of quality with reliability andmaintainability.

Unit IV: Failure analysis; (ETA/FMEA) and optimum maintenance decisions; total productivemaintenance (TPM).

Unit V: Quality audits; lead assessment and ISO – 9000 standards; marketing aspects to T.Q.;total quality of services; total quality and safety; six sigma.

Course Outcomes:

1. Apply TQM principles and tools to identify and address quality-related issues in organizations.
2. Implement quality improvement initiatives and processes to enhance customer satisfaction and organizational performance.
3. Foster a culture of continuous improvement and employee involvement in quality management practices.

Suggested Readings:

1. Carruba, Eugene R and Gorden, Ronald D. Product Assurance Principles: IntegratingDesign Assurance & quality Assurance, New York, McGraw Hill, 1991.
2. Grant, Eu-gene L and Leaveworth, Richards, Statistical Quality control, McGraw Hill,New York, 1991.
3. Ireson W.G. and Coombas, CP. Handbook of Reliability engineering & management, NewYork, McGraw Hill, 1988.
4. Lochner, Robert H. And Matar, Joseph E. Designing for Quality, London, chapman &Hill, 1990.
5. Pike, John and Barnes, Richard, TQM in Action, London, chapman & Hill, 1994.

The list of cases and specific references including recent articles will be announced in the class atthe time of launching of the course.

PO - 306: PRODUCTION PLANNING & CONTROL (4C)

Course Objectives:

1. Develop an understanding of production planning and control principles, techniques, and methodologies.
2. Acquire knowledge of the various factors influencing production planning and control decisions.
3. Learn to effectively manage production processes to ensure efficient resource utilization and timely delivery of products.

Course Contents:

Unit I: Production planning and control function; material requirement planning.

Unit II: production – inventory systems; forecasting for inventory and production control.

Unit III: Aggregate planning; job shop planning; scheduling and control; just-in-time production. **Unit IV:** Line balancing; planning for high volume standardized products; procedures anddocumentation in production planning and control.

Unit V: Application for computers; ERP.

Course Outcomes:

1. Apply production planning and control techniques to optimize production processes and improve operational efficiency.
2. Analyze and manage production schedules to meet customer demands and minimize production bottlenecks.
3. Develop skills in coordinating and controlling production activities, ensuring cost-effective utilization of resources and meeting quality standards.

Suggested Readings:

1. Burbidge, John L. Principles of Production Control, London, Donald and Evans 1981.
2. Caubang, Ted C. Readings on Production Planning and Control, Geneva, ILO.
3. Greene, James H. Production and Inventory control Handbook, New York, McGraw Hill,1987.
4. Mc Leavey, Dennis W and Narasimhan, SL. Production and Inventory Control, Boston,allyn and bacon, 1985.
5. Peterson, R and Silver, EA. Decision systems for Inventory Management and ProductionPlanning, New York, John wiley, 1979.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

PO - 307: APPLIED OPERATIONS RESEARCH (4C)

Course Objectives:

1. Develop a comprehensive understanding of the principles and techniques of applied operations research.
2. Acquire practical skills in applying quantitative methods to solve complex business problems.
3. Enhance analytical and decision-making abilities by utilizing operations research tools and models.

Course Contents:

Unit I: Parametric and sensitivity analysis; inventory control models under uncertainty.

Unit II: Applied queuing models; networks models.

Unit III: Non-linear optimization techniques-quadratic programming.

Unit IV: Portfolio management problem; replacement models and policies.

Unit V: Dynamic programming; reliability models.

Course Outcomes:

1. Apply operations research models and techniques to analyze and optimize business processes and systems.
2. Develop skills in problem formulation, data analysis, and decision-making using quantitative methods.
3. Demonstrate the ability to interpret and communicate the results of operations research analyses to support strategic decision-making in organizations.

Suggested Readings:

1. Ahuja A.K. etc. Network Flows, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1993.
2. Gould, FJ. etc. Introduction to Management Science, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1993.
3. Gupta, MP and Sharma J.K. Operations Research for Management, New Delhi, National,
4. 1997.
5. Taha Harndy A. Operations Research: An Introductions, McMillan, New York, 192.
6. Mathur, K. And Solow D. Management Science, Englewood Cliffs, New Jersey, PrenticeHall Inc., 194.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

PO - 308: LOGISTICS MANAGEMENT (4C)

Course Objectives:

1. Understand the key concepts and principles of logistics management in the context of supply chain operations.
2. Develop knowledge and skills in effectively managing the flow of goods, services, and information across the supply chain.
3. Gain insights into logistics strategies and techniques for improving operational efficiency and customer satisfaction.

Course Contents:

Unit I: Introduction to Logistics and its interface with production and marketing; measures oflogistics: physical distribution and logistics.

Unit II: Logistics system analysis and design; warehousing and distributing centres; locations.

Unit III: Transportation systems: facilities and services; dispatch and routing decisions and models.

Unit IV: Inventory management decisions; logistics audit and control; packaging and materialshandling.

Unit V: International logistics management; logistics future directions.

Course Outcomes:

1. Apply logistics management principles to design and optimize supply chain networks.
2. Analyze and evaluate logistics processes to identify areas for improvement and cost reduction.
3. Demonstrate the ability to develop and implement logistics strategies that enhance overall supply chain performance and competitiveness.

Suggested Readings:

1. Bhallau, Renald H. Business Logistis Management, Englewood Cliffs, New York, PrenticeHall Inc., 1992.
2. Beal K, A management Guide to Logistics Engineering, USA Institute of ProductionEngineering, 1990
3. Benjamin S.B. Logistics Engineering and Management, Englewood Cliffs, New York,Prentice Hall Inc., 1996
4. Bowersox, DJ and Closs, D.H. Logistics Management, A System Integration of PhysicalDistribution, New York, McMillan, 1986
5. Chirstopher, M. Logistics and Supply Chain Management: Strategies and Reducing

Costsand Improving Services, London, Pitsman, 1992

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

PO - 309: GOALS PROGRAMMING IN MANAGEMENT (4C)

Course Objectives:

1. Acquire a comprehensive understanding of goal programming principles and their relevance in management contexts.
2. Develop proficiency in utilizing goal programming models to address complex decision-making challenges in diverse management domains.
3. Enhance problem-solving skills by effectively balancing multiple objectives and constraints through goal programming techniques.

Course Contents

Unit I: Goal Programming – basic concept, model formulation, graphical and simplex method

Unit II: Integer goal programming, post-optimal sensitivity analysis

Unit III: Parametric goal programming: goal programming under certainty

Unit IV: Application of goal programming in functional areas of management; implementation ofgoal programming

Unit V: Introduction to some application software such as – QSB, micro manager and LIGO

Course Outcomes:

1. Apply goal programming strategies to optimize decision-making processes and achieve desired management goals.
2. Evaluate and analyze real-world management problems using goal programming models to identify optimal solutions.
3. Demonstrate the ability to effectively communicate and implement goal programming approaches for improving organizational decision-making and performance.

Suggested Readings

1. Cook, Thomas M and Russel, Robert A. Introduction to Management Science, 3rd ed.Englewood Cliffs, New Jersey, Prentice Hall Inc., 1985
2. Eppen, GD. Etc. Quantitative Concepts for Management, Englewood Cliffs, New Jersey,Prentice Hall Inc., 1994
3. Ignizio, JP. Goal Programming and Extensions, Lexington Books, 1976
4. Ijier Y. Management Goals and Accounting for Control, Amsterdam, North Holland, 1965
5. Lee SM. Goal Programming for decision Analysis, Philadelphia, Auerbach, 1971

The list of cases and specific references including recent articles will be announced in the class

at the time of launching of the course.

INSURANCE AND RISK MANAGEMENT MAJOR SPECIALIZATION

IR - 304: PRINCIPLE & PRACTICES OF LIFE & GENERAL INSURANCE (4C)

Course Objectives:

1. The objective of this paper is to make the students aware of the various life and general insurance product and the provisions, benefits and services aspect of each product.
2. It also provides the understanding on various practices with specific reference to underwriting, rating, claim settlement and allied service.

Course Contents:

Unit I: Origin and development of the concept of life insurance, principles of life insurance, products of life insurance and services

Unit II: Elements in the computation of Assurance premium, selection and classification of risk and the basic principles of utmost good faith

Unit III: Plans of life insurance, application and acceptance, insurance forms

Unit IV: Origin and development of General insurance concepts, Basic principles of generalinsurance, general insurance markets, type of general insurance

Unit V: Underwriting and Rating practices, claims practice and procedures

Course Outcomes:

1. Apply principles of life and general insurance to assess and mitigate risk in personal and business contexts.
2. Analyze insurance policies and develop appropriate coverage plans based on individual and organizational needs.
3. Demonstrate proficiency in evaluating insurance claims and handling insurance-related processes effectively.

Suggested Readings:

1. Gupta P.K. “Fundamental of Insurance”, Himalaya Publishing House, Mumbai
2. Black, Kenneth and Harold Skipper, “Life and Health Insurance”, Pearson Educatioin,New Delhi
3. Ganguly, Anand. “Insurance Management”, New Age International, New Delhi
4. Mothhar, M., “Insurance Principles, Practices, Management and Salesmanship”, SaradaPustak Bhawan, Allahabad
5. IC-01, Principles of Insurance, Insurance Institute of India, Mumbai
6. IC-02, Practice of Life Insurance, Insurance Institute of India, Mumbai

7. IC-02, Practice of General Insurance, Insurance Institute of India, Mumbai

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

IR - 305: FINANCE FOR INSURANCE (4C)

Course Objectives:

1. The objective of this paper is to acquaint the students with the basic understanding of Indian Financial System that includes financial markets, instruments and regulation under which a financial corporate operates.
2. It provides concepts on finance and its time value with the calculation of interest on various types of deposits and term structure of interest rates.
3. The basic principles of valuation models are discussed for evaluation of different types of securities.

Course Contents:

Unit I: Indian financial system-financial markets, instruments and regulatory authority. Scope andfunctions of finance; objective of financial management. Time value of money-calculation of present and future value of money.

Unit II: The measurement of interest-The nominal rate of interest, simple interest, compound interest, term structure of interest rates. Elementary annuities-Annuity immediate, annuity due, annuity values on any date, perpetuities

Unit III: General annuities-annuities payable less frequently than interest is payable, continuous annuities- unknown time and unknown rate of interest, elementary varying annuities, more generalvarying annuities, continuous varying interest

Unit IV: Amortization, schedule and sinking funds, determination of outstanding principal, amortization schedules-sinking fund, different payment periods and interest conversion periods-

yield rates-reinvestment rates

Unit V: Valuation of bonds and equity shares-types of securities, price of a pure bond-premium discount and par; convertible bonds and its valuation; callable basis and its valuation; determination of various types of yields; valuation of equity shares; Bonus issue and equity.

Course Outcomes:

1. Apply financial analysis techniques to evaluate the financial performance and solvency of insurance companies.
2. Make informed financial decisions related to underwriting, investment, and risk management in the insurance industry.

3. Demonstrate knowledge of financial regulations and compliance requirements specific to the insurance sector.

Suggested Readings:

1. Pandey, I.M. Financial Management, 10th Edition, Vikash Publishing House, New Delhi
2. Kelison, Stephen, G., (2009). The Theory of Interest (3rd ed.) McGraw Hill, New York
3. Parameter, Michael M., Theory of Interest and life Contingencies with Pension Application, Actex Publishers, Winsted, CT

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

IR - 306: HEALTH AND PERSONAL ACCIDENT INSURANCE (4C)

Course Objectives:

1. Understand the principles and concepts of health and personal accident insurance.
2. Develop knowledge of various insurance products and services related to health and personal accident coverage.
3. Explore the role of health and personal accident insurance in risk management and financial planning.

Course Contents:

Unit I: Economics of health care-health care environment-health insurance providers in India-different levels of medical care-insurance principles as applicable to medical insurance

Unit II: Individual health insurance policy coverage-disability insurance-long term care plans-taxation aspects

Unit III: Accident insurance and related overseas travel insurance, issues related to critical illness, domiciliary treatment, hospitalization

Unit IV: Health Insurance underwriting-health insurance underwriting factors-principles of healthinsurance rate making –premium rate variables-individual policy underwriting-group policy underwriting-health insurance reserves and other liabilities

Unit V: Health insurance proposal forms-claim forms-claims documentation-different methods of claims settlement-third party administration-IRDA regulations on health insurance

Course Outcomes:

1. Analyze and evaluate health and personal accident insurance policies to meet the specific needs of individuals and organizations.
2. Apply insurance principles and practices to assess and manage risks associated with health and personal accident coverage.
3. Demonstrate an understanding of the regulatory framework and ethical considerations

in health and personal accident insurance.

Suggested Readings:

1. Black, Jr., Kenneth and Harold Skipper Jr. (2005), Life and Health Insurance, (13th Edition) Pearson Education, New Delhi
2. Rejda, George. E. (2008), Principles of Risk Management and Insurance, InternationalEdition, 10th ed., Pearson Education, New Delhi
3. IC-11: Practice of General Insurance (2006), Insurance Institute of India, Mumbai

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

IR - 307: DATA MINING TECHNIQUE (4C)

Course Objective:

The objective of this paper is to acquaint the students having anything to do with databases, neuralnetworks, genetic algorithms, E-commerce, Artificial intelligence with the techniques of data mining and warehousing, developing business intelligence and Customer Relationship Management (CRM)

Course Contents:

Unit I: Data warehousing: introduction, what is a data warehouse, definition, multidimensional data model, OLAP operations, Warehouse Scheme, data warehousing architecture, warehouse server, metadata, OLAP engine, data warehouse backend process

Unit II: data mining: introduction, what is data mining, definition, KDD vs. Data mining, DBMS vs. DM, Association Rules: Introduction, what is an association rule, method to discover association rules, priori algorithm, partition algorithm, Pincer-Search algorithm, dynamic itemset counting algorithm, FP-tree growth algorithm, Eclat and dEclat, rapid association rule mining, discussion on different algorithms, incremental algorithm, border algorithm, generalisedassociation rule, association rules with item constraints

Unit III: Cluster techniques, introduction, clustering paradigms, partitioning algorithms, k-Medoid algorithm, CLARA, CLARANS, hierarchical clustering, DBSCAN, BIRCH, CURE, categorical clustering algorithms, STIRR, ROCK, CACTUS

Unit IV: Decision Trees: Introduction, what is a decision tree, tree construction principle, best split, splitting indices, splitting criteria, decision tree construction algorithms, CAR, ID3, C4.5, CHAID, decision tree construction with presorting, rain forest, approximate methods, CLOUDS, BOAT, pruning technique, integration of pruning and construction.

Unit V: Other techniques: Introduction, what is neural network, learning in NN, unsupervised learning, data mining using NN, genetic algorithm, support vector machines.

Course Outcomes:

1. Apply data mining techniques to extract valuable insights and patterns from large datasets.
2. Evaluate and select appropriate data mining algorithms and tools for different business applications.
3. Utilize data mining results to make informed business decisions and improve organizational performance.

Suggested Readings:

1. Pujari, Arun K., Data Mining Techniques, Universities Press (India) Pvt. Ltd., Hyderabad,2nd ed., 2010
2. Agrawal S., Agrawal R., Deshpande P.M., and Gupta A. On the computation of multidimensional aggregates. VLDB, 1998
3. Anahlory S., and Murray D. Data warehousing in the Real world: A Practical guide forbuilding decision support systems. Addison Wesley Longman, 1997
4. Nestorov S. and Ttsur S. Integrating data mining with relational DBMS: A tightly coupledapproach, www-db.stanford.edu/people/evitmov.html, 1998
5. Han J., Cheng H. Xin D., Yan X. Frequent pattern mining: Current status and futuredirections. Data Mining and Knowledge Discovery, 14(1), 2007

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

IR - 308: ACTUARIAL MATHEMATICS (4C)

Course Objectives:

The objective of this course is to make the students aware about the concept, process, and application of actuarial science in the field of life and general insurance

Course Contents:

Unit I: Introduction to life insurance: life insurance contracts-annuity contracts-pension benefits- mutual and proprietary insurers. Survival models: future life time-survival function-force of mortality-actuarial notation- curator future life time. Life table and selection: life tables-fractional age assumptions-survival models for life insurance policy holders-life insurance underwriting- select and ultimate survival models

Unit II: Benefits of insurance: valuation of insurance benefits-variable insurance benefits-function of select lives. Annuities: annuities certain-annual life annuities-continuous annuities-deferred annuities-guaranteed annuities-increasing annuities-evaluation of annuity functions. Calculation of premium-net premium-gross premium-profit-extra risks

Unit III: Policy values: Policies with annual cash flows-policies with cash flows and discrete

intervals-policy values with continuous cash flows-policy alterations-retrospective policy value- negative policy value. Multiple state models: examples of multiple state models – assumptions. Kolmogorov's forward equations-premiums- policy values, multiple decrement models-joint life and last survivor benefits-transitions at specified ages

Unit IV: Pension mathematics-salary scale function-setting the contribution-defined contribution plan-the service table-valuation of benefits-withdrawal pension-funding plans. Interest rate risks: Yield curve-valuation of insurance and life annuities-risk: diversifiable and non-diversifiable- Monte Carlo simulation, cash flow analysis for traditional life insurance contracts: profit testingfor traditional life insurance-profit measures

Unit V: Emerging costs for equity-linked insurance: Equity-linked insurance (ELI)-Deterministic profit testing for ELI-stochastic profit testing-stochastic pricing-stochastic reserving. Option pricing: assumptions- European call options and put options-American options-Binomial option pricing-Black-Scholes-Merton model. Embedded option: guaranteed minimum maturity benefits- guaranteed minimum death benefit-pricing methods for embedded options-risk management- emerging costs

Course Outcomes:

1. Analyze and assess risks in insurance and finance industries using actuarial mathematical models.
2. Apply probability theory and statistical methods to solve actuarial problems and make data-driven decisions.
3. Develop actuarial models and use them to predict and manage financial uncertainties for effective risk management.

Suggested Readings:

1. Bowers, N.L., Gerber H.U., Hickman J.C., Jones D,A, and Nesbitt C.J., Actuarial mathematics, 2nd Edition, Society of Actuaries, istaca
2. Dickson D.C.M., Hardy M.R. and waters H.R. (2009) Actuarial Mathematics for lifecontingent risks, Cambridge University Press, Cambridge
3. Neili A., Life Contingencies, Heinemann, London

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

IR - 309: RISK MANAGEMENT & LIFE INSURANCE UNDERWRITING (4C)

Course Objective:

The objective of this course is to make the students aware about the various risk factors of lives and role of insurance

Course Contents:

Unit I: Risk in our society & life insurance: Meaning of risk, Chance of loss, Basic category

of risk, Types of pure risk, Burden of risk on society, Methods of handling risk, Life insurance: Pre- mature death, Financial impact of pre-mature death, Amount of life insurance to own, Types oflife insurance, Variation of whole life insurance, Other types of life insurance.

Unit II: Introduction to concept of risk, hazard and peril, concept of tolerable limits and downside, concept of risk, process of risk management, risk perception, various tools used to perceive a risk, organization charts, flow chart, accounting methods, exposure analysis, check lists, DOW index, fault tree, event tree, HAZOP studies, safety audit

Unit III: Introduction to the process of risk, evaluation and concept of probability, what is PML (just the concept) decision, Marketing Criteria, importance of valuation of a risk, concept of Sum insured and how to fix the Sum Insured

Unit IV: Introduction to the process of Risk Control, loss prevention, various methods/techniques of risk retention, captives and methods of self-retention, risk transfer mechanisms

Unit V: Significance of pricing fundamental, underwriting basics, organization of underwriting, underwriting philosophy & guidelines

Course Outcomes:

1. Apply risk management techniques to identify, assess, and mitigate risks in the context of life insurance underwriting.
2. Evaluate and determine appropriate life insurance underwriting decisions based on risk analysis and assessment.
3. Develop strategies for effective risk management and life insurance underwriting to ensure financial stability and profitability.

Suggested Readings:

1. Gupta P.K., Fundamental of Insurance, Himalaya Publishing House, Mumbai
2. Black, Kenneth and Harold Skipper, Life and Health Insurance, Pearson Education, NewDelhi
3. Ganguly Anand, Insurance Management, New Age International, New Delhi

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

SEMESTER – IV

CP – 401	Entrepreneurship Development	4
CP – 402	Project Management	4
CP – 403	Dissertation and Viva-voce, Immersion Programme	8
Finance (Minor Specialization)		

F - 404	Security Analysis & Portfolio Management	4
F - 405	International Accounting	4
F - 406	Project Planning Analysis & Management	4
Marketing (Minor Specialization)		
M - 404	Advertising Management	4
M - 405	International Marketing	4
M - 406	Planning & Managing Retail Business	4
Human Resource (Minor Specialization)		
HR - 404	Manpower Development for Technological Change	4
HR - 405	Legal Framework Governing Human Relations	4
HR - 406	Human Resource Development: Strategies & Systems	4
Information Technology (Minor Specialization)		
IT - 404	System Analysis & Design	4
IT - 405	Information Security	4
IT - 406	E-Commerce & Cyber Law	4
Production & Operations (Minor Specialization)		
PO - 404	Purchasing & Materials Management	4
PO - 405	Total Quality Management	4
PO - 406	Logistics Management	4
Insurance & Risk Management (Minor Specialization)		
IRM - 404	Principles & Practices of Life & General Insurance	4
IRM - 405	Finance for Insurance	4
IRM - 406	Health and Personal Accident Insurance	4
Semester IV Total Theory Credits		**24**

CP - 401: ENTERPRENUERSHIP DEVELOPMENT (4C)

Course Objectives:

1. The purpose of this course is to expose the student to the basic concepts of entrepreneurship and Common myths to becoming an entrepreneur. Students will be exposed to the functions of entrepreneurs, and problems faced by them in the real

world.

2. To impart understanding of Entrepreneurial Finance, Assistance and role of entrepreneurial development agencies
3. To provide insights to students in converting an Idea to an opportunity and develop understanding of various funding sources for a startup.
4. Familiarizing the students on Developing a Business Plan and to provide basic understanding of Launching a New Venture

Course Content:

Unit I: Introduction, Meaning, definition and concept of entrepreneur, entrepreneurship and entrepreneurship development. The entrepreneurial mind-set. Common myths to becoming an entrepreneur and how to overcome them. Corporate entrepreneurship. Concepts of intrapreneurship, types of entrepreneurs, functions of entrepreneur. Family Business, Women entrepreneurship, social and rural entrepreneurship.

Unit II: 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, othergovernment initiatives and inclusive entrepreneurial growth. Overview of MSME policy of government in India. Role of agencies assisting entrepreneurship: DICs, SSIs, NSICs, EDIINIESBUD, NEDB, Entrepreneurship Development Institute (EDI). New initiatives taken by government to promote entrepreneurship in India at larger scale.

Unit III: From Idea to opportunity: Idea generation- sources and methods, identification and classification of ideas. Individual creativity: idea to business opportunity, Opportunity assessment, challenges of new venture start-up, Venture capital, Angel investing, Crowd-funding

Unit IV: 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 V: 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.

Course Outcomes:

1. Developing understanding of basic concepts of entrepreneurship.
2. Develop knowledge on Entrepreneurial Finance, Assistance and role of EntrepreneurialDevelopment Agencies
3. Develop understanding of converting an Idea to an opportunity and develop understandingof various funding sources
4. Comprehend and develop skills to develop a Business Plan.
5. Students to have a basic understanding of Launching a New Venture

Suggested Readings:

1. Roy: Entrepreneurship, OUP
2. Entrepreneurship 10th Ed (Indian Edition) 2016 by Robert Hisrich Michael Peters DeanShepherd, McGraw Hill
3. Khanka, S.S.; Entrepreneurial Development; S. Chand and Co.
4. Kumar, Arya; Entrepreneurship; Pearson Education.
5. Desai, Vasant; Dynamics of Entrepreneurial Development and Management; HimalayaPublishing
6. Blundel, R. and Lockett, N.; Exploring Entrepreneurship Practices and Perspectives; Oxford Publications.
7. Dollinger, M. J.; Entrepreneurship: New Venture Creation; PHI Learning. Skills

CP - 402: PROJECT MANAGEMENT (4C)

Course Objectives:

The course is intended to develop the knowledge of the students in the management of projects, special emphasis will be provided on the managerial aspects of project management along with understanding of various tools and techniques for project appraisal and control. It will help the MBA students to draft the project proposal in any area of management and evaluate the worth of projects.

Course Contents:

Unit I: Introduction of Project: Definitions & Characteristics of Project, Types of Projects, Project Life Cycle. Concepts of Deliverables, Scope of Work and Milestones. Project Management Process: Introduction, Tools & Techniques of Project Management. Project Teamand Scope of Project Management: Characteristics of a Project Team & Project Leader, Project Organization, and Importance of Project Management. Case Studies

Unit II: Project Identification & Selection: Identification, Generation of ideas, Approaches to

Project Screening and Selection, Project Rating Index. Market & Demand Analysis Techniques: Survey & Trend Projection Methods. Project Risk Management: Concepts and

Types of Project Risks, Risk Identification, Risks Analysis, Risks Mitigation Strategies. Case Studies

Unit III: Project Costing: Fundamental components of Project Cost, Types of Costs: Direct, Indirect, Recurring, Non-Recurring, Fixed, Variable, Normal, Expedite costs. Project Financing and Budgeting: Sources of Finance, Top down Budgeting, Bottom up Budgeting, Activity Based Costing. Social Cost Benefit Analysis (SCBA) of Project: Concept & significance of SCBA, Approaches to SCBA. Case Studies

Unit IV: Project Scheduling and Network Analysis: Steps in Project Scheduling and Network design, Gantt Chart, Work Breakdown Structure (WBS) & Responsibility Assignment Matrix. Project Network Design: Identifying the Nodes and Activities, Activity on Arrow (AoA) and Activities on Node (AoN) methods, Introduction to PERT and CPM, Crashing in Projects. Case Studies

Unit V: Project Monitoring and Control: Planning- Monitoring and Control Cycle. Project Management Information System. Milestone Analysis and Tracking Gantt chart.

Earned Value Analysis (EVA): Planned Value (PV), Earned Value (EV), Cost Variance (CV), Schedule Variance (SV), Cost performance Index (CPI), Schedule performance Index (SPI). Project Termination: Types of Terminations, Project Termination Process. Case Studies

Course Outcomes:

1. Students will be able to understand the characteristics of Project and Project Management
2. The students will understand the managerial process along with tools & techniques used inProject management
3. Students will understand the scheduling and monitoring process in Project. They will beable to apply PERT and CPM method for project scheduling
4. Students will understand the perspectives in which optimum decisions are to be taken incase of risks with planned activities in project.

Suggested Readings:

1. Project Management: Achieving Competitive Advantage, 5th Edition, Jeffrey K. PintoPearson Publication.
2. Project Management: A Managerial Approach: Jack R. Meredith Broyhill Samuel J. Mantel, Jr., John Wiley & Sons Publication.
3. Project Management: Sanjiv Marwah, Dreamtech Press.
4. Project- Preparation, Appraisal, Budgeting and Implementation: Chandra Prasanna -(TMH)
5. Project Management Core Text Book: M R Gopalan (Wiley) 5. Quantitative Techniques inManagement : N D Vohra (TMH)

CP - 403: (A) DISSERTATION AND VIVA-VOCE (8C)

A student shall have to do a dissertation of 100 marks / 04 credits under the supervision of a teacher/faculty of the Department and submit the dissertation report to the Department and there would be a Viva-voce examination.

(B) IMMERSSION PROGRAMME IN SOCIAL ENTERPRISE

A student shall have to do a Field Study of Social Sectors/ NGOs etc. of 100 marks/ 04 credits under the supervision of a teacher/ faculty of the Department and submit the Report to the Department and there would be a Viva-voce examination.

FINANCE MINOR SPECIALISATION

F - 404: SECURITY ANALYSIS & PORTFOLIO MANAGEMENT (4C)

Course Objectives:

1. The objective of this course is to improve the skills for taking intelligent investment decisions and managing them in a rational and systematic manner.
2. It also provides a sound intellectual framework for taking investment decisions and the ability to keep emotions from corroding that decision.

Course Contents:

Unit I: Investment attributes and avenues, sources of investment risk, portfolio management process, approaches to investment decision making, qualities for successful investing and errors ininvestment management. Computational finance-Return and risk from single security and portfolio of securities. Risk-return relationship when p=+1, -1, 0, 0.5.

Unit II: Investment decision through fundamental analysis, bond valuation, types of bond yields, bond price theorem, term structure of interest rates, duration, equity valuation-DD model, P/F ratio, bonus issue and equity valuation.

Unit III: Technical Analysis, Dow Theory and Elliot Wave Theory, Technique of technical analysis, moving average, oscillator, relative strength index, rate of change, moving average convergence and divergence, efficient market hypothesis-weak, semi and strong form of market efficiency.

Unit IV: Portfolio selection through Markswitz Model, risky assets only out of owned fund for both risk and risk free assets out of owned funds; risk assets only when LR=BR out of owned fund, risk assets only when LR=BR out of both owned and borrowed funds, risk assets only when BR>LR, portfolio selection – use of Lagrangian multiplier technique, capital asset pricing model, arbitrage pricing theory, portfolio selection through Sharpe model.

Unit V: Portfolio Management and Performance Evaluation: Portfolio management – active management under portfolio proportion constant and portfolio beta constant; passive

management.Portfolio performance evaluation – Sharpe's measure, Trenor's measure, Jenson's measure and diversification measure.

Course Outcomes:

1. It will make the students capable of professionally managing the funds of the mutual funds by identifying and investing on optimal portfolio of various types of financial assets with the help of Lagrange-Multiplier Technique.
2. It will also help to identify the overvalued/undervalued securities traded in the capital market and thereby take sell/buy decision accordingly to maximize the profit of their organization and in the process equilibrium prevails in the market.

Suggested Readings:

1. Charles P. Jones, John Wiley and Sons Inc., New York Investments : Analysis and Management,
2. Prasanna Chandra, Investment Analysis and Portfolio Management, Tata McGraw Hill,New Delhi.
3. John Willey, Modern Portfolio Theory and Investment Analysis, Singapore.
4. Geoffery A. Hirt and Stanley B. Block, Fundamentals of Investment Management, Irwin,Home Wood, Illionis.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

F - 405: INTERNATIONAL ACCOUNTING (4C)

Course Objectives:

1. To acquaint the students with the accounting needs of international financial markets.
2. To analyze the accounting measurement and reporting issues unique to multinational business transactions.
3. Acquire a sound understanding of the Transfer pricing and international taxation Apply basic legal knowledge to business transactions.

Course Contents:

Unit I: International dimensions of accounting: International Accounting – concept, scope and importance of international accounting, harmonization of accounting practices, international accounting standards and IFRS, factors contributing to the development of international accounting, difficulties in international accounting and international efforts for harmonization.

Unit II: Foreign Transactions-recording and translation: International/ foreign transactions and their recording under different methods, currency translations.

Unit III: Foreign Inflation Accounting reporting: International perspective on inflation accounting; financial reporting and disclosure, managing international information systems.

Unit IV: Foreign Financial System Analysis: Analyzing foreign financial statements, financial management of multinational entities.

Unit V: Transfer pricing and international taxation: Transfer pricing-scope, importance and techniques, international taxation-various techniques including withholding taxes.

Course Outcomess

1. To provide basic understanding of International dimensions of accounting.
2. Gain practical knowledge on international accounting standards and reporting.
3. Student can have strong base on International perspective of accounting, reporting and disclosure norms.

Suggested Readings:

1. International Accounting- Das Mohapatra, A.K., Prentice Hall of India, New Delhi.
2. Arpon, Jeffrey S and Radebaugh, Lee H. International Accounting and Multinational Enterprises, New York, John Wiley, 1985.
3. Choi, Frederick DS and Mueller Gerhard G. International Accounting, Englewood Cliffs,New Jersey, Prentice Hall Inc., 1984.
4. Evans, Thomas G. International Accounting & Reporting, London, MacMillian, 1985.
5. Holzer, H Peter, International Accounting, New York, Harper & Row, 1984.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

F - 406: PROJECT PLANNING ANALYSIS & MANAGEMENT (4C)

Course Objectives:

1. To develop project planning skills and techniques for effective project execution.
2. To enhance analytical capabilities for project evaluation and decision-making.
3. To foster leadership and management skills specific to project management.

Course Contents:

Unit I: Project and Economic Development, Project Management - An Overview, Capital Investment: Importance & Difficulties; Generation and Screening of project idea.

Unit II: Capital expenditure; importance and difficulties; market & demand Analysis, Situationalanalysis, Technical Analysis; Financial Analysis.

Unit III: Capital Budgeting Decisions; Analysis of Project Risk; Firm Risk and Market Risk;Social Cost Benefit Analysis; UNIDO Approach, Little-Mirrlees Approach.

Unit IV: Network techniques for project management; PERT Model, CPM Model, Project reviewand administrative aspects.

Unit V: Multiple Projects and Constraints; Financing of Projects, Financing Infrastructure

Projects, Project financing in India; Project Feasibility Report.

Course Outcomes:

1. Apply project planning methodologies to successfully initiate, plan, execute, and monitor projects.
2. Utilize data analysis techniques to assess project feasibility, risks, and performance.
3. Demonstrate effective project management skills in terms of resource allocation, time management, and cost control.
4. Communicate and collaborate with project stakeholders to ensure project success and stakeholder satisfaction.

Suggested Readings:

1. Ahuja, G.K. & Gupta, Ravi, Systematic Approach to Income Tax, Allahabad, Bharat LawHouse, 1997.
2. Bhalla, V.K. Modern Working Capital Manalgement, New Delhi, Anmol, 1997.
3. Bhalla, V.K. Financial Management and Policy, 2nd Edition. New Delhi, Anmol, 1998.
4. Chandra, Prasanna, Project: Preparation, Appraisal, Budgeting and Implementation, 3rdEdition, New Delhi, Tata McGraw Hill, 1987.
5. Dhankar, Raj S. Financial Management of Public Sector Undertakings, New Delhi, Westville, 1995.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

MARKETING MINOR SPECIALISATION

M - 404: ADVERTISING MANAGEMENT (4C)

Course Objectives:

1. Develop an understanding of advertising principles and concepts to create effective advertising campaigns.
2. Acquire knowledge of advertising strategies and tactics to effectively reach target audiences.
3. Develop skills in planning, implementing, and evaluating advertising campaigns to achieve marketing objectives.

Course Contents:

Unit I: Advertising's role in the marketing process; legal ethical and social aspects of advertising. **Unit II:** Process of communication – Wilbur Schramm's model, two step flow of communication, theory of cognitive dissonance and clues for advertising strategists: stimulation of primary and selective demand – objective setting and market positioning; Dagmar approach

– determination of target audience.

Unit III: Building of advertising programme-message, headlines, copy, logo, illustration, appeal, layout; campaign planning; Media planning; budgeting.

Unit IV: Advertising Effectiveness tests, recognition, recall, experimental designs, advertising organization- selection compensation and appraisal of an agency, electronic media buying.

Unit V: Advertising campaign – advertising vs consumer behavior; sales promotion – role of creative strategies; advertising – retail, national, cooperative, political, international, public service advertising.

Course Outcomes:

1. Ability to develop comprehensive advertising strategies to enhance brand awareness and visibility.
2. Proficiency in designing and executing targeted advertising campaigns to reach specific consumer segments.
3. Skill in analyzing advertising effectiveness and measuring return on investment (ROI) for advertising initiatives.

Suggested Readings:

1. Aaker, David A. etc. Advertising Management, 4th ed., New Delhi, Prentice Hall of India,1985.
2. Beleh, George E and Beleh, Michael A. Introduction to Advertising and Promotion, 3rd ed.Chicago, Irwin, 1995.
3. Borden, William H. Advertising, New York, John Wiley, 1981.
4. Hard, Norman. The Practice of Advertising, Oxford, Butterworth Heinemann, 1986.
5. Kleppner, Otto, Advertising Procedure, Englewood Cliffs, New Jersey, Prentice Hall Inc.,1986.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

M - 405: INTERNATIONAL MARKETING (4C)

Course Objectives:

1. Gain a deep understanding of global market dynamics and the factors influencing international marketing strategies.
2. Develop skills to analyze and assess international market opportunities and formulate effective marketing strategies for global expansion.
3. Enhance cross-cultural communication and negotiation skills to successfully navigate diverse international markets.

Course Contents:

Unit I: Nature of International marketing: Definition, Concept and Setting; Distinctions between Domestic Marketing & International Marketing, Multinational Corporations (MNCs); Definition by Size, Structure, Performance & Behaviour, Benefits of International Marketing.

Unit II: Trade Theories & Economic Development, Basis for International Trade, International Institutions: World Bank, IMF, UNCTAD, WTO, Common Markets, Free Trade Zones, Economic Communities;

Unit III: Constraints on International Marketing; Trade Distortions & Marketing Barriers, Tariff Barriers, Non- tariff barriers; Trading partners; India and World trade.

Unit IV: Consumer Behaviour in International Context: Psychological & Social Dimensions, Planning for International Marketing, Marketing Research & Information System, Market Analysis & Foreign Market Entry Strategies.

Unit V: International Marketing Decisions; International Marketing Mix – Identification of Markets, Product Strategies, International Product Life Cycle, Promotion strategies, Pricing Strategy and Distribution Strategy; Various Forms of International Business;

Course Outcomes:

1. Demonstrate an in-depth understanding of global marketing concepts, theories, and practices applicable to international markets.
2. Apply analytical and strategic thinking skills to identify and evaluate international market opportunities and develop effective marketing strategies.
3. Effectively communicate and present international marketing plans and strategies to stakeholders, demonstrating a global perspective and cultural sensitivity.

Suggested Readings:

1. Bhattacharya, B. Export Marketing: Strategies for Success, New Delhi, Global BusinessPress, 1991.
2. Johri, Lalit M. International Marketing: Strategies for Success, University of Delhi, Faculty of Management Studies, 1980.
3. Keegan, Warren, Global Marketing Management, Englewood Cliffs, New Jersey, PrenticeHall Inc., 1995.
4. Onkvisit, Sak and Shaw, John J., International Marketing: Analysis and Strategy, NewDelhi, Prentice Hall of India, 1995.
5. Pripalomi, V.H.: International Marketing, Prentice Hall.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

M - 406: PLANNING & MANAGING RETAIL BUSINESS (4C)

Course Objectives:

1. To understand the concept, process and management of retail business
2. To develop an understanding of the retail strategy and planning process, and
3. To have an understanding of merchandise process

Course Contents:

Unit I: An introduction to the retailing system, retailing mix – social forces – economic forces – technological force – competitive forces; retailing definition, structure, different formats – marketing concepts in retailing.

Unit II: Consumer purchase behaviour – cultural and social group influence on consumer purchase behaviour; retail store location – traffic flow and analysis – population and its mobility –exteriors and layout – customer traffic flows and pattern – creative display.

Unit III: Merchandise planning – stock turns, credit management, retail pricing, return on per sq. feet of space – retail promotions – staying ahead of competition.

Unit IV: Supply chain management – warehousing – role of IT in supply chain management; franchising.

Unit V: Direct marketing/ direct selling – exclusive shops – destination stores – chain stores – discount stores another current and emerging formats – issues and options; retail equity, technology in retailing – retailing through the internet.

Course Outcomes:

1. Apply retail management principles and strategies to successfully plan and launch a retail business, taking into account market dynamics, competition, and customer preferences.
2. Analyze and evaluate retail business performance using key performance indicators (KPIs) and metrics, and make data-driven decisions to drive profitability and growth.
3. Demonstrate proficiency in retail business planning and management by developing a comprehensive business plan that includes marketing strategies, financial projections, and operational guidelines.

Suggested Readings:

1. Diamond Allen, Fashion Retailing, Delmar Pub., 1993.
2. Diamond, Jay and Gerald Pintel Retailing, Prentice Hall, NJ, 1996.
3. Drake, Mary Francis, J.H. Spoone and H. Greenwald Retail Fashion, Promotion, and Advertising, Macmillan, NY, 1992.
4. Levy, Michael & Barton a. Weitz Retailing Management, 2nd Edition, Irwin, London,1995.
5. Morgenstein, Melvin and Harriat Strongin Modern Retailing

The list of cases and specific references including recent articles will be announced in the class

at the time of launching of the course.

HUMAN RESOURCE MANAGEMENT MINOR SPECIALISATION

HR - 404: MANPOWER DEVELOPMENT FOR TECHNOLOGICAL CHANGE (4C)

Course Objectives:

1. To develop a comprehensive understanding of industrial relations theories, concepts, and practices.
2. To equip students with the knowledge and skills to effectively manage labor-related issues and maintain harmonious industrial relations within organizations.
3. To foster an appreciation for the legal, ethical, and socio-economic aspects of industrial relations and their impact on organizational performance.

Course Contents:

Unit I: Manpower management in the 21st century; environmental context of human resourcemanagement; the emerging profile of human resources.

Unit II: Special features of new technology; concept and process of technological innovation.

Unit III: Organizational implications of technological change; human resource implications oftechnological change.

Unit IV: Performance/potential evaluation in the context of new technology; technology Transferwith human face.

Unit V: New issues in manpower training and career development.

Course Outcomes:

1. Apply knowledge of labor laws and regulations to ensure compliance and promote fair and ethical employment practices within industrial organizations.
2. Analyze and evaluate industrial relations situations, identify potential conflicts, and employ appropriate strategies to resolve disputes and maintain productive relationships.
3. Demonstrate effective communication and negotiation skills to engage with various stakeholders, including employees, trade unions, and management, fostering positive labor-management relations.

Suggested Readings:

1. Clark, Jon. Managing Innovation and Change, University of Southampton, 1995.
2. Clark, Jon. Human Resource Management and Technological Change, London, Sage,1993.
3. Campbell, A and Warner, M. New Technology, Skills and Management, London, Routledge, 1992.
4. Rastogi, PN. Management of Technology and Innovation, New Delhi, Sage, 1995.

5. Warner, M. New Technology and Manufacturing Management, London, Wiley, 1990.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

HR - 405: LEGAL FRAMEWORK GOVERNING HUMAN RELATIONS (4C)

Course Objectives:

1. Understanding of the legal framework is important for the efficient decision making relation to man management and industrial relations.
2. The course aims to provide an understanding, application and interpretation of the various labour laws and their implications for industrial relations and labor issues.

Course Contents:

Unit I: Emergence and objectives of labour laws and their socio-economic environment; industrial relations laws – laws relating to industrial disputes, trade unions, and standing orders.

Unit II: Laws relating to discharge, misconduct, domestic enquiry, disciplinary action.

Unit III: Social security laws – laws relating to workmen's compensation, employees' state insurance, provident fund, gratuity and maternity relief.

Unit IV: Wages and bonus laws – the law of minimum wages, payment of wages, payment of bonus.

Unit V: Law relating to working conditions – the laws relating to factories, establishment, and contract labour; interpretations of labour laws, their working, and implications for management, union, workmen; the economy and the industry.

Course Outcomes:

1. Gain a comprehensive understanding of the legal framework governing human relations in organizations.
2. Analyze and interpret the legal provisions and regulations related to employment, labor, and discrimination.
3. Apply the knowledge of legal frameworks to effectively manage human relations and ensure compliance in organizational practices.

Suggested Readings:

1. Ghaiye, BR. Law and Procedure of Departmental Enquiry in Private and Public Sector,Lucknow, Eastern Law Company, 1994.
2. Malhotra, O.P. The law of Industrial Disputes, Vol. I and II, Bombay, N.M. Tripathi,1985.
3. Malik, PL. Handbook of Industrial Law, Lucknow, Eastern Book, 1995.
4. Saini, Debi S. Labour judiciary, Adjudication and Industrial Justice, New Delhi, Oxford,1995.

5. Saini, Debi S. Redressal of Labour Grievances, Claims and Disputes, New Delhi, Oxford& IBH, 1994.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

HR - 406: HUMAN RESOURCE DEVELOPMENT: STRATEGIES & SYSTEMS (4C)

Course Objectives:

1. To understand the concepts and theories of human resource development (HRD) and its strategic importance in organizations.
2. To explore various HRD strategies and systems used to develop and manage talent within an organization.
3. To develop skills in designing and implementing effective HRD programs to support organizational goals and employee development.

Course contents:

Unit I: Field of HRD – Concepts, goals, challenges; HRD climate and practices in India.

Unit II: Strategic HR Development: Strategies for HR Development, Controlling HR Development, Competence Management, Performance Management, Talent Management, Qualification Management, Retention Management and Culture Management

Unit III: HRD system design principles, Competence Management, Leadership Development, Performance Management, Intellectual Capital Development

Unit IV: HRD intervention. Change Management, HRD Process model, HRD and organizational
learning, HRD Diversity and Ethics, Mentoring and Counselling, Perspective of learning in HRD

Unit V: HRD Diversity and Ethics, Mentoring and Counselling,

Course Outcomes:

1. Demonstrate knowledge of HRD strategies and systems and their application in different organizational contexts.
2. Design and implement HRD initiatives that align with organizational objectives and contribute to employee growth and development.
3. Evaluate the effectiveness of HRD programs and make recommendations for continuous improvement in talent management and development.

Suggested Readings:

1. Dayal, Ishwar, Successful Applications of HRD, New Delhi, New Concepts, 1996.
2. Dayal, Ishwar, Designing HRD Systems, New Delhi, Concept, 1993.
3. Kohli, Uddesh & Sinha, Dhami P. HRD – Global Challenges & Strategies in 2000

A.D.New Delhi, ISTD, 1995.

4. Maheshwari, BL & Sinha, Dhami P. Management of Change Through HRD, New Delhi,Tata McGraw Hill, 1991.
5. Pareek, U. etc. Managing Transitions: The HRD Response, New Delhi, Tata McGraw Hill,1992.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

INFORMATION TECHNOLOGY MINOR SPECIALISATION

IT - 404: SYSTEM ANALYSIS & DESIGN (4C)

Course Objectives:

1. To develop a comprehensive understanding of system analysis and design principles and techniques.
2. To gain proficiency in analyzing business requirements and designing effective information systems.
3. To acquire knowledge of various system modeling techniques and tools for system development.

Course contents:

Unit I: Introduction: system analysis overview, category of information system, feasibility study.SDCC, system development strategy, implementation and evaluation.

Unit II: tools for determining system requirement: requirement determination, fact – findingtechnique, tools for documentation proceeding and decision.

Unit III: Structure analysis development strategy: structure analysis, data flow strategy, elevationof DFD, recording data description.

Unit IV: analysis to design transition: specific application requirement, elements of design, designof input and output, design of online dialogue.

Unit V: Design for database integration: system development in a database, E-R diagram, datamodel, normalization, database administration.

Course Outcomes:

1. Apply system analysis and design methodologies to identify and evaluate business requirements for system development.
2. Design and develop efficient and user-friendly information systems to meet business needs.
3. Utilize system modeling techniques and tools to create system specifications and prototypes for effective system implementation.

Suggested Readings:

1. James A. Senn, analysis & Design of Information System, Second Edition, McGraw-HillInternational Editions, Computer Series.
2. Awad, Elias M. Systems analysis and Design, 2nd ed., New Delhi, Prentice Hall of India,1990.
3. Coad, Peter and Edward, Yourdon, Object-Oriented Analysis, 2nd ed., Englewood Cliff,New Jersey, Yourdon Press, 1991.
4. Hawryszkiewyez, IT, Introduction to Systems Analysis and Design, 2nd ed., New Delhi,Prentice Hall of India, 1991.
5. Macro, T.D. Structured Analysis & System Specification, New Delhi, Yourdon Press,1989.
6. Rajaraman, V. Analysis and Design of Information systems, New Delhi, Prentice Hall ofIndia, 1991.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

IT - 405: INFORMATION SECURITY (4C)

Course Objectives:

1. To develop a strong understanding of information security principles, concepts, and best practices.
2. To acquire knowledge of various security measures and technologies used to protect organizational information assets.
3. To learn to assess and manage information security risks to ensure the confidentiality, integrity, and availability of data.

Course contents:

Unit I: Introduction: need for security, security approaches, principle of security, risk to introduction system. Security: physical security, logical security, threats to security.

Unit II: Cryptographic technique: plain text and Cipher text, substitution technique, transportation technique encryption and decryption, symmetric and assenter key, steganography, key range and key size, possible type attack.

Unit III: Computer based Symantec key cryptographic algorithms: Introduction algorithm types and model overview of symmetric key cryptography, data encryption standard, IDEA, RCS, blowfish, AES.

Unit IV: Computer based asymmetric key cryptographic algorithms: Introduction, RSA algorithm, digital signature, knapsack algorithm.

Unit V: Public key infrastructure, digital certificate, private key management, PKCS, XML, PKI and security.

Course Outcomes:

1. Apply information security principles to identify and mitigate potential security threats and vulnerabilities.
2. Design and implement effective information security policies and procedures to safeguard organizational data.
3. Evaluate and select appropriate security technologies and tools to protect information assets and ensure compliance with industry standards and regulations.

Suggested Readings:

1. Cryptography and network security, Atil Khate, TMH.
2. PC and LAN Security by Stephen Cobb.
3. Enterprise Disaster Recovery Planning by Miora.
4. Computer Security for dummies.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

IT - 406: E-COMMERCE & CYBER LAW (4C)

Course Objectives:

1. To understand the fundamental concepts and theories of e-commerce and its impact on business operations.
2. To develop knowledge of legal frameworks and regulations governing e-commerce and cyber law.
3. To explore the ethical and security challenges associated with e-commerce and cyber law.

Course Contents

Unit I: E-commerce overview: Introduction, models of e-commerce, e-commerce status in India. **Unit II:** Technology for e-commerce: Electronic data interchange, internet protocols, security,internet security protocol, challenge in e-commerce.

Unit III: Cybercrime: Building e-commerce infrastructure, Cybercrime in India and abroad, payment process fraud.

Unit IV: Cyber Law: E-commerce legal frame work, UNCITRAL model law, taxing issue

Unit V: IT act 2000, TRAI, Indian Telegraph Act 1885, the Reserve Bank Act, 1934.

Course Outcomes:

1. Apply e-commerce strategies and techniques to enhance business processes and improve customer engagement.

2. Comprehend and adhere to legal and regulatory requirements related to e-commerce and cyber law.
3. Evaluate and implement effective security measures to protect sensitive information in e-commerce transactions and mitigate cyber threats.

Suggested Readings

1. Enterprise Electronics and Mobile Commerce, VK Jain, Cyber Tech publications.
2. Cyber laws, K Kumar, dominant Publisher and Distributor.
3. Understanding Electronics Commerce, David Kosiur, Microsoft press.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

PRODUCTION AND OPERATIONS MINOR SPECIALISATION

PO - 404: PURCHASING & MATERIALS MANAGEMENT (4C)

Course Objectives:

1. To develop an understanding of the principles and strategies involved in purchasing and materials management.
2. To acquire knowledge of procurement processes, supplier selection, and negotiation techniques.
3. To explore inventory management, logistics, and cost optimization in the context of purchasing and materials management.

Course contents:

Unit I: Role of purchasing and materials management – objectives, organisations and interrelationships, determination and description of material quality, material planning in push andpull system, MRP and JIT.

Unit II: Determination and description of material quality – receiving and incoming quality inspection, acceptance sampling plans, vendor-process capability; cost-reduction techniques – standardization, simplification and variety reduction; value analysis and engineering.

Unit III: Make or buy decisions, purchasing research, sources of supply, price determination and
negotiation vendor rating, selection and development, legal aspects of purchasing, public purchasing and tendering; international purchasing – procedures and documentation.

Unit IV: Purchasing of capital equipment – appraisal methods, evaluating suppliers' efficiency, stores layout, classification and codification; material logistics – warehousing management, material handling, traffic and transportation, disposal of scrap, surplus and obsolete materials.

Unit V: Inventory control of spare parts, material information system.

Course Outcomes:

1. Apply purchasing and materials management principles to effectively source and procure goods and services.
2. Implement strategies for supplier relationship management and vendor performance evaluation.
3. Optimize inventory levels, streamline logistics operations, and reduce costs through effective materials management practices.

Suggested Readings:

1. Ansari A and Modarress B. JIT Purchasing, New York, Free Press, 1990.
2. Baily P. etc. Purchasing Principles and Management, London, Pitman, 1994.
3. Burt, David N. Proactive Procurement, Englewood Cliffs, New Jersey, Prentice Hall Inc.,1994.
4. Dobler, D.W. etc. Purchasing and Materials Management, New York, McGraw Hill, 1990.
5. Dutta, A.K. Integrated materials Management, New Delhi, PHI, 1986.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

PO - 405: TOTAL QUALITY MANAGEMENT (4C)

Course Objectives:

1. The objectives of the course is to acquaint the students with to make clear to candidates the basic concept of Total Quality (TQ) from design assurance to service assurance;
2. To give emphasis on International Quality Certification system – ISO 9000 and other standards and their applicabilityin design manufacturing quality control and services,
3. To closely interlink management of quality, reliability and maintainability for total product assurance;
4. To focus on quality of services in contemporary environment.

Course Contents:

Unit I: Basic concept of total quality (TQ); evolution of total quality management; components ofTQ loop; conceptual approach to S.Q.C. acceptance sampling and inspection plans.

Unit II: statistical process control; process capability studies; humanistic aspects of TQM; management of Q.C. and Z.D. programmes; quality improvement teams; Q-7 tools.

Unit III: Quality costs, Taguchi loss function; functional linkage of quality with reliability andmaintainability.

Unit IV: Failure analysis; (ETA/FMEA) and optimum maintenance decisions; total productive

maintenance (TPM).

Unit V: Quality audits; lead assessment and ISO – 9000 standards; marketing aspects to T.Q.;total quality of services; total quality and safety; six sigma.

Suggested Readings

1. Carruba, Eugene R and Gorden, Ronald D. Product Assurance Principles: IntegratingDesign Assurance & quality Assurance, New York, McGraw Hill, 1991.
2. Grant, Eu-gene L and Leaveworth, Richards, Statistical Quality control, McGraw Hill,New York, 1991.
3. Ireson W.G. and Coombas, CP. Handbook of Reliability engineering & management, NewYork, McGraw Hill, 1988.
4. Lochner, Robert H. And Matar, Joseph E. Designing for Quality, London, chapman &Hill, 1990.
5. Pike, John and Barnes, Richard, TQM in Action, London, chapman & Hill, 1994.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

PO - 406: LOGISTICS MANAGEMENT (4C)

Course Objectives:

1. Understand the key concepts and principles of logistics management in the context of supply chain operations.
2. Develop knowledge and skills in effectively managing the flow of goods, services, and information across the supply chain.
3. Gain insights into logistics strategies and techniques for improving operational efficiency and customer satisfaction.

Course Contents:

Unit I: Introduction to Logistics and its interface with production and marketing; measures oflogistics: physical distribution and logistics.

Unit II: Logistics system analysis and design; warehousing and distributing centres; locations. **Unit III:** Transportation systems: facilities and services; dispatch and routing decisions andmodels.

Unit IV: Inventory management decisions; logistics audit and control; packaging and materialshandling.

Unit V: International logistics management; logistics future directions.

Course Outcomes:

1. Apply logistics management principles to design and optimize supply chain networks.
2. Analyze and evaluate logistics processes to identify areas for improvement and cost

reduction.

3. Demonstrate the ability to develop and implement logistics strategies that enhance overall supply chain performance and competitiveness.

Suggested Readings:

1. Bhallau, Renald H. Business Logistis Management, Englewood Cliffs, New York, PrenticeHall Inc., 1992.
2. Beal K, A management Guide to Logistics Engineering, USA Institute of ProductionEngineering, 1990
3. Benjamin S.B. Logistics Engineering and Management, Englewood Cliffs, New York,Prentice Hall Inc., 1996
4. Bowersox, DJ and Closs, D.H. Logistics Management, A System Integration of PhysicalDistribution, New York, McMillan, 1986
5. Chirstopher, M. Logistics and Supply Chain Management: Strategies and Reducing Costsand Improving Services, London, Pitsman, 1992

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

INSURANCE AND RISK MANAGEMENT MINOR SPECIALISATION

IRM - 404: PRINCIPLE & PRACTICE OF LIFE & GENERAL INSURANCE (4C)

Course Objectives:

1. The objective of this paper is to make the students aware of the various life and general insurance product and the provisions, benefits and services aspect of each product.
2. It also provides the understanding on various practices with specific reference to underwriting, rating, claim settlement and allied service.

Course Contents:

Unit I: Origin and development of the concept of life insurance, principles of life insurance, products of life insurance and services

Unit II: Elements in the computation of Assurance premium, selection and classification of risk and the basic principles of utmost good faith

Unit III: Plans of life insurance, application and acceptance, insurance forms

Unit IV: Origin and development of General insurance concepts, Basic principles of general insurance, general insurance markets, type of general insurance.

Unit V: Underwriting and Rating practices, claims practice and procedures.

Course Outcomes:

1. Apply principles of life and general insurance to assess and mitigate risk in personal and business contexts.
2. Analyze insurance policies and develop appropriate coverage plans based on individual and organizational needs.
3. Demonstrate proficiency in evaluating insurance claims and handling insurance-related processes effectively.

Suggested Readings:

1. Gupta P.K. "Fundamental of Insurance", Himalaya Publishing House, Mumbai
2. Black, Kenneth and Harold Skipper, "Life and Health Insurance", Pearson Educatioin,New Delhi
3. Ganguly, Anand. "Insurance Management", New Age International, New Delhi
4. Mothhar, M., "Insurance Principles, Practices, Management and Salesmanship", SaradaPustak Bhawan, Allahabad
5. IC-01, Principles of Insurance, Insurance Institute of India, Mumbai
6. IC-02, Practice of Life Insurance, Insurance Institute of India, Mumbai
7. IC-02, Practice of General Insurance, Insurance Institute of India, Mumbai

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

IRM - 405: FINANCE FOR INSURANCE (4C)

Course Objectives:

1. The objective of this paper is to acquaint the students with the basic understanding of Indian Financial System that includes financial markets, instruments and regulation under which a financial corporate operates.
2. It provides concepts on finance and its time value with the calculation of interest on various types of deposits and term structure of interest rates.
3. The basic principles of valuation models are discussed for evaluation of different types of securities.

Course Contents:

Unit I: Indian financial system-financial markets, instruments and regulatory authority. Scope andfunctions of finance; objective of financial management. Time value of money-calculation of present and future value of money.

Unit II: The measurement of interest-The nominal rate of interest, simple interest, compound interest, term structure of interest rates. Elementary annuities-Annuity immediate, annuity due, annuity values on any date, perpetuities

Unit III: General annuities-annuities payable less frequently than interest is payable,

continuous annuities- unknown time and unknown rate of interest, elementary varying annuities, more generalvarying annuities, continuous varying interest

Unit IV: Amortization, schedule and sinking funds, determination of outstanding principal, amortization schedules-sinking fund, different payment periods and interest conversion periods- yield rates-reinvestment rates

Unit V: Valuation of bonds and equity shares-types of securities, price of a pure bond-premium discount and par; convertible bonds and its valuation; callable basis and its valuation; determination of various types of yields; valuation of equity shares; Bonus issue and equity.

Course Outcomes:

1. Apply financial analysis techniques to evaluate the financial performance and solvency of insurance companies.
2. Make informed financial decisions related to underwriting, investment, and risk management in the insurance industry.
3. Demonstrate knowledge of financial regulations and compliance requirements specific to the insurance sector.

Suggested Readings:

1. Pandey, I.M. Financial Management, 10th ed., Vikash Publishing House, New Delhi
2. Kelison, Stephen, G., (2009). The Theory of Interest (3rd ed.) McGraw Hill, New York
3. Parameter, Michael M., Theory of Interest and life Contingencies with Pension Application, Actex Publishers, Winsted, CT

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

IRM - 406: HEALTH AND PERSONAL ACCIDENT INSURANCE (4C)

Course Objectives:

1. Understand the principles and concepts of health and personal accident insurance.
2. Develop knowledge of various insurance products and services related to health and personal accident coverage.
3. Explore the role of health and personal accident insurance in risk management and financial planning.

Course Contents:

Unit I: Economics of health care-health care environment-health insurance providers in India-different levels of medical care-insurance principles as applicable to medical insurance.

Unit II: Individual health insurance policy coverage-disability insurance-long term care plans-taxation aspects

Unit III: Accident insurance and related overseas travel insurance, issues related to critical illness, domiciliary treatment, hospitalization.

Unit IV: Health Insurance underwriting-health insurance underwriting factors-principles of healthinsurance rate making – premium rate variables-individual policy underwriting-group policy underwriting-health insurance reserves and other liabilities.

Unit V: Health insurance proposal forms - claim forms-claims documentation-different methods of claims settlement-third party administration - IRDA regulations on health insurance.

Course Outcomes:

1. Analyze and evaluate health and personal accident insurance policies to meet the specific needs of individuals and organizations.
2. Apply insurance principles and practices to assess and manage risks associated with health and personal accident coverage.
3. Demonstrate an understanding of the regulatory framework and ethical considerations in health and personal accident insurance.

Suggested Readings

1. Black, Jr, Kenneth and Harrold Skipper Jr. (2005), Life and Health Insurance, (13th ed.)Pearson Education, New Delhi
2. Rejda, George. E. (2008), Principles of Risk Management and Insurance, InternationalEdition, 10th ed., Pearson Education, New Delhi
3. IC-11: Practice of General Insurance (2006), Insurance Institute of India, Mumbai

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

VI. Procedure for admissions, curriculum transaction, evaluation and medium of instruction:

Minimum Eligibility: Bachelor's degree in any discipline from a recognised University/Institution.

Examination: CDOE is an institution owned and controlled by the authority of Sambalpur University. The examination in respect of CDOE students is conducted by the Sambalpur University. All matters relating to the examinations, i.e. result mark sheet, degree etc. are dealt with the controller of the examination.

Evaluation: Though evaluations of Assignments / Seminar / class test / tutorial etc. are conducted to evaluate the students with 20% credit for continuous evaluation and 80% credit for end term examination. The final evaluation is done through Term End Examination (weight age: 100%).

Curriculum Transaction: In the MBA course, instructions are imparted mainly through lecture method during the personal contact programme. It also makes use of smart class room. The printed study material is sent to the students by post. Efforts are afoot to provide the study material in soft copies to the learners and to provide them the facility to download the study material from the website through their respective student id.

Medium of Instruction: The medium of instruction in MBA shall be Bi-lingual. The study materials will be made available to the students in English language. The lectures in personal contact programme shall be delivered in English.

VII. Requirement of the laboratory support and Library Resources:

Laboratory support: There is a requirement of computer laboratory which shall be specifically useful for this course. The CDOE has a Computer Lab with 30 personal computers connected by high speed Internet and wireless networks, LAN and printers, white board with multi-media projection facilities.

Library Resources: Apart from the printed study materials, the library for the M.Com. Programme shall be made enriched with text and reference books in financial accounting, cost accounting, management accounting, law, taxation etc. for the reference of the students. Steps shall also be made to subscribe journals, business magazines, business newspapers, audio video materials etc.

One to One classes: From time to time, the CDOE shall conduct one to one class online for students on demand basis.

Doubt clearing session: A provision to interact with subject faculties shall also be facilitated to students. Students can clear their doubts one to one with faculty members.

Assignments, Case Studies, Project Work: Apart from the main learning materials, students shall be provided with assignments, case studies and project work. These learning components shall generally be based on contemporary situation in the industry and markets.

Lab Computers with Configuration			
Sl. No.	**Configuration**	**Software**	**Usage**
1.	Intel core i7 processor RAM: 8GB Storage: 1TB	1. Windows 10 operating system or Windows 11 2. Linux operating system (Ubuntu or CentOS)	Practical and program execution
Total	**30**		

VIII. Cost estimate of the programme and the provisions:

1. Course Fees: ₹ 15,000/- per semester × 4 Semester = ₹ 60,000/
2. Examination Fees: ₹ 1000/- per semester × 4 Semester = ₹ 4000/-
   Grand Total ₹ 64,000/-

IX. Quality assurance mechanism and expected programme outcomes

Sambalpur University is one of the premier University of Odisha enlisted under NAAC Grade A. It has its own effective quality assurance and control mechanism. The detailed is mentioned in separate page. The expected outcome of this programme is to provide quality education in more economical way to produce quality professionals in the fields of commerce who will be ready to serve society and mankind in more effective way.

CIQA has a mandate to review the teaching and learning process. The Primary aim of the CIQA is to develop a system for conscious, consistent and catalytic action to improve the academic and administrative performance of the institution. The Sambalpur University has an CIQA with the following objectives.

- The primary aim of the CIQA is to develop system for conscious, consistent and catalytic action to improve the academic and administrative performance of the institution.
- CIQA is to keep the institution abreast of and abuzz with quality sustenance activities on a wide gamut of pertinent issues.
- CIQA is to generate good practices, ideas, planning, implementing and measuring the outcome of academic and administrative performance of the institution.

20/1/2022
Prof.BiswajitSatpathy
Professor
Dept.of Business Admn.
Sambalpur University

20/1/2022
Prof. P.C. Tripathy
Professor
Dept.of Business Admn.
Sambalpur University

20.1.2022
Prof. D.K. Mahalik
Associate Professor
Dept.of Business Admn.
Sambalpur University

PROGRAMME PROJECT REPORT (PPR)

OF

MASTER OF COMMERCE

CENTRE FOR DISTANCE AND ONLINE EDUCATION
SAMBALPUR UNIVERSITY, ODISHA

ସମ୍ବଲପୁର ବିଶ୍ୱବିଦ୍ୟାଳୟ

Sambalpur University

Accredited With Grade-A by NAAC (Second Cycle)

Jyoti Vihar, Burla, Sambalpur, Odisha-768019

PROGRAMME PROJECT REPORT (PPR)

MASTER OF COMMERCE

CENTRE FOR DISTANCE AND ONLINE EDUCATION SAMBALPUR UNIVERSITY, ODISHA

I. Programme's Mission & Objectives

(i) Mission:

To impart effective, supportive, accessible and affordable knowledge, skills and education in commerce through both Open and Distance Learning (ODL) & Online (OL) Programmes mode to the students and working professionals to help them develop Managerial and Leadership skills to enhance their career prospects. The students will be able to move up their career ladder and/or launch out on an entrepreneurial career.

- To provide value-based quality commerce education with global perspective.
- To help the students identify their potential and encourage them to manage uncertainty and complexity.
- To be a centre of excellence in postgraduate commerce education, research and practice by producing subject proficient and technical competent professionals.
- To grow, expand and diversify the business, trade, industry and commerce.
- To create jobs and generate employment opportunities for the economic growth and sustainable development of the country.

(ii) Objectives:

Students in the M. Com. Degree program shall gain the knowledge and skills necessary for success in these competitive, rapidly changing and understanding the overall intricacies of the risks, uncertainties, issues and challenges related to the business.

The Programme Educational Objectives:

The students of M.Com. Programme would be able to

1. Introduce students to the basic concepts and domains of commerce including Accounting, Economics, Finance, legal, Taxation, Marketing etc.
2. Equip the students with business communication skill, auditing skill, analytical skill, decision making skill etc.

3. Enrich the skill of the students through regular practice of solving problems from financial accounting, cost accounting, management accounting etc., Inculcate entrepreneurial skills Managerial concepts with Leadership skills
4. Help in developing knowledge about emerging national and international markets and latest, updated technologies and strategies.

(iii) **Program Outcomes:**

The students of M.Com. Programme would be able to

1. Apply knowledge of theories and practices to solve business problems
2. Foster analytical and critical thinking abilities for decision making based on facts.
3. Develop a principle of value-based business ethics with morality and spirituality
4. Design strategies using the appropriate methodology for business development
5. Become an entrepreneur with holistic personality.
6. Enable the learners in making a self-sustained business man, an entrepreneur par excellence, a job provider, a business tycoon by handling risk and uncertainties with self-confidence to go up the ladder with the passage of the time.

II. Relevance of the programme with HEI's Mission and Goals:

University Mission

- Sambalpur University shall strive to educate society for generations by providing transformative education with deep disciplinary knowledge and concern for environment.
- To develop problem solving, leadership and communication skill in student participants to serve the organization of today and tomorrow.
- To aim for the holistic development of the students by giving them value based ethical education with concern for society.
- To foster entrepreneurial skills and mindset in the students by giving lifelong learning to make them responsible citizens.

In order to align with the mission and goals of Sambalpur University, the ODL/OL mode M.Com. Programme is planned to enable students and working professionals gain knowledge in various domains of business and commerce, specialize in a domain of their choice, gain knowledge of not only the skill of accounting but also on skill like entrepreneurial, analytical, forecasting, leadership and decision making.

Course Mission

1. M.Com. degree holders can pursue their career prospects either in Government or private sector, national or international level and profitable or unprofitable organisations.
2. Job opportunities can be found in academics and both product and service-based companies.
3. Opportunities for placement of the M.Com. degree holders are plenty as they undergo domain knowledge in accounting, taxation, law, finance with some project and dissertation work.
4. On the completion of the M.Com. programme, students become eligible to appear NET/ JRF and join Ph.D. programme. They can be employed as academicians/executives in their respective domain area of different organizations as per their qualifications, experience and training
5. To provide required theoretical and practical quality education with necessary infrastructure & facilities to the unreached from far flung places.
6. To develop creative thinking by delivering relevant required inputs to make them experts and professionals in the field.
7. To provide opportunity to all eligible and enthusiastic persons who couldn't pursue their higher education in more economical way.
8. To help in fulfilling the current requirement of society, government and others.
9. To create a conducive learning environment.
10. To provide flexible, technology driven and cost-effective educational delivery system to meet the current requirements of the society

III. Nature of prospective target group of learners:

An M.Com. Degree is an important requirement for professionals to enhance their knowledge of business, to expand their career options and to move up their career ladders. Therefore, this ODL/OL programme has been designed for conventional learners, as well as working professionals and other individuals aspiring to acquire knowledge and academic credentials. Considering that all candidates interested in pursuing a degree may not be able to afford the same through a campus mode for reasons of paucity of time or financial constraints, online delivery is a feasible option to enable them to acquire

knowledge and skills. The programme is so designed that the prospective students who may not be able to afford full time residential

M.Com. are provided with high value learning, anytime, anyplace, at one's own pace. However, the prospective target group of learners may be:

1. Freshers as well as in-service learners
2. From both urban as well as rural areas
3. From background of rich, middle and poor section of the society

IV. Appropriateness of programme to be conducted in Open and Distance Learning mode to acquire specific skills and competence:

The launching of M.Com. Programme through open and distance learning mode shall be befitting for those:

1. Who are deprived of getting a seat in regular mode
2. Who are employed/ self-employed but not getting time to attend classes regularly The courses in the programme are delivered through both ODL/OL mode which is a modular unit of e-learning material which is inter-alia self-explanatory, self-contained, self- directed at the learner, and amenable to self-evaluation, and enables the learner to acquire the prescribed level of learning in a course of study and includes contents in the form of a combination of the following e-Learning content, and made available through four-quadrant approach namely,

1. e-Tutorial - faculty led Audio - Video Lectures
2. e-Content (combination of PDF/ epub) Text Materials,
3. Discussion forum for raising of doubts and clarifying the same on real time basis by the Course Coordinators/Course Mentors assigned to students
4. Self- Assessment Quiz, Test and Assignments to reinforce learning. Reference books are also mentioned in the syllabus. Latest Edition of Reference books may be referred to.

A robust Learning Management System that keeps track of delivery of e-Learning Programmes, learner's engagement, assessment, results and reporting in one centralized location, is in place. All of the above can be done/delivered by online and other platforms without much loss of reliability. Hence the M.Com. programme is suited for both ODL/OL mode of learning.

V. Instructional Design:

Course Curriculum: Institution shall adopt specialized approach where the task involved in course design & development is assigned to professionals in the particular department of the university and/or external experts. A draft with the objectives shall be prepared. It shall be evaluated by Institution who in turn composes a team of experts to have judicious review of the proposed course that it meets the objectives of ODL/OL education.

Program Structure: Institution shall constitute a team of experts to review the course structure. The review team shall provide its feedback and recommendations to the concerned faculty. In case of any modifications suggested by the review team, the curriculum of the course shall be re-worked upon.

Study Materials: The study material shall be Self-Learning (SLM) format, which is the essence of standard distance learning Programs. Thus, Institution shall initiate to develop all materials in SLM format. Experts both internal & external shall write the study materials in papers like accounting, taxation, law, finance etc. on the specific guidelines laid down by the statutory body.

Review by Board of Studies (BOS): The course shall meticulously be reviewed by BOS. Recommendations of BOS shall be implemented on priority. It shall also check & define the applicability, credit, scheme of examinations for the course.

Approval by Academic Council: Finally, the course shall be submitted to the Academic Council of the University for Final Approval.

Programs shall be offered on semester basis. A modular approach towards pursuing a long term degree Program shall be implemented. Academic activities shall be linked together to engage learner and maximize learning.

Program structure: Master of Commerce

SEMESTER - I					
Papers		**Marks**		**Total Marks**	**Credit**
Paper No.	**Title of the Paper**	**External**	**Internal**		
MCO 101	Principles of Management and Organizational Behavior	80	20	100	4
MCO 102	Accounting for Managerial Decisions	80	20	100	4

MCO 103	Quantitative Techniques	80	20	100	4
MCO 104	Economics for Managers	80	20	100	4
MCO 105	Computer Application in Business	80	20	100	4
	Total			500	20
Semester-II					
MCO 201	Emerging Business Law	80	20	100	4
MCO 202	Business Environment	80	20	100	4
MCO 203	Marketing Management	80	20	100	4
MCO 204	Financial Management	80	20	100	4
MCO 205	Research Methodology	80	20	100	4
MCO 206	Human Resource Management	80	20	100	4
	Total			600	24
SEMESTER-III					
MCO 301	E-Commerce	80	20	100	4
MCO 302	Entrepreneurship & MSME Management	80	20	100	4
MCO 303	Financial Institutions and Markets	80	20	100	4
MCO 304*	SPL PAPER-1	80	20	100	4
MCO 305*	SPL PAPER-2	80	20	100	4
MCO 306*	SPL PAPER-3	80	20	100	4
	Total			600	24
Special Papers (And any one of the following three Optional Groups)					
Group-A Accounting					
MCO 304A	Corporate Tax Planning	80	20	100	4
MCO 305A	Accounting Theory and Practice	80	20	100	4
MCO 306A	Corporate Reporting and Analysis	80	20	100	4
Group-F Finance					
MCO 304F	Advanced Financial Management	80	20	100	4

MCO 305F	International Financial Management	80	20	100	4
MCO 306F	Security Analysis and Portfolio Management	80	20	100	4
Group-M Marketing					
MCO 304M	Services Marketing	80	20	100	4
MCO 305M	Advertising and Sales Promotion Management	80	20	100	4
MCO 306M	Consumer Behavior	80	20	100	4
Semester-IV					
MCO 401	Strategic Management	80	20	100	4
MCO 402	Business Ethics and Corporate Governance	80	20	100	4
MCO 403	Dissertation and Viva - Voce			100	6
MCO 404*	SPL PAPER-4	80	20	100	4
MCO 405*	SPL PAPER-5	80	20	100	4
	Total			500	22
	Grand Total			2200	90
*Two compulsory papers, One Dissertation & Two Special Papers of 100 marks each					
*Semester IV (Special Papers) And any one of the following three Optional Groups					
Group-A Accounting					
MCO 404A	Advanced Accounting	80	20	100	4
MCO 405A	International Accounting	80	20	100	4
Group-F Finance					
MCO 404F	Financial Risk Management and Derivatives	80	20	100	4
MCO 405F	Project Management	80	20	100	4
Group-M Marketing					
MCO 404M	Sales and Distribution Management	80	20	100	4
MCO 405M	Retail Business Management	80	20	100	4

*Note: The total credit for M.Com. Course is 90 (Credit).

A. The weightage distribution for evaluation shall be as follows:

	Mid Term Test Internal	**End Term Semester External**	**Total**
Subjects without Practical	20	80	100

B. Dissertation

Identification of the Problem	Literature Review	Methodology	Finding and Analysis	Project Report or Thesis	Viva Voce	Total
10	10	10	40	10	20	100

DETAIL SYLLABUS (M.Com.)

SEMESTER– I

Papers		
Paper No.	**Title of the Paper**	**Credit**
MCO 101	Principles of Management and Organizational Behavior	4
MCO 102	Accounting for Managerial Decisions	4
MCO 103	Quantitative Techniques	4
MCO 104	Economics for Managers	4
MCO 105	Computer Application in Business	4

MCO 101: Principles of Management and Organizational Behaviour (4 C)

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 organization 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.

Course Content:

Unit-I: Schools of Management Thought: Scientific process, human behaviour, and social system school; Decision theory school, Quantitative and System school; Contingency theory of management; functions of a manager.

Managerial Functions: Planning-concept, significance, types; Organizing - concept, principles, theories, types of organizations, authority, responsibility, power, delegation, decentralization; staffing, Directing; Coordinating; Control- nature process, and techniques elements.

Unit-II: Organizational Behaviour: Organizational behaviour- concept and significance; Relationship between management and organizational behaviour; Emergence and ethical perspective; Attitudes; Perception; Learning; Personality, Transactional analysis.

Motivation: Process of motivation; Theories of motivation- need hierarchy theory, theory X and theory Y, two factor theory, Alderfer's ERG theory, McClelland's learned need theory, Victor Vroom's expectancy theory, Stacy Adams equity theory.

Unit-III: Group Dynamics and team Development: Group dynamics- definition and importance, types of groups, group formation, group development, group composition, group performance factors, Team development.

Leadership: Concept; Leadership styles; Theories - trait theory, behavioral theory, Fielder's contingency theory, Harsey and Blanchard's situational theory; Managerial grid; Likert's four systems of leadership.

Unit-IV: Inter personal and Organizational Communication:

Concept of two-way communication, Communication process; Barriers to effective communication; Types of organizational communication, Transactional analysis in communication.

Unit-V: Organizational Conflict: Dynamics and management; Sources, patterns, levels and types of conflict; Traditional and modern approaches to conflict; Functional and dysfunctional organizational conflicts; resolution of conflict.

Organizational Development: Concept; Need for change, resistance to change, Theories of planned change; organizational diagnosis; OD intervention.

Outcomes:

- 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 behaviour issues in Organizations.
- To develop greater insight into their own behaviour in interpersonal and group, team, situations.

Suggested Reading:

1. Koontz Harold & Weihrich Heinz - Essentials of management, Tata McGraw Hill, 5th Edition, 2008.
2. Premvir Kapoor, Principles and Practices of Management, Khanna Publishing House, Delhi.
3. Robbins & Coulter - Management, Prentice Hall of India, 9th Edition.
4. Robbins S.P. and Decenzo David A. - Fundamentals of Management: Essential Concepts and Applications Pearson Education, 6th Edition.
5. Fred Luthans, Organizational Behaviour, 12th Edition, McGraw Hill, International Edition.
6. Stephen P. Robbins, Organizational Behaviour, 12th Edition, Prentice Hall
7. Aswathappa, K, Organizational Behaviour (Text, Cases and Games), Himalaya Publication
8. Udai Pareek, Organizational Behaviour, Oxford University Press

MCO 102: Accounting for Managerial Decisions (4 C)

Objectives:

- The objective of the course is to enable students to acquire sound knowledge of concepts, methods, and techniques of management accounting.
- The objective is also to make the students develop competence with their usage in managerial decision making and control.

Course Content:

Unit-I: Introduction to Accounting: Management accounting as an area of accounting; objectives, nature and scope of financial accounting, cost accounting and management accounting; Management accounting and managerial decisions; Management accountant's position, role, and responsibilities, Accounting Plan and Responsibility Centres: meaning

and significance of responsibility accounting; Responsibility centres - cost centre, profit centre and investment centre; objective and determinants of responsibility centres

Unit-II: Managerial Costing and Break-even Analysis: Concept of managerial cost; Marginal costing and absorption costing; cost-volume-profit analysis; Break-even analysis; Decisions regarding sales-mix; make or buy decisions and discontinuation of a product line etc.

Unit-III: Budgeting: Definition of budget; Essential of budgeting; Types of Budgets; functional, master etc. Fixed and flexible budget; Budgetary control; Zero-base budgeting; Performance budgeting.

Unit-IV: Standard Costing and Variance Analysis: standard costing as a control technique; setting of standards and their revision; Variance analysis - meaning and importance, kinds of variance and their uses - materials labour and overhead variance; Disposal of variances.

Unit-V: Contemporary Issues: Horizontal, vertical and ratio analysis; cash flow analysis. Reporting to Management: Objectives of reporting; reporting needs at different management levels; Types of reports, models of reporting, reporting at different levels of management.

Outcomes:

- Ability to use accounting information for decision-making upon completing the subject, students should be able to effectively utilize accounting information to make informed managerial decisions.
- They should be able to analyze financial data, identify relevant costs and benefits, and evaluate different alternatives.

Suggested Reading:

1. Horngren, C.T. Gary l. Sundam and Williams O, Stratton: Introduction to Management Accounting, Pearson Education, Delhi.
2. Horngren Charles T, George Foster and Srikanta M. Dattar: Cost Accounting: A Managerial Emphasis, Pearson Education, Delhi.
3. Banerjee Bhabatosh: Management Accounting.
4. Anthony, Robert: Management Accounting, Tarapore-wala, Mumbai.
5. Barfield, Jessie, Ceily A. Raiborn and Michael R. Kenney: Cost Accounting: Traditions and Innovations, South Western College Publishing, Cincinnati, Ohlo.

6. Decoster, Don T and Elden L. Schafer: Management Accounting: A Decision emphasis, John Wiley and Sons Inc, New York.
7. Garrison, Ray H. and Eric W. Noreen: Management Accounting, Richard D.Irwin, Chicago. Jawaharlal: Adv. Management Accounting, S. Chand, New Delhi.
8. Hansen, Don R. and Maryanne M. Moreen: Management Accounting, South-Western College, Publishing, Cincinnati, Ohlo.
9. Lall, B. M., and I. C. Jain, Cost Accounting: Principles and Practices, PH, Delhi.
10. Pandey, I.M.: Management Accounting, Vani Publication, Delhi.
11. Welsch Glenn A., Ronald W. Hilton and Poul N. Gordon: Budgeting Profit Planning and Control, PH Delhi.

MCO 103: Quantitative Techniques (4 C)

Objectives:

- To make better decisions in complex scenarios by the application of a set of advanced analytical methods.
- It couples theories, results and theorems of mathematics, statistics and probability with its own theories and algorithms for problem solving.

Course Content:

Unit-I: Operation Research: Concept and significance of operations research; Evolution of operations research; Steps in designing operations research studies; Operations research models and scope; Decision theory; Decision process; Decision making under the uncertainty and risk; Sensitivity analysis and decision trees.

Unit-II: Linear Programming and its Applications: Graphic method and simplex method; Duality problem; Transportation problem; Assignment problem.

Unit-III: Introduction to Other Types of Programming: Goal Programming, Integer Programming, Dynamic programming, Non-linear programming (introductory only) Waiting Line Models: Waiters and services; mathematical distribution of queues, Basic models of queuing theory and applications, Single channel models.

Unit-IV: Inventory Control: Deterministic models and probabilistic models. Game Theory:

Zero sum Game; Pure and mix strategies; Criteria of sharing strategies.

Unit-V: Game Theory: Zero sum Game; Pure and mix strategies; Criteria of sharing strategies. Simulation: Application of simulation techniques, Monte Carlo approach. Network Analysis: Introduction to PERT and CPM Application areas PERT and CPM Time Cost Trade off analysis, Shortest route problem.

Outcomes:

- The knowledge and skills gained in the subject can be applied across a wide range of fields and industries.
- Students should be able to apply quantitative techniques in areas such as finance, operations management & marketing.

Suggested Reading:

1. R. Panneerselvam, Operations Research, PHI, 2nd Edition
2. Sharma J K, Operations Research, Pearson, 3rd Edition
3. Apte, Operation Research and Quantitative Techniques Excel Books
4. S Kalawathy, Operation Research, Vikas Publication, 4th Edition
5. Natarajan, Operation Research, Pearson
6. Singh & Kumar, Operation Research, UDH Publisher edition 2013
7. Taha Hamdy, Operations Research: An Introduction, Prentice-Hall, 9th Edition
8. Vohra, Quantitative Techniques in Management, Tata McGraw-Hill, 2nd Edition 9. Kothari, Quantitative Techniques, Vikas 1996, 3rd Edition

MCO 104: Economics for Managers (4 C)

Objectives:

- The objective of the paper is to understand the relative importance of Managerial Economics. This course develops managerial perspective to economic fundamentals and aids to decision making under given environment.
- It will help to understand the modern managerial decision rules and optimization techniques.
- The participants can learn the tools necessary in analysis of consumer behaviour as well as in forecasting product demand.

Course Content:

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, Marginal Concept and Optimization, Concept of Time Perspective, Equi-marginal Principle, Utility Analysis, Cardinal Utility and Ordinal Utility.

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, Cross Elasticity, Indifference Curve Theory, Income and Substitution effects, Revealed Preference Approach and Demand Forecasting, Demand Estimation, Demand forecasting: meaning, significance and methods.

Unit-III: Production and cost Analysis: Production concepts & analysis; Production function, Types of production function, Laws of production: Law of diminishing returns, Stages of Production, Law of returns to scale. Cost concept and analysis: Cost, Types of costs,

Cost output relationship in the short-run; Cost output relationship in the Long- run. Estimation of Revenue. Average Revenue, Marginal Revenue

Unit-IV: Market structures: Perfect and Imperfect Market Structures, Perfect Competition, features, Pure Competition & Perfect Competition, determination of price under perfect competition. Monopoly: Feature, pricing under monopoly, Price Discrimination. Monopolistic: Features, pricing under monopolistic competition, product differentiation.

UNIT-V: National Income; Concepts and various methods of its measurement, Says Law of Market, Consumption, Keynes' Psychological Law of Consumption, Theories of Consumption, Investment, Decision to invest, Marginal Efficiency of Capital and Rate of

Interest, Inflation, Causes and effects, Fiscal Policy, Monetary Policy,

Outcomes:

- Students should gain an understanding of key economic indicators and their significance for businesses. This includes indicators such as inflation, interest rates, GDP growth, and unemployment rates.

- Managers can use this knowledge to monitor the macroeconomic environment and adjust their strategies accordingly.

Suggested Readings

1. Adhikary, M. Business Economics, New Delhi, Excel Books, 2000.
2. Baumal, W.J. Economic Theory and Operations Analysis, New Delhi, Prentice Hall Inc., 1996.
3. Chopra, O.P. Managerial Economics, New Delhi Tata McGraw Hill, 1995.
4. Keat, Paul G & Philips K.Y. Young, Managerial Economics, Prentice Hall, New Jersey, 1996.
5. Koutsoyiannis, A. Modern Microeconomics, New York, Macmillan, 1991.
6. Shapiro, Edward J. Macro-Economic Analysis, Galgotia Publication, 2013.

MCO 105: Computer Application in Business (4 C)

Objectives:

- The objective of the course is 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.
- The objective of this course is also to provide an understanding of computers, computer operating system, and application of relevant software in managerial decision making.

Course Content:

Unit-I: Computer Hardware & Software: Computers system as information processing system, computer system, different types of computer systems, hardware options-CPU, input devices, output devices, storage devices, communication devices, configuration of hardware devices and their applications, Memory, Software, Different types software, Programming Languages.

Unit-II: Modern Information Technology: Basic idea of Local Area Networks (LAN) and

Wide Area Network (WAN), E- mail, Internet technologies, access services concept of a world wide web and internet browsing, Multimedia.

Unit-III: Introduction to Operating System: DOS, Windows- Windows explorer; Print manager, Control Panel; Paintbrush, Calculator, Desktop, my computer, Settings, Find, Run,

UNIX, Word-processing; Introduction and working with MS-WORD in MS-Office, Word basic commands, Formatting-text and documents, Sorting and Tables, Working with graphics, Introduction to Mail-merge.

Unit-IV: Spread Sheets: Working with EXCEL – formatting functions, chart features, working with graphics in Excel, Using worksheets and database in accounting, marketing, finance and personal areas. Presenting with Power-Point: Power-point basics, cheating presentations the easy way, working with graphics in power- point, show time, effects and animation effects.

Unit-V: Introduction to Accounting Packages: Preparations of vouchers, invoice and salary statements, Maintenance of inventory records, Maintenance of accounting books and final accounts, financial reports generation.

Outcomes:

- The subject equips students with skills to effectively manage and analyze business data.
- They should be able to design and create databases, use queries and filters to retrieve specific information, and perform data analysis using software tools such as pivot tables, charts, and statistical functions.

Suggested Readings:

1. C S V Murthy, Management Information System, Himalaya Publication, New Delhi
2. Theierauff, Robert J. Decision Support System for effective planning – Prentice Hall1982.
3. Kroger, Donald W., and Hugh J. Watson Computer Based Information System New York, 1984.
4. Davis, Michael W. A Management Approach – Macmillan Publishing Company, Prentice Hall, New Jersey, 1988.
5. Andrew P. Decision Support System Engineering, Sage, John Wiley & Sons, New York, 1991.

SEMESTER– II

Papers		
Paper No.	**Title of the Paper**	**Credit**
MCO 201	Emerging Business Law	4
MCO 202	Business Environment	4
MCO 203	Marketing Management	4
MCO 204	Financial Management	4
MCO 205	Research Methodology	4
MCO 206	Human Resource Management	4

MCO 201: Emerging Business Law (4 C)

Objectives:

- The course aims to acquaint the students with knowledge & understanding of emerging business Laws.

Course Content:

Unit-I: Laws Relating to Intellectual Property. Concept & development of intellectual property law in India. Laws & Procedure relating to patents, trademarks, copy rights, geographical indications. Overview of laws relating other intellectual property rights: Intellectual property appellate board.

Unit-II: Laws Relating to Competition & Consumer Protection; Concepts of completion, competition Act, 2002. Anti-competitive agreements, abuse of dominant position. Combination, regulation of combination, competition commission of India, Compliance of competition law. Consumer Protection in India, Consumer Protection Act, 1986: Rights of Consumers, Consumer Disputes. Reversal Agencies.

Unit-III: Laws Relating to Information; Right to Information Act, 2005, Definition, right to information, Obligation of public authorities, request, exemption from disclosure of information, grounds for discloser of information grounds for rejection to access in certain cases. Central information commission-its constitution, terms of office, conditions appeals & penalties.

Unit-IV: FEMA-1999, Exim policies-2002, Patent Act, Trademark Act, Copy Right Act

Unit-V: Cyber Laws and Consumer Protection Act, 1986, Securities and Exchange Board of India (Amendment) Act- 2002, Indian Companies (Amendment) Act-2002, IT Act-2000

Outcomes:

- Students should gain a comprehensive understanding of the legal issues and challenges specific to emerging areas of business.
- They should be able to identify legal risks, evaluate the legal implications of business practices, and apply legal principles to address these challenges.

Suggested Readings:

1. Bulchandani KR – Buisness Laws – Himalaya Publishing House
2. N. D. Kapoor- Mercantile Law- Sultan Chand & Sons.
3. Maheswari, Maheswari – A Manual of Business Law – Himalaya
4. Corporate Laws, S.K. Kapoor, Taxman Publication
5. SEBI Act- 1992
6. FEMA ACT 1999
7. MRTP ACT 1669
8. Consumer Protection Act – 1986.

MCO 202: Business Environment (4 C)

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 Contents:

Unit-I: Introduction: Business - Meaning, Definition, Nature & Scope, Objectives of

Business: Economic & Social, 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.

Unit-II: Economic, Political and Legal environment: 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,

Unit-III: Social and Cultural Environment – Nature, Impact of foreign culture on Business, Traditional Values and its Impact, Social Audit and Social Responsibility of Business,

Competitive Environment – Meaning, Michael Porter's Five Forces Analysis, Competitive Strategies. Introduction to Industrial Policy Resolutions

Unit-IV: Natural and Technological Environment: Innovation, technological leadership and followership 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

Unit-V: Competition Act and FEMA, Monetary and fiscal policies RBI-Role and functions, Regulations related to Capital Markets, Role of SEBI and working of stock Exchanges.

Outcomes:

- Students should gain a global business perspective and understand the implications of operating in an interconnected global marketplace.
- They should be able to analyze international markets, assess risks and opportunities associated with globalization, and adapt business strategies to different cultural, political, and adapt business strategies to different cultural, political, and economic contexts.

Suggested Readings:

1. Environmental Studies, M.P. Poonia & S.C. Sharma, Khanna Publishing House, Delhi
2. Business Environment: Test and Cases, Paul, McGraw Hill Education, 3rd Ed.
3. Business Environment - Francis Cherunilam, Himalaya Publishing House
4. V. Neelamegam - Business Environment, Vrinda Publications , 2nd Edition
5. Shaikh & Saleem - Business Environment (Pearson, 2nd Edition)

6. International Business Environment Ian Brooks, Jamie Weatherstom and Grahm Wilkinson
7. Dr. Rimpi, A Textbook of Environment Sciences, Khanna Publishing House

MCO 203: Marketing Management (4 C)

Objectives:

- The purpose of this course is to develop and understanding of the underlying concepts, strategies and issues involved in the marketing of products and services.

Course Contents:

Unit-I: Nature and scope of marketing, corporate orientations towards the marketplace, the marketing environment and environment scanning, marketing information system and marketing research.

Unit-II: Understanding consumer and industrial markets, market segmentation, targeting and positioning; product decisions – product mix, product life cycle, new product development, branding and packaging decisions, pricing methods and strategies.

Unit-III: Promotion decision – promotion mix, advertising, sales promotion, publicity and personal selling.

Unit-IV: Channel management – selection, cooperation and conflict management, Role of Wholesaler, Retailer and Physical Distribution System.

Unit-V: Evaluation and control of marketing efforts; new issues in marketing-globalization, consumerism, green marketing, legal issues.

Outcomes:

- Students should gain an understanding of digital marketing strategies and new trends in the field.
- They should be familiar with various digital marketing channels, understand how to leverage digital tools and technologies, and be aware of emerging marketing trends in the digital era.

Suggested Readings:

1. Enis, B.M. Marketing Classics: A selection of Influential Articles, New York, McGraw Hill, 1991.

2. Kotler, Philip and Amstrong, G., Principles of Marketing, New Delhi, Prentice Hall of India, 1997.
3. Kotler, Philip, Marketing Management: analysis, Planning, Implementation and Control, New Delhi, Prentice Hall of India, 1994.
4. Ramaswamy, VS and Namakumari, S. Marketing Management: Planning, Control, New Delhi, MacMillan 1990.
5. Stanton, William, J. Fundamentals of Marketing, New York, McGraw Hill, 1994.

MCO 204: Financial Management (4 C)

Objectives:

- The purpose of this course is to acquaint the students with the broad framework of financial decision making in a business unit.

Course Contents:

Unit-I: Indian Financial System – Financial Markets, Instruments, Regulatory Authority. Scope and functions of finance; objective of financial management. Time value of money - interest, present and future value calculation.

Unit-II: Corporate Cost of Capital: significance, estimation of components and weighted average cost of capital. Estimation of return and risk on a single security; portfolio return and risk; risk return relationship of two security portfolio. Valuation of Bonds; types of yield on bonds. Equity valuation by using dividend discount model. Bonus issue and equity valuation.

Unit-III: Capital budgeting decision significance, estimation cash flows, appraisal methods. NPV vs IRR method. Capital rationing, risk and uncertainty in capital budgeting decisions, decisions tree for sequential investment decision, simulation in capital budgeting decisions; management of working capital-cash, receivables and inventory management.

Unit-IV: Leverage-Business Risk vs Financial Risk; operating leverage-fixed operating expenses, degrees of operating leverage (DOL). Financial Leverage-Fixed Financial Charges, Degree of Financial Leverage (DFL), Financial break-even point and indifference point. Theory of Corporate Capital Structure-NI approach, NDI approach, Traditional approach and M-M hypothesis.

Unit-V: Mergers and acquisitions – mergers, LOBs, divestitures, valuing the target company- DFC evaluation; international financial management; the foreign exchange market; international parity relationships; foreign exchange risk hedging; international capital investment analysis; financing international operations.

Outcomes:

- Students should develop a strong knowledge base of financial principles, theories, and concepts.
- They should be able to explain key financial principles, understand financial theories and models, and apply financial concepts to real-world situations.

Suggested Readings:

1. I.M. Pandey, Financial Management, Vikash Publishing House (P) Ltd., New Delhi.
2. Prasanna Chandra, Financial Management: Theory and Practice, Tata Mc Graw Hill, Publishing Company Ltd., New Delhi.
3. Brealey, Richard A. and Myers Stewart C. Principles of Corporate Finance, 5th (ed.), New Delhi, McGraw Hill, 1996.
4. Van Horne, James C. Financial Management and Policy, 10 (ed.), New Delhi, Prentice Hall of India, 1997.

MCO 205: Research Methodology (4 C)

Objectives:

- To equip the students with the basic understanding of the research methodology and to provide an insight into the application of modern analytical tools and techniques for the purpose of management decision making.

Course Contents:

Unit-I: Nature and scope of research methodology; Meaning of Research, Problem

Formulation and Statement of Research objectives, Types of Research, Research Approaches,

Significance of Research, Criteria of Good Research

Unit-II: Organization structure of research; Research Methods Verses Methodology; Research Process; Research Designs – Exploratory, Descriptive and Experimental Research

Designs. **Unit-III:** Methods of data collection – observational and survey methods; questionnaire design; attitude measurement techniques; motivational research techniques; administration of surveys; sample design: Types of Sampling

Unit-IV: Selecting an appropriate Statistical Technique; Field work and Tabulation of Data; Analysis of Data; Scaling Techniques; Advanced Techniques for Data Analysis: Chi-Square Test, Analysis of Variance (ANOVA)

Unit-V: Multivariate Analysis Techniques: Discriminate Analysis, Principal Component Analysis, Factor Analysis and Cluster Analysis; Research Applications. Interpretation and Report Writing

Outcomes:

- Students should develop the ability to design and conduct research studies. They should be able to formulate research questions, select appropriate research methods, design data collection instruments, and plan the research process effectively.

Suggested Readings:

1. Andrews, F.M. and S.B. Withey Social Indicators of Well Being, Plenum Press, NY, 1976.
2. Bennet, Roger: Management Research, ILO, 1983.
3. Fowler, Floyd J. Jr., Survey Methods, 2nd ed., Sage Pub., 1993.
4. Fox, J.A. and P.E. Tracy: Randomized Response: A Method of Sensitive Surveys, Sage Pub., 1986.
5. Chawla, Deepak and Sondhi, Neena, Research Methodology, Vikas Publication
6. Bajpai, Naval, Business Research Methods, Naval Bajpai, Pearson Education
7. Gupta, S.P. Statistical Methods, 30th ed., Sultan Chand, New Delhi, 2001.
8. Kothari, C.R. Research Methodology: Methods & Techniques; Revised Second Edition, New Age International Publishers, New Delhi, 2004.

MCO 206: Human Resource Management (4 C)

Objectives:

- In a complex world of industry and business, organizational efficiency is largely dependent on the contribution made by the members of the organization. The objective of this course is to sensitize students to the various facets of managing

people and to create an understanding of the various policies and practices of human resource management.

Course Contents:

Unit-I: Concepts and perspectives on human resource management; human resource manager in a changing environment.

Unit-II: Corporate objectives and human resource planning; career succession planning; job analysis and role description.

Unit-III: Methods of manpower search; attracting and selecting human resources; introduction and socialization.

Unit-IV: Manpower training and development; performance appraisal and potential evaluation; job evaluation and wage determination; employee welfare.

Unit-V: Industrial relations and trade unions; dispute resolution and grievance management; employee empowerment.

Outcomes:

- Students should gain an understanding of ethical and legal considerations in HRM. They should be able to identify ethical dilemmas, evaluate legal implications, and make informed HRM decisions that align with legal requirements and ethical standards.

Suggested Readings:

1. Aswathappa, K. Human Resource and Personnel Management Tata McGraw Hill, New Delhi, 1997.
2. De Cenzo, DA & Robbins SP. Human Resource Management, 5th ed., New York, John Wiley, 1994.
3. Guy, V & Mattock J. The New International Manager, London, Kogan Page, 1993.
4. Holloway, J. ed. Performance Measurement and Evaluation, New Delhi, Sage, 1995.
5. Monappa, A. & Saiyadain M. Personnel Management, 2nd ed., New Delhi, Tata McGraw Hill, 1996.

Semester -III

Papers		
Paper No.	**Title of the Paper**	**Credit**
MCO 301	E-Commerce	4
MCO 302	Entrepreneurship & MSME Management	4
MCO 303	Financial Institutions and Markets	4
MCO 304*	SPL PAPER-1	4
MCO 305*	SPL PAPER-2	4
MCO 306*	SPL PAPER-3	4

Semester III (Special Papers) **And any one of the following three Optional Groups**					
Group-A Accounting		**Group-F Finance**		**Group-M Marketing**	
MCO 304A	Corporate Tax Planning	MCO 304F	Advanced Financial Management	MCO 304M	Services Marketing
MCO 305A	Accounting Theory and Practice	MCO 305F	International Financial Management	MCO 305M	Advertising and Sales Promotion Management
MCO 306A	Corporate Reporting and Analysis	MCO 306F	Security Analysis and Portfolio Management	MCO 306M	Consumer Behaviour

Semester III

MCO 301: E-Commerce (4 C)

Objectives:

- The objective of this course is to enable students gain knowledge about E-commerce and its various components.

Course Contents:

Unit I: Introduction to E-commerce: Meaning and concept; Electronic commerce versus traditional commerce; Media convergence and e- business; Channels of e-commerce; Business applications of e- commerce; Need for e-commerce.

Unit II: Business Models of E-commerce and Infrastructures: E- commerce models; Supply chain management, Product and service digitization, remote servicing pronouncement; Online marketing and advertising; E-commerce resources and infrastructures;

Unit III: Business to Consumer E-Commerce: Cataloguing order planning and order generation, cost estimation and pricing; order receipt and accounting order selection and prioritization; order scheduling; order fulfilling and delivery; order billing and payment management; post sales services. Business to Business E-Commerce: Need and alternative models of B2B e-commerce;

Unit IV: Securities Issues in E-commerce: Security risks of e-commerce, exposure of resources, types of threats, sources of threats, security tools and risk management approach, e- commerce security and a rational security policy for e-commerce, Corporate Digital Library; I.T Act 2000. Regulatory and Legal Framework of E-commerce.

Unit V: Electronic Payment Systems: Special features required in payment systems for e-commerce; Types of e-payment systems; E-cash and currency services; e-cheques, credit cards, smart cards, electronic purses and debit cards; Business issues and economic implications; Operational credit and legal risks of e-payment systems;

Outcomes:

- Students should develop the ability to implement various e-commerce technologies and platforms.
- They should be able to design and develop e-commerce websites, integrate payment gateways, ensure online security, and leverage mobile commerce technologies.

Suggested Readings:

1. Agrawala K.N and Deeksha Agrawala: Business on the net: what's how's of Ecommerce; MacMillan, New Delhi.
2. Janal D.S.: Online Marketing Handbook, Wiley, New York.
3. Agrawala K.N. and Deeksha Agrawala: Business on the Net: Bridge to the online storefront: Macmillan, New Delhi.

4. Cady, Glcc Harrab and Mogregor Pat: Mastering the internet, BPB Publication, New Delhi.
5. Diwan Prag and Sunil Sharma: Electronic Commerce-A Manager's Guide to EBusiness, Vanity Books international Delhi.
6. Kosivr David: Understanding Electronics Commerce, Microsoft Press, Washington.
7. Minoili and Minol; Web Commerce Technology Handbook, Tata McGraw Hill, New Delhi.
8. Soheider Gray P: Electronic Commerce, Course Technology, Delhi.

MCO 302: Entrepreneurship & MSME Management (4 C)

Objectives:

- The subject aims to cultivate an entrepreneurial mindset among students, helping them think creatively, identify opportunities, and take calculated risks.
- The subject focuses on providing students with a comprehensive understanding of the Micro, Small, and Medium Enterprises sector, including its importance, challenges, and potential.

Course Contents:

Unit I: Introduction: Concept and Definitions, Entrepreneur v/s Intrapreneur; Role of entrepreneurship in economic development; Entrepreneurship process; Factors impacting emergence of entrepreneurship; Managerial versus entrepreneurial Decision Making; Entrepreneur v/s Investors; Entrepreneurial attributes and characteristics; Entrepreneurs versus inventors; Entrepreneurial Culture; Classification and Types of Entrepreneurs;

Unit II: Generating Business idea- Sources of Innovation, methods of generating ideas, Creativity and Entrepreneurship; Challenges in managing innovation; Business planning process; Drawing business plan; Business plan failures; Entrepreneurial leadership-components of entrepreneurial leadership; Entrepreneurial Challenges;

Unit III: Marketing plan for the new venture, environmental analysis, steps in preparing marketing plan, Debt or equity financing, Sources of Finance- Commercial banks, private placements, venture capital, financial institutions supporting entrepreneurs; Lease Financing

Unit IV: Management of MSMEs: Entrepreneurial Ethics; Entrepreneurship Development Models, Designing and Evaluating Entrepreneurship Programme, EDPs in India. Environment of Small Enterprise Management; Small Enterprise management process vs.

Large Enterprise management process, Strategy Formulation and Implementation in small Enterprise, Strategic Cost Analysis: Strategic position,

Unit V: Functional Management in MSMEs: Framework of Human Resource Management, Financial Health Analysis; Pattern of Financing and Risk Management; Important issues of Working Capital Management in Small Business, Management of Product and Product Life Cycle; Promotional Activities for Small Business; Pricing Policy for a small Business; Distribution Strategy and channels for Small Business, Location & Layout and their influence on operation.

Outcomes:

- Students should develop an entrepreneurial mindset characterized by creativity, resilience, adaptability, and a willingness to take risks.
- Students should develop the ability to identify problems, analyze situations, and make informed decisions in the context of MSME management. They should also be capable of finding innovative solutions to overcome challenges.

Suggested Reading:

1. Hisrich, R.D & Peter, M.P. Entrepreneurship, Tata Me Graw Hill
2. Drucker, Peter, Innovation and Entrepreneurship, Harper Business, 2006
3. Desai, Vasant: Entrepreneurial Development, Himalaya Publications, N. Delhi,
4. Sharma, R.A. Entrepreneurial Change in Indian Industries, Sterling Publication, N. Delhi
5. Desai, Vasant. Small Industrial Organization and Management, Himalaya Publishing House, Mumbai
6. Kumar, Arya, Entrepreneurship: Creating and Leading an Entrepreneurial Organization, Pearson, India.
7. Hishrich, Peters, Entrepreneurship: Starting, Developing and Managing a New Enterprise, Irwin
8. Taneja, Entrepreneurship, Galgotia Publishers.
9. Lall, Madhurima, and Shikha Sahai, Entrepreneurship, Excel Books, New Delhi
10. Charantimath, Poornima, Entrepreneurship Development and Small Business Enterprises, Pearson Education, New Delhi.

MCO 303: Financial Institutions and Markets (4 C)

Objectives:

- This course aims at providing students with an understanding of the structure, organization and working of financial markets and institutions in India.
- Students are expected to gain knowledge about different financial markets, such as money markets, capital markets, foreign exchange markets, derivatives markets, and debt markets.

Course Contents:

Unit I: Introduction: nature and role of financial systems; Financial systems and financial markets; Financial Systems and economic development; Indian financial system – an overview. Financial Markets: Money and capital markets; constituents, functions; and instruments; Recent trends in Indian money market; Capital market-primary and secondary markets; Deposit system; Government securities markets; Role of SEBI – an overview; Recent developments.

Unit II: Reserve Bank of India: Organisation, management and functions. Commercial Banks: Functions, management and investment policies of Commercial Banks; Recent developments in commercial banking.

Unit III: Development Banks: Concept; objective and functions of Developing Banks; Operation and promotional activities of development banks. Insurance Sector: Objective; role; investment practices, Insurance Regulatory and Development Authority-role and functions.

Unit IV: Unit-trust of India: Objectives, functions and various schemes; Role of UTI in industrial finance. Non-Banking Financial Institution: Concept and role of non- banking financial institutions; Sources of finance; Functions; investment policies of non-banking financial institutions in India. Mutual Funds: Concept, performance appraisal and regulation of mutual funds (with special reference to SEBI guidelines); Designing and marketing of mutual funds; schemes; latest mutual fund schemes in India-an overview.

Unit V: merchant Banking: Concept, function and growth; Government policy on merchant banking services; SEBI guidelines; Future of merchant banking in India. Foreign Investments: Types, trends and implications; Regulatory framework for foreign investments in India.

Outcomes:

- Students should develop a strong knowledge base of financial institutions and markets.
- They should be able to explain the functions, roles, and operations of various financial institutions and understand the functioning and characteristics of different financial markets.

Suggested Readings:

1. Avdhani: Investment and Securities Markets in India, Himalaya Publications, Delhi.
2. Bhole, L.M.: Financial Markets and Institutions, Tata McGraw Hill, Delhi.
3. Ghosh, D.: Banking Policy in India, Allied Publications, Delhi.
4. Giddy, I.H. Global Finance Markets, A.I.T.B.S., Delhi.
5. Khan, M.Y. Indian Financial System, Tata McGraw Hill, Delhi.
6. Reserve Bank of India, Various Reports, RBI Publication, Mumbai.
7. Varshney, P.N.: Indian Financial System, Sultan Chand & Sons, New Delhi.
8. Averbach, Robert D; Money, Banking and Financial Markets; Macmillan, London.
9. Srivastava R.M.: Management of Indian Financial Institution; Himalaya Publishing House, Mumbai.
10. Verma J.C; Guide to Mutual Funds and Investment Portfolio, Bharat Publishing House, New Delhi.
11. Fabozzi: Foundations of Financial Markets and Institutions, Pearson Education, New Delhi.

Semester III Accounting Specialization

MCO 304A: Corporate Tax Planning (4 C)

Objectives:

- The aim of this course is to familiarize the student with major latest provisions of the Indian tax laws and related judicial pronouncements pertaining to corporate enterprises having implications for various aspects of Corporate planning with a view to derive maximum possible tax benefits admissible under the law.

- The subject aims to provide students with a comprehensive understanding of the tax laws and regulations applicable to corporations. This includes tax codes, legislation, rulings, and case law relevant to corporate taxation.

Course Contents:

Unit I: Introduction: Meaning of tax planning and management, tax evasion and tax avoidance; Nature and scope of tax planning and management in the corporate sector; Justification of corporate tax planning and management.

Unit II: Computation of corporate tax, Computation of corporate tax: Carry forward and set off of losses in the case of certain companies under Sec. 79 of Income -tax Act, 1961; Computation of taxable income of companies; Computation of the amount of corporate tax liability; Minimum Alternate Tax; Tax on distributed profits of domestic companies; Tax on income distributed to unit holders.

Unit III: Implications of Tax concessions and incentives for corporate decisions in respect of setting up a new business, location of business and nature of business.

Unit IV: Tax planning with reference to financial management decisions: Capital structure decisions; Dividend Policy; Bonus Share; Investments and Capital Gains. Tax planning with reference to managerial decisions: Owning or leasing of an asset; purchasing of assets by instalment system or Hire System; Purchasing of an asset out of own funds or out of borrowed capital; manufacturing or buying; Repairing, replacing, renewing or renovating an asset; Sale of assets used for scientific research; Shutting down or continuing operations.

Unit V: Foreign collaborations and incidence of taxation on domestic companies; provisions for relief in respect of double taxation; important Double Taxation Avoidance Agreements with different countries like USA, UK, Germany, France, etc.

Outcomes:

- Students should gain an understanding of ethical and legal considerations in corporate tax planning.
- They should be able to identify ethical dilemmas, evaluate legal implications, and make informed tax planning decisions that align with legal requirements and ethical standards.

Suggested Readings:

1. E.A. Srinivas, Corporate Tax Planning, Tata McGraw Hill.
2. Vinod K. Singhania, Taxmann's Direct Taxes Planning and Management.
3. V.S. Sundaram, Commentaries on the Law of Income- Tax in India, Law Publishers, Allahabad.
4. A.C. Sampath Iyengar, Law of Income Tax, Bharat Publishing House, Allahabad.
5. Taxman, The Tax and Corporate Law Weekly.
6. Bhagmati Prasad, Direct Taxes Laws Practice, Wishwa Prakashan.

MCO 305A: Accounting Theory and Practice (4 C)

Objectives:

- The goal of this course is to provide the knowledge of accounting theory based on conceptual framework of accounting theory and also the critical thinking skills necessary to analyze and interpret accounting related transactions in accordance with accounting theory, and the financial reports generated by the accounting system.

Course Content:

Unit I: An Introduction to Accounting Theory: Postulates, Principles and Concepts of accounting theory. Approaches to formulate Accounting theory. Syntactical, semantical and behavioural accounting theories. Proprietary, entity and fund theories. Framework for the Preparation and Presentation of Financial Statements.

Unit II: Recognition, Measurement and Disclosure of Elements of Financial Statements: Recognition and measurement principles and methods of incomes, expenses, assets and liabilities and their disclosure. Problems and Analysis of annual reports.

Unit III: Accounting Regulations and Policies: Institutional framework for formulating and implementing accounting regulations in India: Ministry of Corporate Affairs, National Financial Regulatory Authority, Institute of Chartered Accountants of India, Reserve Bank of India, and Securities Exchange Board of India. Government, For Profit and Non Profit

Organisations accounting policies and practices. Analysis of regulations and annual reports.

Unit IV: Income Measurement: Importance, Different Income concepts: Accounting, Income, Economic Income, capital maintenance concept of income, comprehensive income, recipients of income.

Unit V: Assets: Nature, Types, valuation of assets, liabilities and equities: nature, types, theories of equity. Depreciation accounting and policy. Accounting for changing prices

Outcomes:

- Students should develop a strong knowledge base of accounting principles, theories, and concepts. They should be able to explain key accounting principles, understand the conceptual framework of accounting, and apply accounting concepts to real-world accounting scenarios.

Suggested Reading:

1. Anthony R.N., D.F. Hawkins and K.A. Merchant, Accounting: Text and Cases, McGraw Hill, 1999.
2. Richard G. Schroeder, Myrtle W. Clark and Jack M. Cathey, Financial Accounting Theory and Analysis: Text Readings and Cases, John Wiley and Sons, 2005.
3. Ahmed Riahi Belkaoui, Accounting Theory, Quorm Books, 2000.
4. Jawahar Lal, Accounting Theory and Practice, Himalaya Publishing House, 2008.
5. L.S. Porwal, Accounting Theory, TMH, 2000.
6. Thomas R. Dyckman, Charles J Davis, Roland E. Dukes, Intermediate Accounting, Irwin McGraw-Hill.
7. Jawaharlal: Accounting Theory: Vikas Publishing House Pvt Ltd., New Delhi
8. Hendriksen, E.S.: Accounting Theory; Khosla Publishing House, New Delhi-2.
9. Baxter, W.T. and S. Davidson: Studies in Accounting; The Institutions of Chartered Accounts England and Wales, London.
10. Backer, M: Modern Accounting Theory; PHI Pvt. Ltd.
11. Colditz, B.T. and R. W. Hibbins: Accounting Perspectives; McGraw Hill Book Co. Sydney.
12. Porwal, L.S. Accounting Theory: An Introduction; Tata McGraw Hill, New Delhi.
13. Ghosh, P.K., Maheshwari, and R.N. Hoyale, Studies in Accounting Theory; Wiley Eastern Ltd. India.

MCO 306A: Corporate Reporting and Analysis (4 C)

Objectives:

- To familiarize with recent developments in the area of corporate reporting.
- To gain ability to solve corporate reporting problems.

Course Content:

Unit I: Financial Reporting: An overview- concept, objective, development, users, purpose, characteristics, significance, benefits, conceptual frame work of IASB, Issues in accounting standard setting. Accounting standards in India.

Unit II: Recent developments in Indian & International Accounting standards. Issues in corporate reporting disclosure requirements. International Financial Reporting Standards (IFRS), Indian Accounting Standards (Ind AS),

Unit III: Reporting of Contemporary Issues: Interim reporting, Corporate social reporting: Meaning, Importance and Benefits, Harmonization and Global convergence of accounting standards, recent developments in corporate reporting. Sustainability Reporting: Meaning, Importance and Benefits

Unit IV: Accounting and Reporting for Business Combinations: Relevant Terms, Types of merger, methods of accounting, treatment of Goodwill arising on merger, purchase consideration and settlement; Accounting in books of vendor/ transfer or company, Accounting for investment in subsidiary, Accounting for holding companies,

Unit V: Issues in corporate reporting disclosure requirements, segment reporting, interim reporting, Harmonization and Global convergence of accounting standards, recent developments in corporate reporting. Convergence of Accounting, Standards with IFRS Advanced of Convergence.

Outcomes:

- Students should develop skills in using financial information to make informed decisions.
- They should be able to identify key insights from financial statements, assess the financial performance and position of a company, and communicate financial analysis effectively to support decision-making processes.

Suggested Readings:

1. Jawaharlal, Accounting Theory and practice, Himalaya, 2010
2. Das Gupta, N.: Accounting Standard: Indian & International, Sultan Chand, N. Delhi
3. Saini, A.S., IFRS for India, Snow white publications
4. Tripathy, Shibarama, Roadmap to IFRS and Indian Accounting Standards, Commercial Law Publication.
5. ICAI, Compendium of Statements & Standard Accounting ICAI, Delhi
6. Narayanswamy R., Financial Accounting: A Managerial Perspective. PHI, New Delhi,
7. Lai Jawahar., Corporate Financial Reporting Theory and Practice. Taxman, New Delhi,
8. Vijaykumar M P., First lesson to Accounting Standards, Snow White, Delhi,
9. Porwal L S.: Accounting Theory- an Introduction, TMG, New Delhi.
10. Ghosh, Goyale & Maheshwari. Accounting Theory. Wiley Eastern,
11. Heinemann, A., Accounting Theory, Prentice Hall.

Semester III Finance Specialization

MCO 304F: Advanced Financial Management (4 C)

Objectives:

- To enable and equip the students with the advanced functions and tools of financial management.

Course Content:

Unit I: Cost of Capital: Meaning and significance of cost of capital, Calculation of cost of debt, preference capital, equity and retained earnings; Combined cost of capital [weighted]. Practical Problems.

Unit II: Operating and Financial Leverage, Meaning and types of Leverages, Operating Leverage, Financial Leverage and combined financial and operating leverage, Measurement of leverages, Practical Problems.

Unit III: Long-term financing decision: Venture Capital Finance-Equity Financing Options, venture capital- features and types, stages of venture capital investment, future prospects of venture capital in India. Lease and hire-purchase financing

Unit IV: Dividend Policy Decisions: Meaning and Forms of dividends, Types of dividend policies, factors affecting Dividend policy, Stability in dividend policy, Theories of dividend payment: Walter's model, Gordon's model, Modigliani - Miller Model.

Unit V: Cash Management and it's problems, Advantages of Ample Cash Fund, Tools for planning and controlling of cash, preparation of cash budget and Practical problems.

Outcomes:

- Students should develop a strong knowledge base of advanced financial concepts and theories.
- They should be able to explain and apply complex financial concepts, understand the underlying theories, and evaluate their implications for financial decision-making.

Suggested Readings:

1. Khan and Jain: Financial Management, Tata McGraw Hills.
2. I.M. Pandey: Financial Management, Vikas Publications.
3. S.N. Maheswari: Financial Management, Principles and Practice, Sultan Chand & Sons
4. John J. Hampton: Financial Decision Making, Prentice Hall of India.
5. V.N. Laturkar & Arpita Alvi: Financial Management, Jahanvi Publications Pvt. Ltd; Jaipur.
6. Lawrence J. Gilma: Principle of Managerial Finance, Addisa Werly.
7. Reddy G. Sudarsana: Financial Management Principle and practice HPH, Mumbai.
8. Chandra, Prasanna: Financial Management, Tata McGraw Hill, Delhi.
9. Pandey, I.M: Financial Management, Vikas Publishing House, Delhi
10. Brealey, Richard A and Steward C. Myers: Corporate Finance, McGraw Hill, Int. New York.
11. Van Home, James C: Financial Management and Policy, Prentice Hall, Delhi.

MCO 305F: International Financial Management (4 C)

Objectives:

- This course helps students understand the conceptual framework of International Finance and use thereof in making financial decisions.

Course Content:

Unit I: International Monetary and Financial System: Importance of international finance; Bretton woods conference and afterwards; European monetary system-meaning and scope. Balance of payment and International Linkages: Balance of payments and its components; International flow of Goods, Services and Capital.

Unit II: Foreign Exchange Markets: Determining exchange rates; fixed and flexible exchange rate system; Exchange rate theories; Participants in the foreign exchange markets; foreign exchange market spot markets; Exchange rate quotes; LERMS; Factors affecting exchange rates-spot rates, forward exchange rates, forward exchange contracts; Foreign exchange and currency possession; Information and Communication, Foreign exchange trades.

Unit III: foreign exchange Risk: Transaction exposure; Transaction exposure and economic exposure; Management of exposure – international technique, netting, marketing, leading and lagging, pricing policy, asset and liability management and techniques.

Management of Risk in Foreign Exchange Markets: Forex derivatives, swaps, Future and

Option and Forward contracts

Unit IV: International Capital and Money Market and Instruments, Salient features of different international markets, GDRs, ADRs, IDRs (Eurobonds, Euro loans, CPs, Floating rate Instruments, Loan syndication and Euro deposits.

Unit V: Multilateral Financial Institutions: Role of IMF, IBRD and other development banks International investors and foreign investment institutions. Current Developments: International indebtedness; Capital Account Convertibility: pros and cons, Innovations in international financial instruments.

Outcomes:

- Students should develop a strong knowledge base of international finance concepts and theories.
- They should be able to explain key concepts such as foreign exchange rates, international financial markets, and global financial systems.
- They should also understand the theories and models used in international finance.

Suggested Readings:

1. Avadhani, V.A, International Financial Management, Himalaya Publishing House, Mumbai
2. Agarwal O.P., International Financial Management, Himalaya Publishing House, Mumbai
3. Levi Maurice D, International Finance1, Tata McGrath Hill, International Edition
4. Henning C.N., W Piggot and W.H and W.H Scott, International Financial Management, Tata McGrath Hill, International Edition
5. Apte, P.G., International Financial Management, Tata McGraw Hill, New Delhi.
6. Buckley, Adrian: Multinational Finance, Prentice Hall, New Delhi
7. Eitman, D.K. and A.I. Stenehill: Multinational Business Cash Finance, Pearson Education, New Delhi
8. Levi, Maurice D: International Finance, McGraw Hill, International Edition
9. Rodriqufe R.M. and E.E. Carter: International Financial Management, Prentice Hall, International Edition
10. Shapiro Alan C: Multinational Financial management, Prentice Hall, New Delhi

MCO 306F: Security Analysis and Portfolio Management (4 C)

Objectives:

- The objective of this course is to improve the skills for taking intelligent investment decisions and managing them in a rational and systematic manner.
- It also provides a sound intellectual framework for taking investment decisions.

Course Content:

Unit I: Investment attributes and avenues, sources of investment risk, portfolio management process, approaches to investment decision making, qualities for successful investing and errors in investment management. Computational finance, Return and risk from single security and portfolio of securities. Risk-return relationship.

Unit II: Investment decision through fundamental analysis, bond valuation, types of bond yields, bond price theorem, term structure of interest rates, duration, equity valuation-DD model, P/F ratio, bonus issue and equity valuation.

Unit III: Technical Analysis, Dow Theory and Elliot Wave Theory, Technique of technical analysis, moving average, oscillator, relative strength index, rate of change, moving average

convergence and divergence, efficient market hypothesis-weak, semi and strong form of market efficiency.

Unit IV: Portfolio selection through Markowitz Model, risky assets only out of owned fund for both risk and risk free assets out of owned funds; Lagrange multiplier technique, capital asset pricing model, arbitrage pricing theory, portfolio selection through Sharpe model.

Unit V: Portfolio Management and Performance Evaluation: Portfolio management active management under portfolio proportion constant and portfolio beta constant; passive management. Portfolio performance evaluation: Sharpe's measure, Trenor's measure, Jenson's measure and diversification measure.

Outcomes:

- Students should develop skills in constructing and managing investment portfolios. They should be able to diversify portfolios, allocate assets effectively, rebalance portfolios, and measure portfolio performance.
- The objective is to enable students to design and manage portfolios that meet specific investment objectives and risk profiles.

Suggested Readings:

1. Charles P. Jones, John Wiley and Sons Inc., New York Investments : Analysis and Management,
2. Prasanna Chandra, Investment Analysis and Portfolio Management, Tata Mc Graw Hill, New Delhi.
3. John Willey, Modern Portfolio Theory and Investment Analysis, Singapore.
4. Geoffery A. Hirt and Stanley B. Block, Fundamentals of Investment Management, Irwin, Home Wood, Illinois.
5. Singh, Preeti, Security Analysis and Portfolio Management: HPH, Mumbai
6. Bhalla, V.K., Investment Management: S. Chand.
7. Chandra, P., Investment analysis and Portfolio Management, Tata McGraw Hill.
8. Sharpe, W.F. Investment, Prentice Hall, Englewood cliff.
9. Fabozzi, Frank J., Investment Management, Prentice Hall, International Edition

Semester III Marketing Specialization

MCO 304M: Services Marketing (4 C)

Objectives:

- The objective of the course is to develop an understanding of services and service marketing with emphasis on various aspects of service marketing which make it different from goods marketing.

Course Content:

Unit I: Nature & Scope: Concept of services, importance, Goods & Services marketing, Emergence & Reasons for growth of service sector in India, Characteristics of services, Classifications of services, Environment of Service Marketing (Micro as well as Macro).

Unit II: Understanding Customers, Concept of Customer Relationship Management, Relationship management in practice, Segmenting, Targeting & Positioning various services. **Unit III:** Product, Product differentiation, product levels pricing of services-pricing concepts, pricing strategies for services, use of differential pricing. Place-Service distribution, components of service delivery system, potential management and problems associated with services delivery.

Unit IV: Promotion- Advertising, Sales Promotion & Personal Selling in service industry. People - Importance of people in service marketing. Role of various people involved. Physical Evidence-concept of Physical Evidence, importance, types of Physical Evidence in various services Process: concept, types of process, Role of process in various services

Unit V: Service Models: Service quality Gap Model, Gronroos Model of service quality, internal marketing, external marketing and Interactive marketing. Challenges in Marketing of services

Outcomes:

- Students should develop a strong knowledge base of service marketing concepts and theories.
- They should be able to explain and apply the unique characteristics of services, understand the principles of service design and delivery, and grasp the key elements of marketing strategies for service organizations.

Suggested Readings:

1. Sinha, P.K. and Sahoo, S.C. Service Marketing: Text and Reading, Himalaya Publishing House, 2015.
2. Jha, S.M. Service Marketing, Himalaya Publishing House, 2002.
3. Balaji B. Services Marketing & Management, S. Chand and Company
4. Iyenger, V.R., Introduction to Banking, Excel Publication
5. Sekhar and Sekhar, Banking Theory and Practice, Vikas Publishing
6. Periasamy, P., Principles & Practice of Insurance, HPH House
7. Ganguly, Anand, Insurance Management, New Age International Publication
8. Mishra and Mishra, Insurance Principles and Practice, Sultan Chand
9. Karma, K.K., Hospitality operation and Management, Robert C..MHI
10. Kotler, Bowen, Makens, and Baloglu, Marketing of Hospitality and Tourism, Pearson
11. Gordon and Natrajan, Banking Theory, law and Practice. HPH
12. IBM, Insurance Product and Services, Taxman Publication Pvt, Ltd, New Delhi

MCO 305M: Advertising and Sales Promotion Management (4 C)

Objectives:

- The aim of the paper is to acquaint the students with concepts, techniques for promotion if sales.
- The other objective of the paper is to give experience in the application of concepts for developing an effective advertising programme.

Course Content:

Unit I: Concept, Functions and significance of Advertising, Advertising's role in the marketing process; legal ethical and social aspects of advertising.

Unit II: Advertising communication system, Setting Advertising Objectives; DAGMAR Approach, Advertising Appeals- Concepts, classification and Essentials, Advertising Strategy planning: Need for advertising strategy planning: steps involved in Developing Advertising Strategy, advertising Agency- Role and functions; Advertiser and Agency Relationship; Advertising copy-copywriting, Ethics in advertising.

Unit III: Designing Advertising Message, Appeal in advertisement, creativity and advertising, advertising media planning, print media, outdoor media, T.V. Ratio,

Miscellaneous media, web advertising Media Selection Problems; Consideration in Media Selection Advertising Budget; Approaches to Advertising Budget and Factors influencing Budget;

Unit IV: Introduction to sales promotion, concept and types of sales promotion, sales promotion strategy, sales promotion tactics, consumer promotions, trade promotion, Business promotion, concept and tools of Public Relations,

Unit V: Overview of marketing channels, their structure, functions, and relationships; channel intermediaries: whole selling and retailing; logistics of distribution, channel planning.

Outcomes:

- Students should develop a strong knowledge base of advertising and sales promotion concepts and theories.
- They should be able to explain the role and objectives of advertising and sales promotion, understand the principles of effective advertising campaign development, and grasp the key elements of sales promotion strategies.

Suggested Readings:

1. Aaker, David A. etc. Advertising Management, 4th ed., New Delhi, Prentice Hall of India, 1985.
2. Beleh, George E and Beleh, Michael A. Introduction to Advertising and Promotion, 3rd ed. Chicago, Irwin, 1995.
3. Borden, William H. Advertising, New York, John Wiley, 1981.
4. Hard, Norman. The Practice of Advertising, Oxford, Butterworth Heinemann, 1986.
5. Kleppner, Otto, Advertising Procedure, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1986.
6. Anderson, R. Professional Sales Management, Englewood Cliffs, New Jersey, Prentice Hall of India, 1992.
7. Buskirk, RH and Stanton, WJ, Management of Sales Force, Homewood Illinois, Richard D. Irwin, 1983.
8. Dairymple, DJ. Sales Management: Concepts and Cases, New York, John Wiley, 1989
9. Johnson, EM etc., Sales Management: Concepts, Practices and Cases, New York, McGraw Hill, 1986

MCO 306M: Consumer Behaviour (4 C)

Objectives:

- The basic objective of this course is to develop an understanding about the consumer decision making procedure and its application in marketing of firms.

Course Content:

Unit I: Introduction to consumer behaviour, consumer behaviour and marketing strategy, consumer involvement and decision making.

Unit II: Information search process; evaluation criteria and decision rules; consumer motivation.

Unit III: Information Processing and consumer perception; consumer attitudes and attitude change, influence of personality and self-concept on buying behaviour; psychographics and lifestyle; reference group influence.

Unit IV: Diffusion of innovation and opinion leadership, family decision making. Family Life Cycle, Culture, Subculture, Social Class, Reference group.

Unit V: Models of consumer behaviour, Black box model, Howard & Sheth model, Engel-Blackwell-Kollat model, consumer behaviour audit; consumer behaviour studies in India.

Outcomes:

- Students should develop skills in developing effective marketing strategies based on consumer behavior insights.
- They should be able to identify target markets, develop positioning strategies, design marketing campaigns that resonate with consumer needs and preferences, and evaluate the effectiveness of marketing strategies in influencing consumer behavior.

Suggested Readings:

1. Assail, H. Consumer Behaviour and Marketing Action, Ohio, South Western, 1995.
2. Engle, J.F. et al., Consumer Behaviour, Chicago, Dryden Press, 1993.
3. Howard, John A. Etc., Consumer Behaviour in Marketing, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1989.
4. Hawkins, D., et al., Consumer Behaviour: Implications for Marketing Strategy, Texas, Business, 1995.
5. Mowen, John C. Consumer Behaviour, New York, MacMillan, 1993

6. Mahajan, B.M., Consumer Behaviour in India, Concept Publishing Company. New Delhi
7. Engles, Kollat, Blockcell & Hott: Consumer Behaviour, Rechard and Wisdom, London.
8. Peter D. Basut, Herold H. Kasarfair: Consumer Behaviour, Prentice Hall of India Ltd.
9. Leon G. Schiffman, Kanuk L.L. & Ramesh Kumar S., Consumer Behaviour, Pearson Education.
10. Dravid L. landan & Albert J. Delia Bitta, Consumer Behaviour, Tata McGraw-Hill, New Delhi
11. Frank R. Kardes, Consumer Behaviour and Managerial Decision Making,, Prentice Hall of India, New Delhi

Semester-IV

Two compulsory papers, One Dissertation & Two Special Papers of 100 marks each

Papers		
Paper No.	**Title of the Paper**	**Credit**
MCO 401	Strategic Management	4
MCO 402	Business Ethics and Corporate Governance	4
MCO 403	Dissertation and Viva - Voce	4
MCO 404*	SPL PAPER-4	4
MCO 405*	SPL PAPER-5	4

Semester IV (Special Papers) **And any one of the following three Optional Groups**					
Group-A Accounting		**Group-F Finance**		**Group-M Marketing**	
MCO 404A	Advanced Accounting	MCO 404F	Financial Risk Management and Derivatives	MCO 404M	Sales and Distribution Management
MCO 405A	International Accounting	MCO 405F	Project Management	MCO 405M	Retail Business Management

Semester IV

MCO 401: Strategic Management (4 C)

Objectives:

- To enable the learners to understand new forms of Strategic Management concepts and their use in business. To provide information pertaining to Business, Corporate and Global Reforms.
- To acquaint the learners with recent developments and trends in the business corporate world.

Course Content:

Unit I: Introduction: Concepts in Strategic Management, Strategic Management as a process- Developing a strategic vision, Mission, Objectives, Policies Factors that shape a company's strategy, crafting a strategy - Industry and Competitive Analysis

Unit II: Environmental Scanning and leadership: Methods. SWOT Analysis - Strategies and competitive advantages in diversified companies and its evaluation. Strategic Analysis and Choice: Tools and techniques - Strategic Leadership: Leadership and Style - Key Strategic Leadership Actions - Developing Human Capital and Social Capital - Balanced Scorecard.

Unit III: Strategy Formulation: Strategy Framework For Analyzing Competition, Porter's Value Chain Analysis, Competitive Advantage of a Firm, Exit and Entry Barriers -

Formulation of strategy at corporate, business and functional levels. Types of Strategies - Tailoring strategy to fit specific industry - restructuring and diversification strategies - different methods Turnaround strategy and diversification strategies.

Unit IV: Strategy Implementation: Strategy and Structure, Leadership, culture connection - Strategies for competing in Globalizing markets and internet economy - Organizational Values and Their Impact on Strategy - Resource Allocation - Planning systems for implementation.

Unit V: Strategy Evaluation and control - Establishing strategic controls - Measuring performance - appropriate measures - Role of the strategist - using qualitative and quantitative benchmarking to evaluate performance - strategic information systems - problems in measuring performance - Strategic surveillance - strategic audit

Outcome:

- Students should develop competence in implementing and evaluating strategic plans. They should be able to design and execute implementation plans, allocate resources effectively, monitor performance against strategic objectives, and evaluate the outcomes of strategic initiatives.

Suggested Readings:

1. Vijaya Kumar P., Hitt A: Strategic Management, Cengage learning, New Delhi,2010.
2. John A PearceII, Amita Mital: Strategic Management, TMH, New Delhi, 2012.
3. Sanjay Mohapatra: Cases Studies in Strategic Management, Pearson, New Delhi,2012
4. Adrian Haberberg & Alison: Strategic Management, Oxford University Press, New Delhi, 2010.
5. P. Subba Rao: Business Policy and Strategic Management, Text and Cases, Himalaya Publishing House, New Delhi, 2011
6. Appa Rao, Parvatheshwar Rao, Shiva Rama Krishna: Strategic Management and Business Policy, Excel Books, New Delhi, 2012

MCO 402: Business Ethics and Corporate Governance (4 C)

Objectives:

- To familiarize students with the knowledge of ethics emerging trends in good governance practice and corporate social responsibilities in global & Indian context.

Course Content:

Unit I: Business Ethics, the concept of ethics; ethics & related connotations; business value and ethics, concept of business ethics; various approaches to business ethics; ethical theories; the concept of corporate ethics; benefits of adopting ethics in business; ethics programme; code of ethics; ethics committee.

Unit II: Corporate Governance-An Overview Corporate Governance: Concept, Needs, Importance, Benefits, Issues and Concerns-National & International, Corporate Governance and Different Stakeholders.

Unit III: Corporate Governance-Systems & Models Corporate Governance Mechanism, Theory - Agency Theory, Stewardship Theory, Stakeholder Theory, Sociological Theory,

Models – Anglo - American Model, German Model, Japanese Model, Indian Model, Code of Good Governance.

Unit IV: Emergence of Corporate Governance, Developments of Corporate Governance, corporate Governance Committees, World Bank and Corporate Governance, OECD Principles, Sarbanes-Oxley Act, 2002, Indian Committees, SEBI and Corporate Governance, Indian Companies Act and Corporate Governance.

Unit V: CSR and Corporate Governance, Corporate Social Responsibility (CSR), Concept, Issues and Models, CSR and Indian Industries, Corporate Governance and Environmental Issues.

Outcomes:

- Students should develop the ability to analyze and address ethical issues in business contexts.
- They should be able to identify ethical challenges, evaluate different perspectives, and propose ethical solutions and courses of action.

Suggested Readings:

1. Fernando, Corporate Governance-Principles, Policies and Practices, Pearson, New Delhi.
2. Rajagopalan, Take Over, Restructuring and Corporate Governance, Company Law Institute of India, Chennai.
3. Mallin, Christine A., Corporate Governance (Indian Edition), Oxford University Press, New Delhi.
4. Blowfield, Michael, and Alan Murray, Corporate Responsibility, Oxford University Press.
5. Francesco Perrini, Stefano and Antonio Tencati, Developing Corporate Social Responsibility: A European Perspective, Edward Elgar.
6. Sharma, J.P., Corporate Governance, Business Ethics & CSR, Ane Books Pvt Ltd, New Delhi.
7. Sharma, J.P., Corporate Governance and Social Responsibility of Business, Ane Books Pvt. Ltd, New Delhi.

MCO 403: Dissertation and Viva Voce (4 C)

A student shall have to do a dissertation of 100 marks under the supervision of a teacher/ faculty of the Department and submit the dissertation report to the Department and there would be a Viva-voce examination.

GUIDELINES FOR DISSERTATION

The objective of the project course is to help the student develop ability to apply multi-disciplinary concepts, tools, and techniques to solve organizational problems. The project may be from any of your areas preferably of specialization area.

Synopsys:

The Proposal of the proposed Project should essentially have the following: Introduction, brief background, and relevance of the topic chosen for the project. Statement of the problem.

Objectives (clearly stated in behavioral terms).

Research Methodology:

Research Design:

Nature and source of data / information to be collected. Sample and sampling technique. Rationale of chosen organization and the sample.

Tools and Techniques to be used for data collection - details of the tools/questionnaire to be used and its relevance with the objectives of the project. Method/s to be used for data collection. Data handling and analysis- organization and analysis of data. Statistical tools to be used for analysis. Relevance of statistical tools with the objectives of the project.

Findings and conclusions.

Limitation of the proposed project, if any. Scope for further research (optional).

Any other relevant detail which will help better appreciation and understanding of the project proposal.

Research Methodology:

Research Design

Nature and Source of data/information Sample and Sampling method with rationale Details of the tools:

The Questionnaire and other methods used and their purpose. Reliability and Validity of the tools used.

Administration of tools and techniques

Data collection

Primary or Secondary Data,

Data Handling, Statistical tools used for Data Analysis.

Data Interpretation and Findings:

Recommendations Summary and Conclusion

Limitations of the Project

Direction for further research Reference/Bibliography

Annexure/Appendices (Questionnaire used etc.)

Project Report

The Project Report must have the following:

Cover Page - must have the name and roll no. of the student and the name & designation of the guide along with the title of the Project.

Acknowledgement, declaration, Certificate of originality signed by the guide with date.

Detailed tables & figures of contents with page nos.

Index of Chapters

All pages of the Project Report must be numbered as reflected in Index of Chapters

Chapter-I: Introduction, Conceptual and Theoretical Descriptions, Statement of the problem

Chapter-II: Review of Literature

Chapter-Ill : Data Source and Research Methodology,

Chapter-IV: Analysis and Interpretations, (this will include testing of hypothesis)

Chapter-V: Conclusion, suggestions & Scope for further research. Bibliography, References, Annexure. Etc.

Semester IV Accounting Specialization

MCO 404A: Advanced Accounting (4 C)

Objectives:

- The objective of this course is to expose students to advanced accounting issues and practices students should learn advance treatment only to the given chapters in the source.

Course Content:

Unit I: Accounts of Holding Companies: Meaning of holding company and subsidiary company, merits and demerits of consolidation of financial statements, minority interest, cost of control,

Unit II: Revaluation of assets and liabilities, consolidation of profit and loss account and balance sheet. Accounts of Banking Companies: Special features of Bank Accounting, profit and loss Account and Balance sheet as per the banking regulation Act, 1949.

Unit III: Accounts of Insurance Companies: Classification of insurance business - life insurance and general insurance, statutory books to be maintained in life insurance companies, statutory provisions in preparing the revenue account, valuation balance sheet and balance sheet.

Unit IV: Double Accounts system: Meaning, definition and distinction between single and double account system, merits and demerits of double account system, final accounts under the double account system, Revenue account, Net revenue account, capital account and general balance sheet.

Unit V: Company statutory records, Statutory Books of Accounts & Registers Statutory Reports Corporate Governance. New Trends in Accounting: Inflation Accounting, Human Resources Accounting, Hire Purchase Accounting.

Outcomes:

- Students should develop a strong knowledge base of advanced accounting principles and concepts.

- They should be able to explain and apply the accounting principles and concepts related to complex accounting topics, including revenue recognition, financial instruments, income taxes, pensions, and leases.

Suggested Reading:

1. Hanif & Mukherjee, 'Corporate Accounting', Tata McGrath Hill, New Delhi
2. Shukia M.C. Grewal T.S. and Gupta S.C., 'Advanced Accounts, Vol.-II, S. Chand, New Delhi.
3. Pillai R.S.N, Bagavathi & Uma S., 'Fundamentals of Advanced Accounting, S. Chand, New Delhi.
4. Gupta R.L and Radhaswamy M., Advanced Accountancy, Sultan Chand and Sons, New Delhi
5. Maheshwari S.N. & Maheshwari S.K., 'Corporate Accounting', Vikas Publishing House, New Delhi.
6. Arufanandan, Raman, Corporate Accounting, Himalaya Publishing House, Mumbai
7. Gupta R. L. Advanced Financial Accounting, S. Chand & Sons
8. Kumar, Anil S, Advanced Financial Accounting, Himalaya Publication House
9. Shukla and Grewal, Advanced Accounts, S. Chand & Ltd., New Delhi 10. Jain and Narang, Advanced Accounts, Kalyani Publishers, Ludhiana

MCO 405A: International Accounting (4 C)

Objectives:

- The objective of this course is to acquaint the students with the accounting needs of international financial markets and to analyze the accounting measurement and reporting issues unique to multinational business transactions.

Course Contents:

Unit I: International dimensions of accounting: International Accounting–concept, scope and importance of international accounting, harmonization of accounting practices, international accounting standards and IFRS, factors contributing to the development of international accounting, difficulties in international accounting, and international efforts for harmonization.

Unit II: Foreign Transactions-recording and translation, International / foreign transactions and their recording under different methods, currency translations.

Unit III: Foreign Inflation Accounting reporting: International perspective on inflation accounting; financial reporting and disclosure, managing international information systems.
Unit IV: Foreign Financial System Analysis, Analyzing foreign financial statements, financial management of multinational entities.

Unit V: Transfer pricing and international taxation, Transfer pricing-scope, importance and techniques, international taxation-various techniques including withholding taxes.

Outcomes:

- Students should develop skills in interpreting international financial statements.
- They should be able to analyze financial statements prepared under different accounting standards, understand the impact of accounting choices and estimates on financial reporting, and evaluate the financial performance and position of international companies.

Suggested Readings:

1. Arpon, Jeffrey S and Radebaugh, Lee H. International Accounting and Multinational Enterprises, New York, John Wiley, 1985.
2. Choi, Frederick DS and Mueller Gerhard G. International Accounting, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1984.
3. Das Mohapatra, A.K., International Accounting- Prentice Hall of India, New Delhi. Evans, Thomas G. International Accounting & Reporting, London, Macmillan, 1985.
4. Holzer, H Peter, International Accounting, New York, Harper & Row, 1984.

Semester IV Finance Specialization

MCO 404F: Financial Risk Management and Derivatives (4 C)

Objectives:

- This course introduces students to the application of various tools and techniques of financial risk management.

Course Contents:

Unit I: Introduction: Meaning and purpose of derivatives; Forward contracts, future contracts, options, swaps and other derivatives; Types of traders; Trading future contracts; Specification of the future contracts; Operation of margins; Settlement and regulations.

Source of Financial Risk: Credit vs market, default risk, foreign exchange risk, interest rate risk, purchasing power risk etc. Systematic and non-systematic risk.

Unit II: Options: Types of options: Option trading: margins; Valuation of options; Binomial Option Pricing Modal; Black Scholes model for call options; valuation of put options; Index options; Open markets, exchange traded options, over-the-counter options, quotes, trading, margins, clearing, regulation and taxation; Future prices and spot prices; Forward prices vs future prices; Future vs options.

Unit III: Futures: Hedgers and speculation: Future contracts; future markets - cleaning house, margins, trading future positions and taxation; Future prices and spot prices; Forward prices vs future prices; Future vs options.

Unit IV: Swaps: Meaning of interest rate swaps, valuation of interest rate swaps; Currency swaps and its valuation; Credit risk and swaps.

Unit V: Managing Market Risk: Hedging schemes - delta hedging, theta, gamma, relationship in delta, theta and gamma; Vega and rho; Portfolio insurance. Derivatives Market in India:

Present potion in India- regulation, working and trading activity.

Outcomes:

- Students should develop the ability to assess and analyze financial risks in various business contexts.
- They should be able to identify risks, quantify their potential impact, and evaluate risk management strategies to mitigate these risks.

Suggested Readings:

1. Chance, Don M; Introduction to derivatives, Dryden Press, International Edition.
2. Chew, Lilian: Managing derivative Risk, John Wiley, New Jersey.
3. Das Satyajit: Swap & derivative Financing, Probus.
4. Hull, J. Option: Future Markets, Prentice Hall Inc. New Delhi.
5. Kolb Robert: Financial derivatives, New York Institute of Finance, New York.
6. Marshall, John F and V.K. Bansal: Financial Engineering - A complete guide to Financial Innovation, Prentice Hall Inc. New Delhi.
7. Report of Prof. L.C. Gupta: Committee on Derivatives Trading. SEBI

8. Report of Prof. J.C. Verma: Committee Report on Derivatives Trading.

MCO 405F: Project Management (4 C)

Objectives:

- The basic purpose of this course is to understand the framework for evaluating capital expenditure proposals, their planning and management in the review of the projects undertaken.

Course Contents:

Unit I: Project and Economic Development, Project Management - An Overview, Capital Investment: Importance & Difficulties; Generation and Screening of project idea.

Unit II: Capital expenditure; importance and difficulties; market & demand Analysis, Situational analysis, Technical Analysis; Financial Analysis.

Unit III: Capital Budgeting Decisions; Analysis of Project Risk; Firm Risk and Market Risk; Social Cost Benefit Analysis; UNIDO Approach, Little-Mirrless Approach.

Unit IV: Network techniques for project management; PERT Model, CPM Model, Project review and administrative aspects.

Unit V: Multiple Projects and Constraints; Financing of Projects, Financing Infrastructure Projects, Project financing in India; Project Feasibility Report.

Outcomes:

- Students should develop effective leadership and teamwork skills in project settings.
- They should be able to communicate effectively with project stakeholders, lead and motivate project teams, resolve conflicts, and manage project-related challenges.

Suggested Readings:

1. Ahuja, G.K. & Gupta, Ravi, Systematic Approach to Income Tax, Allahabad, Bharat Law House, 1997.
2. Bhalla, V.K. Modern Working Capital Management, New Delhi, Anmol, 1997.
3. Bhalla, V.K. Financial Management and Policy, 2nd ed. New Delhi, Anmol, 1998.
4. Chandra, Prasanna, Project: Preparation, Appraisal, Budgeting and Implementation, 3rd ed., New Delhi, Tata McGraw Hill, 1987.

5. Dhankar, Raj S. Financial Management of Public Sector Undertakings, New Delhi, Westville, 1995.

Semester IV Marketing Specialization

MCO 404M: Sales and Distribution Management (4 C)

Objectives:

- The purpose of this paper is to acquaint the students with the concepts which are helpful in developing a sound sales and distribution policy and in organizing and managing sales force and marketing channels.

Course Contents:

Unit I: Nature and scope of sales management; setting and formulating personal selling objectives, recruiting and selecting sales personnel; developing and conducting sales training programmes.

Unit II: Designing and administering compensation plans; supervision of salesman; motivating sales personnel; sales meetings and sales contests; designing territories and allocating sales efforts; objectives and quotas for sales personnel.

Unit III: Developing and Managing sales evaluation programme; sales cost and cost analysis.

Unit IV: An overview of marketing channels, their structure, functions, and relationships; channel intermediaries-whole selling and retailing; logistics of distribution, channel planning, organizational patterns in marketing channels; managing marketing channels.

Unit V: Marketing channel policies and legal issues; information system and channel management; assessing performance of marketing channels; international marketing channels.

Outcomes:

- Students should develop a strong knowledge base of the sales process and sales strategies.

- They should understand the key stages of the sales process, sales techniques, and effective strategies for generating leads, closing sales, and building customer relationships.

Suggested Readings:

1. Anderson, R. Professional Sales Management, Englewood Cliffs, New Jersey, Prentice Hall of India, 1992.
2. Anderson, R. Professional Personal Selling, Englewood Cliffs, New Jersey, Prentice Hall Inc.,
3. Buskirk, RH and Stanton, WJ, Management of Sales Force, Homewood Illinois, Richard D. Irwin, 1983.
4. Dalrymple, D. J., Sales Management: Concepts and Cases, New York, John Wiley, 1989
5. Johnson, EM etc., Sales Management: Concepts, Practices and Cases, New York, McGraw Hill, 1986

MCO 405M: Retail Business Management (4 C)

Objectives:

- The course will focus on manufacturers' perspective on retailers and understanding of the retail business.

Course Contents:

Unit I: An introduction to the retailing system, retailing mix, social forces, economic forces, technological force, competitive forces; retailing definition, structure, different formats, marketing concepts in retailing.

Unit II: Consumer purchase behavior cultural and social group influence on consumer purchase behavior; retail store location, traffic flow and analysis, population and its mobility, exteriors and layout, customer traffic flows and pattern, creative display.

Unit III: Merchandise planning, stock turns, credit management, retail pricing, return on per sq. feet of space, retail promotions, staying ahead of competition.

Unit IV: Supply chain management, warehousing, role of IT in supply chain management; franchising.

Unit V: Direct marketing/ direct selling, exclusive shops, destination stores, chain stores, discount stores another current and emerging formats, issues and options; retail equity, technology in retailing, retailing through the internet.

Outcomes:

- Students should develop skills in managing store operations. They should be able to optimize store layout and design, manage inventory effectively, ensure smooth supply chain operations, provide excellent customer service, and manage store staff to deliver a positive and seamless shopping experience.

Suggested Readings

1. Diamond Allen, Fashion Retailing, Delmar Pub., 1993.
2. Diamond, Jay and Gerald Pintel Retailing, Prentice Hall, NJ, 1996.
3. Drake, Mary Francis, J.H. Spoone and H. Greenwald, Retail Fashion, Promotion, and Advertising, Macmillan, NY, 1992.
4. Levy, Michael & Barton a. Weitz Retailing Management, 2nd ed. Irwin, London, 1995.
5. Morgenstern, Melvin and Harriat Strongin, Modern Retailing, Pearson.

V. Procedure for admissions, curriculum transaction, evaluation and medium of instruction:

Minimum Eligibility: Bachelor's degree in any discipline from a recognised university/institution.

Examination: CDOE is an institution owned and controlled by the authority of Sambalpur University. The M.Com. Examination in respect of CDOE students shall be conducted by the Sambalpur University. All matters relating to the examinations, i.e. result mark sheet, degree etc. are dealt with the Sambalpur University.

Evaluation: Though the evaluations of Assignments / Seminar / class test / tutorial etc. shall be conducted to evaluate the students with 20% credit for continuous evaluation and 80% credit for end term examination, the final evaluation shall be done through Term End Examination (weight age: 100%).

Curriculum Transaction: In the M.Com. Programme, the teaching shall be imparted mainly through Lecture method during the Personal Contact Programme. It shall also make

use of smart class room. The printed study materials shall be sent to the students by post. Efforts shall afoot to provide the study material in soft copies to the learners and to provide them the facility to download the study material from the website through their respective student ID.

Medium of Instruction: The medium of instruction in M.Com. shall be Bilingual. The study materials will be made available to the students in English language. The lectures in personal contact programme shall be delivered in English.

VI. Requirement of the laboratory support and Library Resources:

Laboratory support: There is a requirement of computer laboratory which shall be specifically useful for this course. The CDOE has a Computer Lab with 30 personal computers connected by high speed Internet and wireless networks, LAN and printers, white board with multi-media projection facilities.

Library Resources: Apart from the printed study materials, the library for the M.Com. Programme shall be made enriched with text and reference books in financial accounting, cost accounting, management accounting, law, taxation etc. for the reference of the students. Steps shall also be made to subscribe journals, business magazines, business newspapers, audio video materials etc.

One to One classes: From time to time, the CDOE shall conduct one to one class online for students on demand basis.

Doubt clearing session: A provision to interact with subject faculties shall also be facilitated to students. Students can clear their doubts one to one with faculty members.

Assignments, Case Studies, Project Work: Apart from the main learning materials, students shall be provided with assignments, case studies and project work. These learning components shall generally be based on contemporary situation in the industry and markets.

Lab Computers with Configuration			
Sl. No.	**Configuration**	**Software**	**Usage**
1.	Intel core i7 processor RAM: 8GB Storage: 1TB	1. Windows 10 operating system or Windows 11 2. Linux operating system (Ubuntu or CentOS)	Practical and program execution
Total	**30**		

VII. Cost estimate of the programme and the provisions:

1. The course Fees for M.Com. Shall be ₹ 3,000/- per semester × 4 = ₹ 12,000/ for 2 years +
2. Examination Fees: ₹ 500/- per semester × 4 = ₹ 2000/-

   = Grand Total ₹ 14,000/- (1+2)

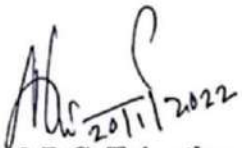
VIII. Quality assurance mechanism and expected programme outcomes

Sambalpur University is one of the premier University of Odisha enlisted under NAAC Grade A. It has its own effective quality assurance and control mechanism. The detailed is mentioned in separate page. The expected outcome of this programme is to provide quality education in more economical way to produce quality professionals in the fields of commerce who will be ready to serve society and mankind in more effective way.

CIQA has a mandate to review the teaching and learning process. The Primary aim of the CIQA is to develop a system for conscious, consistent and catalytic action to improve the academic and administrative performance of the institution. The Sambalpur University has an CIQA with the following objectives.

- The primary aim of the CIQA is to develop system for conscious, consistent and catalytic action to improve the academic and administrative performance of the institution.
- CIQA is to keep the institution abreast of and abuzz with quality sustenance activities on a wide gamut of pertinent issues.
- CIQA is to generate good practices, ideas, planning, implementing and measuring the outcome of academic and administrative performance of the institution.
- The CIQA submits the Center for Internal Quality Assurance of the University duly approved by statutory bodies of the University to NAAC regularly.

Prof.BiswajitSatpathy
Professor
Dept.of Business Admn.
Sambalpur University



Prof. P.C. Tripathy
Professor
Dept.of Business Admn.
Sambalpur University

Prof. D.K. Mahalik
Associate Professor
Dept.of Business Admn.
Sambalpur University

PROGRAMME PROJECT REPORT (PPR)

OF
BACHELOR OF BUSINESS ADMINISTRATION

CENTRE FOR DISTANCE AND ONLINE EDUCATION SAMBALPUR UNIVERSITY, ODISHA

ସମ୍ବଲପୁର ବିଶ୍ୱବିଦ୍ୟାଳୟ
Sambalpur University
Accredited With Grade-A by NAAC (Second Cycle)

Jyoti Vihar, Burla, Sambalpur, Odisha-76801

CENTRE FOR DISTANCE AND ONLINE EDUCATION
SAMBALPUR UNIVERSITY, ODISHA

I. Programme's Mission & Objectives

(i) Mission: To provide competency-driven education, offering the best professional development and career management opportunities through both Open and Distance Learning (ODL) & Online (OL) Programmes mode to the students and working professionals to help them develop Administrative, Managerial and Leadership skills to enhance their career prospects. The students will be able to move up their career ladder and/or launch out on an entrepreneurial career.

(ii) Objectives:

The programme aims to achieve the following objectives

1. To provide an opportunity to get a BBA degree to those who find it too difficult or even impossible to pursue regular BBA course at a university either due to their job commitments or certain other circumstances.
2. To develop business and entrepreneurial aptitude among students and to provide knowledge and requisite skills in different areas of management like human resource, finance, operation and marketing to give holistic understanding of business system.
3. To help the learners, study at their own pace, and from their own chosen place.
4. To provide adequate basic understanding about business and marketing among the students.
5. To develop skills in matters related to business administration.
6. To create an additional avenue of self-employment and also to benefit various financial/ commercial/ business institutions by providing them with suitable qualified persons.

The Programme Educational Objectives:

The students of BBA programme would be able to

1. To develop competency in the underlying concepts, theory and tools taught in the core undergraduate curriculum

2. Equip students with analytical skills and decision making
3. Hone Skills of students and enable them to practice quantitative method techniques
4. Inculcate entrepreneurial skills Managerial concepts with Leadership skills
5. Develop knowledge about emerging markets and technologies

Program Outcomes:

The students of BBA programme would be able to

1. Develop viable alternatives and make effective decisions relating to business administration
2. Identify and analyse relevant global factors that influence business and decision-making
3. Develop critical thinking and value-based leadership ability
4. Understand, analyze and communicate global, economic, legal, and ethical aspects of business
5. Lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment
6. Design strategies using the appropriate methodology for business development
7. Ability to conceptualise a complex issue into a coherent written statement and to communicate effectively
8. Ability to demonstrate technical competence in domestic and global areas of business through the study of major disciplines within the fields of business

II. Relevance of the programme with HEI's Mission and Goals: University Mission

1. Sambalpur University shall strive to educate society for generations by providing transformative education with deep disciplinary knowledge and concern for environment.
2. To develop problem solving, leadership and communication skill in student participants to serve the organization of today and tomorrow.
3. To aim for the holistic development of the students by giving them value based ethical education with concern for society.
4. To foster entrepreneurial skills and mindset in the students by giving lifelong learning make them responsible citizens.

In order to align with the mission and goals of Sambalpur University, the ODL/OL mode BBA Programme is planned to enable students and working professionals to gain knowledge in various domains of management, specialize in a domain of their choice, gain knowledge of not only managerial skills including analysis, data based decision making and entrepreneurship, but also introduce them to Leadership role in newer and emerging markets, products and technologies.

1. It's a beneficial to all those candidates who have their plans to do MBA in future. Course structure of the BBA Programme is design in such a manner that it was like foundation for the MBA Programme. This course helps as aspirant to study about the economic trends fiscal policies and also the different administrative and commerceoriented techniques to deal with various operations and transactions in the commercial world.
2. As BBA is a professional course student can get more job opportunities easily as compare to other graduations courses.
3. Opportunities for placement of the BBA degree holders are plenty as they undergo domain knowledge in marketing, human resource and finance.
4. This Course can fulfil the current requirement of society, government and others.
5. To provide an educational delivery system that is flexible, technology driven meets the prevailing requirements and is cost effective.
6. This program delivers required theoretical and industry inputs to students that develops creative thinking to make them experts and professionals in the field.
7. BBA student can get business relation decision making knowledge and skill development. Thus, it opens door for entrepreneurship.

III. Nature of prospective target group of learners:

It is by now well accepted that an BBA degree is an important tool for professionals to enhance their knowledge of business, expand their career options and move up their career ladder, acquired Leadership skills or embark on an entrepreneurial journey.

This ODL/OL programme has been designed for conventional learners, as well as working professionals and other individuals aspiring to acquire knowledge and associated academic credentials. Considering that all candidates interested in pursuing a degree may not be able to

afford the same through a campus mode for reasons of paucity of time or financial constraints, online delivery is a feasible option to enable them to acquire knowledge and skills. The programme is so designed that the prospective students who may not be able to afford full time, residential BBA are provided with high value learning, anytime, anyplace, at one's own pace.

IV. Appropriateness of programme to be conducted in Open and Distance Learning mode to acquire specific skills and competence:

The courses in the programme are delivered through both ODL/OL mode which is a modular unit of e-learning material which is inter-alia self-explanatory, self-contained, self- directed at the learner, and amenable to self-evaluation, and enables the learner to acquire the prescribed level of learning in a course of study and includes contents in the form of a combination of the following e-Learning content, and made available through four-quadrant approach namely,

1. e-Tutorial - faculty led Audio - Video Lectures
2. e-Content (combination of PDF/ e pub) Text Materials,
3. Discussion forum for raising of doubts and clarifying the same on real time basis by the Course Coordinators/Course Mentors assigned to students
4. Self- Assessment Quiz, Test and Assignments to reinforce learning. Reference books are also mentioned in the syllabus. Latest Edition of Reference books may be referred to.

A robust Learning Management System that keeps track of delivery of e-Learning Programmes, learner's engagement, assessment, results and reporting in one centralized location, is in place. All of the above can be done/delivered by online and other platforms without much loss of reliability. Hence the BBA programme is suited for both ODL/OL mode of learning.

V. Instructional Design

Course Curriculum: Institution adopts specialized approach where the task involved in course design & development is assigned to professionals in the particular department of the university and/or external experts. A draft with the objectives in prepared. It is evaluated by Institution who in turn composes a team of experts to have judicious review of the proposed course that it meets the objectives of ODL/OL education.

Program Structure: Institution constitutes a team of experts to review the course structure. The review team provides its feedback and recommendations to the concern faculty. In case of any modifications suggested by the review team, the curriculum of the course is re-worked upon.

Study Materials: The study material is Self-Learning (SLM) format, which is the essence of standard distance learning Programs. Thus Institution initiates to develop all materials in SLM format. Experts both internal & external to write the study material on the specific guidelines laid down by statutory body.

Review by Board of Studies: The course is meticulously reviewed by BOS. Recommendations of BOS are implemented on priority. It also checks & defines the applicability, credit, scheme of examination for the course.

Approval by Academic Council: Finally, the course is submitted to the Academic Council of the University for Final Approval. Programs are offered on semester basis. A modular approach towards pursuing a long term degree Program is implemented. Academic activities are linked together to engage learner and maximize learning.

Program structure: Bachelor of Business Administration

Paper Code	Subject Title	Paper Type	Credit	Internal	External	Total Marks
Semester I						
BBA-101	Environmental Science	AECC	2	15	35	50
BBA-102	Fundamentals of Management & Organisational Behaviour	CORE	6	30	70	100
BBA-103	Statistics for Business Decisions	CORE	6	30	70	100
BBA-104	Entrepreneurship Development	GE	6	30	70	100
Semester-I Total Credit & Marks			20			350

Paper Code	Subject Title	Paper Type	Credit	Internal	External	Total Marks
Semester II						
BBA-201	Business Communication (Language : English / MIL)	AECC	2	15	35	50
BBA-202	Managerial Economics	CORE	6	30	70	100
BBA-203	Business Accounting	CORE	6	30	70	100
BBA-204	Ethics & Corporate Social Responsibility	GE	6	30	70	100
Semester-II Total Credit & Marks			20			350
Semester III						
BBA-301	Macroeconomics	CORE	6	30	70	100
BBA-302	Principles of Marketing	CORE	6	30	70	100
BBA-303	Management Accounting	CORE	6	30	70	100
BBA-304	Production & Operations Management	GE	6	30	70	100
BBA-305	Personality Development & Communication Skills	SEC	2	15	35	50
Semester-III Total Credit & Marks			26			450

Paper Code	Subject Title	Paper Type	Credit	Internal	External	Total Marks
Semester IV						
BBA-401	Business Research	CORE	2	30	70	100
BBA-402	Human Resource Management	CORE	6	30	70	100
BBA-403	Financial Management	CORE	6	30	70	100
BBA-404	India's Diversity & Business	GE	6	30	70	100
BBA-405	IT Tools for Business	SEC	2	15	35	50
Semester-IV Total Credit & Marks			26			450
Semester V						
BBA-501	Quantitative Techniques for Management	CORE	6	30	70	100
BBA-502	Legal Aspects of Business	CORE	6	30	70	100
BBA-503	Elective – I	DSE	6	30	70	100
BBA-504	Elective – II	DSE	6	30	70	100
BBA-505	Dissertation & Viva (Summer Internship project)		6			100
Semester-V Total Credit & Marks			30			500

Paper Code	Subject Title	Paper Type	Credit	Internal	External	Total Marks
Semester VI						
BBA-601	Business Policy & Strategy	CORE	6	30	70	100
BBA-602	Financial Institutions & Markets	CORE	6	30	70	100
BBA-603	Elective – III	DSE	6	30	70	100
BBA-604	Elective – IV	DSE	6	30	70	100
Semester-VI Total Credit & Marks			24			400
Grand Total			146			2500

(AECC- Ability Enhancement Compulsory Course, SEC- Skill Course, DSE- Discipline Specific Course, GE- General Elective)

DISCIPLINE SPECIFIC ELECTIVE COURSE: Finance (DSE - I), Marketing (DSE - II), Human Resource (DSE - III)

Paper Code	DSE - I (Finance)	DSE – II (Marketing)	DSE - III (Human Resource)
503	Investment Banking & Financial Services	Consumer Behaviour	Training & Development
504	Investment Analysis& Portfolio Management	Personal Selling & Sales Force Management	Talent &Knowledge Management
603	Project Appraisal	Retail Management	Performance & Compensation Management
604	Financial Modelling & Derivatives	Distribution & Supply Chain Management	Counselling & Negotiation Skills for Managers

DETAIL SYLLABUS (BBA)

SEMESTER – I

Papers		
Paper No.	**Title of the Paper**	**Credit**
BBA-101	Environmental Science	2
BBA-102	Fundamentals of Management & Organisational Behaviour	6
BBA-103	Statistics for Business Decisions	6
BBA-104	Entrepreneurship Development	6

(2C)

BBA-101: ENVIRONMENTAL SCIENCE

Course Objective:

1. To promote the ability to understand the basic concepts of Environment.
2. To apply Environment analysis in the formulation of business policies

Course contents:

Unit I: Fundamentals of Environmental Management: Definition, principles and scope; Types and components of environment; Man- environment relationship; Causes of environment destruction; Environmental ethics; Environment Awareness Programmes.

Unit II: Natural Resources - Awareness: Eco-system, Atmosphere, Land, Water, Forest, Mines & Minerals, Wetland, Bio-diversity, Conservation of natural resources.

Unit III: Environmental Protection - Policies & Legislations: National environment policy, Environmental Legislations, International conventions and Agreements, GATT/WTO and environment, State Pollution Control Board, Role of NGOs.

Unit IV: Environment Management System: ISO-14000, Environment Audit, Eco-Friendly products (Eco mark), Green Industry. Environmental Impact Assessment (EIM): EIM-Methods and tools, Appraisal and clearance for industry, Evaluation Systems.

Course Outcome:

1. Students develop critical-thinking skills, analyze real-world problems, and understand the power of narrative to create sustainable solutions for local and global communities.
2. To promote basic understanding on the concepts of Business Environment and to enable them

to realize the impact of environment on Business.

Suggested Readings:

1. N.K. Oberoi - Environmental Management, Excell Books.
2. G.N.Pandey - Environmental Management, Vikas.
3. K.M. Agrawal & P.K. Sikdar - Text Book of Environment, Macmillan.
4. L.W. Canter - Environmental Impact Assessment, Tata McGraw Hill

BBA-102: FUNDAMENTALS OF MANAGEMENT & ORGANIZATIONAL BEHAVIOUR (6C)

Course Objective:

1. To understand individual and group behavior at work place so as to improve the effectiveness of an organization.
2. Discuss the various concepts of planning, Decision making and controlling to help solving managerial problems
3. Study and understand management concepts and styles in Global context.

Course contents:

Unit I: Basic forms of Business Ownership; Special forms of ownership: Franchising, Licensing, Leasing; Choosing a form of Business ownership; Corporate Expansion: mergers and acquisitions, diversification, forward and backward integration, joint ventures, Strategic alliance. Evolution of Management Theory. Managerial functions and Roles. Insights from Indian practices and ethos.

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

Unit III: Importance of organizational Behaviour. Perception and Attribution: Concept, Nature, Process, Personality, Learning: Concept and Theories of Learning, reinforcement. Motivation: Concepts and their application, Need, Content & Process theories, Contemporary Leadership issues: Charismatic, Transformational Leadership. Emotional Intelligence

Unit IV: Groups and Teams: Definition, Difference between Groups and teams; Stages of Group Development, Group Cohesiveness, Types of teams. Analysis of Interpersonal Relationship: Transactional Analysis, Johari Window. Organizational Power and Politics: Nature of organizational politics. Conflict: Concept, Sources, Types, Stages of conflict, Management of conflict, Organizational Change: Concept, Resistance to change, Managing resistance to change, Implementing Change, Kurt Lewin Theory of Change. Managing Stress: Insights from Indian ethos.

Course Outcome:

1. The students will be able to justify how organizational change and conflict affect working relationships within organizations.
2. demonstrate how to apply relevant theories to solve problems of change and conflict within organizations.

Suggested Readings:

1. Gilbert: Principles of Management, McGraw Hill.
2. Greenberg Jerald and Baron Robert A.: Behavior in Organizations: Understanding and Managing the Human Side of Work, Prentice Hall of India.
3. Kaul Vijay Kumar, Business Organization & Management - Text and Cases, Pearson.
4. Kaul, Vijay Kumar, Management- Text & Cases, Vikas Publication.
5. Kavita Singh: Organizational Behavior, Vikas Publication.
6. Koontz & Heinz Weihrich: Essential of Management, McGraw Hill.

BBA- 103: STATISTICS FOR BUSINESS DECISIONS (6C)

Course Objective:

1. To familiarize the students with various Statistical Data Analysis tools that can be used for effective decision making..
2. Understand the concept of Probability and its usage in various business applications.
3. Understanding Decision making environment and applying the Concept of Business Analytics.

Course contents:

Unit I: Measures of Central Value: Characteristics of an ideal measure; Measures of Central Tendency - mean, median, mode, harmonic mean and geometric mean. Merits, Limitations and Suitability of averages. Relationship between averages. Measures of Dispersion: Meaning and Significance. Absolute and Relative measures of dispersion - Range, Quartile Deviation, Mean Deviation, Standard Deviation, Coefficient of Variation, Moments, Skewness, Kurtosis.

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

Unit III: Analysis of Time Series: Meaning and significance. Utility, Components of time series, Models (Additive and Multiplicative), Measurement of trend: Method of least squares, Parabolic trend and logarithmic trend; Index Numbers: Meaning and significance, problems in construction of index numbers, methods of constructing index numbers-weighted and un-weighted, Test of adequacy of index numbers, chain index numbers, base shifting, splicing and deflating index number.

Unit IV: Probability: Meaning and need. Theorems of addition and multiplication. Conditional probability. Bayes' theorem, Random Variable- discrete and continuous. Probability Distribution: Meaning, characteristics (Expectation and variance) of Binomial, Poisson, and Normal distribution. Central limit theorem. Hypothesis testing: Concept; Level of Significance; Process of testing; Test of hypothesis concerning Mean; Test of hypothesis Normal Z test & t test for single mean. Using Non-parametric statistics for hypothesis testing.

Course Outcome:

1. After the course the students will: Think critically, reason analytically and solve problems creatively.
2. Succeed in their careers in business, industry or government, as well as in graduate school. Effectively communicate statistical ideas and arguments.

Suggested Readings:

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

BBA-104: ENTREPRENEURSHIP DEVELOPMENT (6C)

Course Objective:

1. This course provides students with a solid introduction to the entrepreneurial process of creating new businesses, role of Creativity and innovation in Entrepreneurial start-ups.
2. manage family-owned companies, context of social innovation and social entrepreneurship and issues and practices of financing entrepreneurial businesses.
3. To impart understanding of Entrepreneurial Finance, Assistance and role of entrepreneurial development agencies.
4. To provide insights to students in converting an Idea to an opportunity and develop understanding of various funding sources for a startup.
5. Familiarizing the students on Developing a Business Plan and to provide basic understanding of

Launching a New Venture.

Course contents:

Unit I: ENTREPRENEURIAL MANAGEMENT

The evolution of the concept of entrepreneurship, John Kao's Model on Entrepreneurship, Idea Generation, Identifying opportunities and Evaluation; Building the Team / Leadership; Strategic planning for business; Steps in strategic planning, Forms of ownership – Sole proprietorship; partnership; limited liability partnership and corporation form of ownership; advantages/disadvantages, Franchising; advantages/disadvantages of franchising; types of franchise arrangements; franchise contracts; franchise evaluation checklist, Financing entrepreneurial ventures; Managing growth; Valuation of a new company; Harvesting and Exit Strategies; Corporate Entrepreneurship

Unit II: ENTREPRENEURSHIP, CREATIVITY AND INNOVATION

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

Unit III: SOCIAL ENTREPRENEURSHIP & FAMILY BUSINESS AND ENTREPRENEURSHIP

Introduction to Social Entrepreneurship; Characteristics and Role of Social Entrepreneurs; Innovation and Entrepreneurship in a Social Context; Start-Up and Early Stage Venture Issues in creating and Sustaining a Non-profits Organization; Financing and Risks; Business Strategies and Scaling up.

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

UNIT-IV: FINANCING THE ENTREPRENEURIAL BUSINESS

Arrangement of funds; Traditional sources of financing, Loan syndication, Consortium finance, role played by commercial banks, appraisal of loan applications by financial institutions, Venture capital.

Course Outcome

1. Student will get clarity about the business idea. Market potential for the product or service. Skills in preparing business plan.
2. The purpose of this course is to expose the student to the basic concepts of entrepreneurship and Common myths to becoming an entrepreneur. Students will be exposed to the functions

of entrepreneurs, and problems faced by them in the real world.

Suggested Readings:

1. Burns, P. (2001). Entrepreneurship and small business. New Jersey: Palgrave.
2. Drucker, P. F. (2006). Innovation and entrepreneurship: Practice and principles. USA: Elsevier.
3. Gersick, K. E., Davis, J. A., Hampton, M. M., & Lansberg, I. (1997). Generation to generation: Life cycles of the family business. Boston: Harvard Business School Press.
4. Hisrich, R. & Peters, M. (2002). Entrepreneurship. New Delhi: Tata McGraw Hill.
5. Holt, D. H. (2004). Entrepreneurship new venture creation. New Delhi: Prentice Hall of India.
6. Kaplan, J. (2004). Patterns of entrepreneurship. Wiley.

SEMESTER - II

Paper No.	Title of the Paper	Credit
BBA-201	Business Communication	2
BBA-202	Managerial Economics	6
BBA-203	Business Accounting	6
BBA-204	Ethics & Corporate SocialResponsibility	6

BBA-201: BUSINESS COMMUNICATION (2C)

Course Objective:

1. To equip students of the BBA course effectively to acquire skills in reading, writing, Comprehension and communication, as also to use electronic media for business communication.
2. To develop the ability to research and write a documented paper and/or to give an oral presentation.
3. To develop the ability to communicate via electronic mail, Internet, and other technologies for presenting business messages.

Course Content:

Unit 1: Nature of Communication: Process of Communication, Types of Communication (verbal & Non Verbal), Importance of Communication, Different forms of Communication. Barriers to

Communication Causes, Linguistic Barriers, Psychological Barriers, Interpersonal Barriers, Cultural Barriers, Physical Barriers, Organizational Barriers

Unit 2: Business Correspondence: Letter Writing, presentation, Inviting quotations, Sending quotations, placing orders, Inviting tenders, Sales letters, claim & adjustment letters and social correspondence, Memorandum, Inter-office Memo, Notices, Agenda, Minutes, Job application letter, preparing the Resume.

Unit 3: Report Writing: Business reports, Types, Characteristics, Importance, Elements of structure, Process of writing, Order of writing, the final draft, check lists for reports.

Unit 4: Vocabulary: Words often confused Words often misspelt, common errors in English. Oral Presentation: Importance, Characteristics, Presentation Plan, Power point presentation, Visual aids.

Course Outcome

1. Upon completion of the course, students are expected to be able to demonstrate a good understanding of: effective business writing.
2. students are expected to be able to effective business communications and information collection.

Suggested Readings:

1. Bovee, and Thill, Business Communication Today, Pearson Education
2. Lesikar, R.V. & Flatley, M.E. Kathryn Rentz; Business Communication Making Connections in Digital World, 11th ed., McGraw Hill Education.
3. Shirley Taylor, Communication for Business, Pearson Education
4. Locker and Kaczmarek, Business Communication: Building Critical Skills, TMH
5. Leena Sen, Communication Skills, PHI Learning

BBA-202: MANAGERIAL ECONOMICS (6C)

Course Objective:

1. The purpose of this course is to apply micro economic concepts and techniques in evaluating business decisions taken by firms.
2. The emphasis is on explaining how tools of standard price theory can be employed to formulate a decision problem.
3. evaluate alternative courses of action and finally choose among alternatives. Simple geometry

and basic concepts of mathematics will be used in the course of teaching.

Course content:

Unit I: Demand, Supply and Market equilibrium: individual demand, market demand, individual supply, market supply, market equilibrium; Elasticities of demand and supply: Price elasticity of demand, income elasticity of demand, cross price elasticity of demand, elasticity of supply;

Theory of consumer behavior : cardinal utility theory, ordinal utility theory(indifference curves, budget line, consumer choice, price effect, substitution effect, income effect for normal, inferior and giffen goods), revealed preference theory.

Unit II: Producer and optimal production choice: optimizing behavior in short run (geometry of product curves, law of diminishing margin productivity, three stages of production), optimizing behavior in long run (isoquants, isocost line, optimal combination of resources)

Costs and scale: traditional theory of cost (short run and long run, geometry of cot curves, envelope curves), modern theory of cost (short run and long run), economies of scale, economies of scope.

Unit III: Theory of firm and market organization : perfect competition (basic features, short run equilibrium of firm/industry, long run equilibrium of firm/industry, effect of changes in demand, cost and imposition of taxes) ; monopoly (basic features, short run equilibrium, long run equilibrium, effect of changes in demand, cost and imposition of taxes, comparison with perfect competition, welfare cost of monopoly), price discrimination, multiplant monopoly ; monopolistic competition (basic features, demand and cost, short run equilibrium, long run equilibrium, excess capacity); oligopoly (Cournot's model, kinked demand curve model, dominant price leadership model, prisoner's dilemma)

Unit IV: Factor market: demand for a factor by a firm under marginal productivity theory (perfect competition in the product market, monopoly in the product market), market demand for a factor, supply of labour, market supply of labour, factor market equilibrium.

Course Outcome

1. The student can Interpret regression analysis and discuss why it's employed in decision-making. Discuss optimization and utility including consumer behavior.
2. After the course completion Student can Assess the relationships between short-run and long-run costs.

Suggested Readings:

1. Dominick Salvatore (2009). Principles of Microeconomics (5th ed.) Oxford University Press
2. Lipsey and Chrystal. (2008). Economics. (11th ed.) Oxford University Press

3. Koutosyannis (1979). Modern Micro Economics. Palgrave Macmillan

4. Pindyck, Rubinfeld and Mehta. (2009). Micro Economics. (7th ed.). Pearson.

BBA-203: BUSINESS ACCOUNTING (6C)

Course Objective:

1. To familiarize students with the mechanics of preparation of financial statements, understanding corporate financial statements, their analysis and interpretation.
2. This course is intended to introduce the basic theory, concepts and practice of financial accounting and to enable students to understand information contained in the published financial statements of companies and other organizations.
3. It includes the preparation of accounting statements, but their uses and limitations will also be emphasized.

Course Contents:

Unit I: Introduction to Financial Accounting. Accounting as an Information System. Importance, Scope, and Limitations. Users of Accounting Information. Generally Accepted Accounting Principles. The Accounting Equation. Nature of Accounts and Rules of Debit and Credit. Recording Transactions in General Journal. Recording Transactions in three- column Cash Book. An overview of Subsidiary books – Purchase Book, Purchase Returns Book, Sales Book, and Sales Returns Book. Opening and Closing Entries. Preparation of Ledger Accounts.

Unit II: Introduction to International Financial Reporting Standards (IFRS). Understanding Accounting Standards issued by the ICAI related to Disclosure of Accounting Policies, Depreciation Accounting, and Revenue Recognition. Methods of charging Depreciation – Straight-line Method, and Written-down-value Method. Preparation of Trial Balance. Adjustment Entries. Post-adjusted Trial Balance. Bank Reconciliation Statement.

Unit III: Preparation of Financial Statements: Preparing Trading Account, Profit & Loss Account and Balance Sheet for a Sole Proprietor. Understanding contents of Financial Statements of a Joint Stock Company as per Companies Act 2013. Understanding the contents of a Corporate Annual Report. Preparation of Cash Flow Statement as per AS-3 (revised).

Unit IV: Analyzing Financial Statements: Objectives of Financial Statement Analysis; Sources of Information; Standards of Comparison; Techniques of Financial Statement Analysis - Horizontal Analysis, Vertical Analysis, and Ratio Analysis. Meaning and Usefulness of Financial Ratios; Analysis of Financial Ratios from the perspective of different Stakeholders like Investors, Lenders, and Short-term Creditors; Profitability Ratios, Solvency Ratios, Liquidity Ratios, and Turnover Ratios;

Limitations of Ratio Analysis.

Course Outcome

1. Identify and interpret accounting information to inform users and make decisions.
2. Apply critical thinking skills by identifying and analyzing accounting issues using relevant accounting frameworks.
3. Charles T. Horngren, Gart L. Sundem, John A. Elliott, and Donna R. Philbrick, Introduction to Financial Accounting, Pearson.
4. J.R. Monga, Financial Accounting: Concepts and Applications, Mayur Paperbacks.
5. T.P. Ghosh, Financial Accounting for Managers: Taxmann Allied Services Pvt. Ltd.

Suggested Readings:

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

BBA-204: ETHICS AND CORPORATE SOCIAL RESPONSIBILITY (6C)

Course Objective:

1. The objective of this paper is to make the students more clear about the importance of ethics in business and practices of good corporate governance.
2. It also talks about the corporate social responsibility.
3. The course will sensitize the students to enrich their ethical standards. Also, the students will be exposed to ethical problems and issues in various situations.

Course contents:

Unit I: Business ethics: Meaning of ethics, why ethical problems occur in business. Ethical principles in business: Utilitarianism: weighing social cost and benefits, Rights and duties, Justice and fairness, ethics of care, Integrating utility, rights, justice and caring, An alternative to moral principles: virtue ethics, Moral issues in business: Worker's and employee's rights and responsibilities, Profit maximization vs. social responsibility.

Unit-II: Corporate governance: concept, Need to improve corporate governance standards, Features of good governance, Role played by regulators to improve corporate governance, accounting standards and corporate governance, corporate disclosure, insider trading.

The Board - Quality, Composition and role of Board, Outside Directors on the board (independent, nominee), Executive and Non-Executive directors, SEBI clause 49, directors and financial institutions in enhancing corporate governance, CEO Duality. Whistle blowing: Needs & Kinds of whistle blowing.

Unit-III: Ethics and Management: ethics as a normative science, ethics vs religion, factual and moral judgements, Business Ethics as a Management discipline, Managing ethics in workplace, Definition of Ethical Dilemma , Values Driven Management: Indian Ethos for managing Global Change, Values for managing the change, Trans-cultural Human Values in Management.

Unit IV: Corporate social responsibility: Meaning, Evolution of corporate social responsibility, common indicators for measuring business social performance, reporting social responsibility measures in annual report, Arguments for and against CSR, Attributes of an effective CSR Programs.

Course Outcome

1. At the end of the course, students should be able to understand the importance of ethics and CSR in the day-to-day working of organizations.
2. learn the issues involved in maintaining ethics and how to deal with such situations and learn scope of business ethics in Compliance, finance, Human resources, marketing, and production.

Suggested Readings:

1. Prof. Dr Biswajit Satpathy: Indian Ethos And Values, Elite Publications
2. Manuel G Velasquez: Business ethics- concepts and cases Pearson.
3. Luthans Hodgetts and Thompson: Social issues in business, Macmillan
4. A.C. Fernando: Business Ethics Pearson Education.
5. A.C. Fernando: Corporate Governance Pearson Education.
6. Adrian Davies: Strategic approach to corporate governance Gower Pub Co.

SEMESTER - III

Papers		
Paper No.	**Title of the Paper**	**Credit**
BBA-301	Macroeconomics	6
BBA-302	Principles of Marketing	6
BBA-303	Management Accounting	6
BBA-304	Production & Operations Management	6
BBA-305	Personality Development & Communication Skills	2

BBA-301: MACROECONOMICS (6C)

Course Objective:

1. This course deals with the principles of Macroeconomics. The coverage includes determination of and linkages between major economic variables; level of output and prices, inflation, interest rates and exchange rates.
2. The course is designed to study the impact of monetary and fiscal policy on the aggregate behavior of individuals.
3. To Understand and analyze the micro environment affecting the business decision making.

Course Content:

Unit I: Measurement of macroeconomic variables: National Income Accounts, Gross Domestic Product, National Income, Personal and Personal disposable income; Classical theory of income and employment: Quantity Theory of Money – Cambridge version, Classical aggregate demand curve, Classical theory of interest rate, effect of fiscal and monetary policy.

Unit II: Keynesian theory of Income and employment : simple Keynesian model, components of aggregate demand, equilibrium income, changes in equilibrium, multiplier (investment, Government expenditure, lump sum tax, foreign trade), effect of fiscal and monetary policy, crowding out, composition of output and policy mix, policy mix in action; ISLM model : properties of ISLM curves, factors affecting the position and slope of ISLM curves, determination of equilibrium income and interest rates, effect of monetary and fiscal policy, relative effectiveness of monetary and fiscal policy.

Unit III: Money: functions of money, quantity theory of money, determination of money supply and demand, H theory of money multiplier, indicators and instruments of monetary control;
Inflation: meaning, demand and supply side factors, consequences of inflation, anti- inflationary policies, natural rate theory, monetary policy-output and inflation, Phillips curve (short run and long run)

Unit IV: Open Economy: brief introduction to BoP account, market for foreign exchange and exchange rate, monetary and fiscal policy in open economy, Mundell Fleming model (perfect capital mobility and imperfect capital mobility under fixed and flexible exchange rate).

Course Outcome:

1. Understand the determination of key macroeconomic variables- outputs, prices and rate of interest, analyse the effect of fiscal and monetary policy,
2. It describe the mechanics of money supply and explain the working of an open economy.

Suggested Readings:

1. Froyen, R.P. (2011). Macroeconomics-theories and policies (8th ed.). Pearson
2. Dornbusch and Fischer (2010). Macroeconomics (9th ed.). Tata McGraw Hill
3. N Gregory Mankiw (2010). Macroeconomics (7th ed.). Worth Publishers
4. Olivier Blanchard, Macroeconomics (2009). (5th ed.) Pearson

BBA-302: PRINCIPLES OF MARKETING (6C)

Course Objective:

1. To equip the students with understanding of the Marketing Mix elements and sensitize them to certain emerging issues in Marketing.
2. To facilitate understanding of the conceptual framework of marketing and its applications in decision making under various environmental constraints.
3. To develop understanding on Consumer and business buying behavior

Course Content:

Unit I: Introduction: Nature, Scope and Importance of Marketing, Evolution of Marketing; Core marketing concepts; Company orientation - Production concept, Product concept, Selling concept, Marketing concept, Holistic marketing concept. Marketing Environment: Demographic, economic, political, legal, socio cultural, technological environment (Indian context); Portfolio approach - Boston

Consultative Group (BCG) matrix.

Unit II: Segmentation, Targeting and Positioning: Levels of Market Segmentation, Basis for Segmenting Consumer Markets, Difference between Segmentation, Targeting and Positioning.

Unit III: Product & Pricing Decisions: Concept of Product Life Cycle (PLC), PLC marketing strategies, Product Classification, Product Line Decision, Product Mix Decision, Branding Decisions, Packaging & Labelling, New Product Development. Pricing Decisions: Determinants of

Price, Pricing Methods (Non-mathematical treatment), Adapting Price (Geographical Pricing, Promotional Pricing and Differential Pricing).

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

Course Outcome:

1. Identify the scope of responsibilities of a product/brand manager. Analyze global business opportunities and its implications on a firm's product and branding strategy.
2. Evaluate new product or service ideas. Apply conceptual knowledge and analytical tools to forecast market potential.

Suggested Readings:

1. Kotler, P. & Keller, K. L.: Marketing Management, Pearson.
2. Kotler, P., Armstrong, G., Agnihotri, P. Y., & Ul Haq, E.: Principles of Marketing: A South Asian Perspective, Pearson.
3. Ramaswamy, V.S. & Namakumari, S.: Marketing Management: Global Perspective-Indian Context, Macmillan Publishers India Limited.
4. Zikmund, W.G. & D' Amico, M.: Marketing, Ohio: South-Western College Publishing

BBA-303: MANAGEMENT ACCOUNTING (6C)

Course Objective:

1. To acquaint students with role of Management Accounting in planning, control and decision-making.
2. This course is intended to introduce the basic theory, concepts and practice of financial

accounting and to enable students to understand information contained in the published financial statements of companies and other organizations.

Course Content:

Unit I: Nature, Scope of Management Accounting: Meaning, definition, nature and scope of Management Accounting; Comparison of Management Accounting with Cost Accounting and Financial Accounting. Cost concepts: Meaning, Scope, Objectives, and Importance of Cost Accounting; Cost, Costing, Cost Control, and Cost Reduction; Elements of Cost, Components of total Cost, Cost Sheet. Classification of Costs: Fixed, Variable, Semi- variable, and Step Costs; Product, and Period Costs; Direct, and Indirect Costs; Relevant, and Irrelevant Costs; Shut-down, and Sunk Costs; Controllable, and Uncontrollable Costs; Avoidable, and Unavoidable Costs; Imputed / Hypothetical Costs; Out-of-pocket Costs; Opportunity Costs; Expired, and Unexpired Costs; Conversion Cost. Cost Ascertainment: Cost Unit and Cost Center. Introduction to Overhead allocation, Overhead apportionment, and Overhead absorption.

Unit II: Cost-Volume-Profit Analysis: Contribution, Profit -Volume Ratio, Margin of safety, Cost Break-even Point, Composite Break-even Point, Cash Break-even Point, Key Factor, Break-even Analysis. Relevant Costs and Decision Making: Pricing, Product Profitability, Make or Buy, Exploring new markets, Export Order, Sell or Process Further, Shut down vs. Continue.

Unit III: Budgets and Budgetary Control: Meaning, Types of Budgets, Steps in Budgetary Control, Fixed and Flexible Budgeting, Cash Budget. Responsibility Accounting: Concept, Significance, Different responsibility centers, Divisional performance – Financial measures, Transfer pricing.

Unit IV: Standard Costing and Variance Analysis: Meaning of Standard Cost and Standard Costing, Advantages, Limitations and Applications; Material, Labor, Overhead and Sales variances. Introduction to Target Costing, Life Cycle Costing, Quality Costing, and Activity based Costing.

Course Outcome:

1. Analyze accounting data by application of cost-volume-profit concepts. Evaluate operational budgeting in terms of the process by which it is implemented and its possible benefits to the organization.
2. This course is intended to introduce the basic theory, concepts and practice of financial accounting and to enable students to understand information contained in the published financial statements of companies and other organizations.

Suggested Readings:

1. S.N. Maheshwari, Suneel K. Maheshwari, and Sharad K. Maheshwari: An Introduction to Accountancy, Vikas Publishing House Pvt. Ltd.

2. R. Narayanaswamy, Financial Accounting: A Managerial Perspective, PHI Learning Pvt. Ltd.
3. M.Y. Khan, and P.K. Jain, Management Accounting: Text Problems and Cases, McGraw Hill Education (India) Pvt. Ltd.
4. S.N. Maheshwari, and S.N. Mittal, Cost Accounting: Theory and Problems, Shree Mahavir Book Depot (Publishers

BBA-304: PRODUCTION AND OPERATIONS MANAGEMENT (6C)

Course Objectives:

1. To understand the production and operation function and familiarize students with the technique for planning and control.
2. To understand the role of Operations in overall Business Strategy of the firm.
3. To understand the application of operations management policies and techniques to the service sector as well as manufacturing firms.
4. To identify and evaluate the key factors and their interdependence of these factors in the design of effective operating systems.

Course contents:

Unit I: Introduction to Production & Operations Management: Definition, need, responsibilities, key decisions of OM, goods vs. services. Operations as a key functional area in an organisation. Operation Strategies-Definition, relevance, strategy formulation process, order qualifying and order winning attribute Maintenance Management: Need of maintenance management, equipment life cycle (Bathtub curve), measures for maintenance performance (MTBF, MTTR and availability). Lean production: Definition of lean production, lean Demand-Pull logic, waste in operations, elements that address elimination of waste, 2 card kanban Production Control system.

Unit II: Forecasting-Definition, types, qualitative (grass roots, market research and delphi method) and quantitative approach (simple moving average method, weighted moving average and single exponential smoothing method), forecast error, MAD. Scheduling: Operation scheduling, goals of short term scheduling, job sequencing (FCFS, SPT, EDD, LPT, CR) & Johnson's rule on two machines, Gantt charts.

Unit III: Process Selection: Definition, Characteristics that influence the choice of alternative processes (volume and variety), type of processes- job shop, batch, mass and continuous, productprocess design Matrix and Services design matrix, technology issues in process design, flexible manufacturing systems (FMS), Computer integrated manufacturing (CIM). Layout Decision: Layout planning – Benefits of

good layout, importance, different types of layouts (Process, Product, Group technology and Fixed position layout). Assembly line balancing by using LOT rule; Location Decisions & Models: Facility Location – Objective, factors that influence location decision, location evaluation methods- factor rating method. Capacity Planning: Definition, measures of capacity (input and output), types of planning over time horizon. Decision trees analysis

Unit IV: Aggregate Planning: Definition, nature, strategies of aggregate planning, methods of aggregate planning (level plan, chase plan and mixed plan, keeping in mind demand, workforce and average inventory), Statistical Quality control: Variations in process (common & assignable causes), Control charts: Variable measures (mean and range chart), Attribute measures (proportion of defects and no. of defects) using control tables. Elementary Queuing Theory: Poisson- Exponential Single Server Model with Infinite Population. (Question based on M/M/1.

Course Outcome:

1. Gaining knowledge about managing production processes. How to run operations effectively. Better understanding of modern production techniques. Better understanding of quality management.
2. understand the trends and challenges of Operations Management in the current business environment.

Suggested Readings:

1. Mahadevan B, Operations Management Theory & Practice, Pearson Education
2. Heizer Jay and Render Barry , Production & Operations Management, Pearson Education
3. Chase R B, Aquilano N J , Jacobs F R and Agarwal N, Production & Operations Management Manufacturing and Services, Tata McGraw Hill.
4. S.P. Gupta, Statistical methods, Sultan Chand & Sons .
5. Adam,E.E and Ebert, Production & operations Management, Prentice Hall of India, New Delhi.
6. S.N. Chary, Production & operations management – Tata McGraw Hill, New Delhi.

BBA-305: PERSONALITY DEVELOPMENT & COMMUNICATION SKILLS (2C)

Course Objective:

1. The objective of the course is bring about personality development with regard to the different behavioural dimensions that have far reaching significance in the direction of organisational effectiveness.
2. To enable the students to understand, analyse, develop and exhibit accurate sense of self.

Course Content:

Unit I: Techniques in Personality development a) Self-confidence b) Mnemonics c) Goal setting d) Time Management and effective planning

Unit II: Written communication,: Basics of Letter writing, memorandum, notice, email, and report writing. Resume writing.

Unit III: Communication skills and Personality Development a) Intra personal communication and Body Language b) Inter personal Communication and Relationships c) Leadership Skills d) Team Building and public speaking.

Course Outcome

1. Developing the effective communication skills among student.
2. Inculcating the soft skills in theoretical and practical ways.
3. Learning about the essential factors for personality development and bringing them into practice.

Suggested Readings:

1. Alex K., Soft Skills – Know Yourself and Know the World, S. Chand & Company Pvt. Ltd., New Delhi, Third Revised Edition, 2016
2. Bhatnagar Nitin and Mamta Bhatnagar, Effective Communication and Soft Skills: Strategies for Success, Pearson Education, New Delhi, 2011

SEMESTER – IV

Papers		
Paper No.	**Title of the Paper**	**Credit**
BBA-401	Business Research	6
BBA-402	Human Resource Management	6
BBA-403	Financial Management	6
BBA-404	India’s Diversity & Business	6
BBA-405	IT Tools for Business	2

BBA-401: BUSINESS RESEARCH (6C)

Course Objective:

1. To provide an exposure to the students pertaining to the nature and extent of research orientation, which they are expected to possess when they enter the industry as practitioners.
2. To give them an understanding of the basic techniques and tools of business marketing research.
3. To Understand the practical application of various research techniques.
4. To Understand the importance of scaling & measurement techniques and sampling techniques.
5. To Understand the importance of coding, editing, tabulation and analysis in doing research.

Course Content:

Unit I: Nature and Scope of Marketing Research – Role of Marketing Research in decision making. Applications of Marketing Research – marketing research; The Research process – Steps in the research process; the research proposal; Problem Formulation: Management decision problem Vs. Marketing Research problem.

Unit II: Research Design: Exploratory, Descriptive, Causal. Secondary Data Research: Advantages & Disadvantages of Secondary Data, Criteria for evaluating secondary sources, secondary sources of data in Indian Context, Syndicated Research (in India)

Unit III: Primary Data Collection: Survey Vs. Observations. Comparison of self- administered, telephone, mail, emails techniques. Qualitative Research Tools: Depth Interviews focus groups and projective techniques; Measurement & Scaling: Primary scales of Measurement -Nominal, Ordinal, Interval & Ratio. Scaling techniques-paired comparison, rank order, constant sum, semantic differential, itemized ratings, Likert Scale; Questionnaire-form & design.

Unit IV: Sampling: Sampling techniques, determination of sample size; Data Analysis: Z test (mean, diff. of mean, diff. of proportion) t test (mean), paired t test, Chi square test, Introduction to theoretical concept of ANOVA, Factor Analysis and Discriminant Analysis.

Course Outcome:

1. Business research helps to identify opportunities and threats.
2. It helps identify research problems and using this information, wise decisions can be made to tackle the issue appropriately.
3. It helps to understand customers better and hence can be useful to communicate better with the customers or stakeholders. Applying relevant research techniques.
4. Understanding relevant scaling & measurement techniques and should use appropriate sampling techniques.

5. Synthesizing different techniques of coding, editing, tabulation and analysis in doing research.

Suggested Readings:

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

BBA-402: HUMAN RESOURCE MANAGEMENT (6C)

Course Objective:

1. The objective of this course is to help the students to develop an understanding of the concept & techniques of essential functions of human resource management.
2. The course will use and focus on Indian experiences, approaches and cases.

Course Contents:

Unit I: Human Resource Management: Concept, Functions, roles, skills & competencies, HRD-definition, goals and challenges. The changing environment of HRM – globalization, cultural environment, technological advances, workforce diversity, corporate downsizing, changing skill requirement, HRM support for improvement programs Work life balance, HR role in strategy formulation & gaining competitive advantage. HRM issues in Indian Organisations

Unit II: Human Resource Planning: Process, Forecasting demand & supply, Skill inventories Human Resource Information System (HRIS) succession planning, Job analysis – Uses, methods, Job description & Job specifications. HR accounting and Human Resource Development (HRD) audit concept. Recruitment, Selection & Orientation: internal & external sources, e- recruitment, selection process, orientation process.

Unit III: Training: Concept, Needs, Systematic approach to training, Methods of training. Management development: Concept & Methods. Performance management system: concept, uses of performance appraisal, performance management methods, factors that distort appraisal, appraisal interview .Career planning: career anchors, career life stages. Compensation: Steps of determining compensation, job evaluation, components of pay structure, factors influencing compensation levels, wage differentials & incentives, profit sharing, gain sharing, employees' stock option plans. Brief introduction of social security, health, retirement & other benefits.

Unit IV: Industrial Relations: Introduction to Industrial Relations, Trade unions role, types, functions, problems, industrial dispute- concept, causes & machinery for settlement of disputes-

grievance, concepts, causes & grievance redressal machinery, discipline- concept, aspect of discipline & disciplinary procedure, Collective bargaining- concept, types, process, problems, essentials of effective collective bargaining .

Course Outcome:

1. The course aims to enhance the understanding of the role of Human Resource Management and explore the recent trends of HRM. Introduce the basic concepts, functions and processes of human resource management.
2. Develop an understanding of HRM systems and their implementation through exploring the practice of Staffing, Training and Development, Performance Management and Compensation.

Suggested Readings:

1. De Cenzo, D.A. & Robbins: Fundamentals of Human Resource Management, New York: John Wiley & Sons.
2. Dessler, G: Human Resource Management, Pearson.
3. Monappa & Saiyaddin: Personnel Management,Tata McGraw Hill.
4. Rao, V.S.P.: Human Resource Management- Text and Cases, Excel Books.
5. R. Wayne Mondy & Rober M. Noe: Human Resource Management, Pearson.

BBA-403: FINANCIAL MANAGEMENT (6C)

Course Objective:

1. To acquaint students with the techniques of financial management and their applications for business decision making.
2. To take decision relating to financing activities and Investing activities.

Course Contents:

Unit I: Nature of Financial Management: Finance and related disciplines; Scope of Financial Management; Profit Maximization, Wealth Maximization - Traditional and Modern Approach; Functions of finance – Finance Decision, Investment Decision, Dividend Decision; Objectives of Financial Management; Organisation of finance function; Concept of Time Value of Money, present value, future value, and annuity; Risk & Return: Historical return, expected return, absolute return, holding period return, annualized return, arithmetic & geometric return; Risk - Systematic & unsystematic risk – their sources and measures.

Unit II: Long -term investment decisions: Capital Budgeting - Principles and Techniques; Nature and meaning of capital budgeting; Estimation of relevant cash flows and terminal value; Evaluation techniques - Accounting Rate of Return, Net Present Value, Internal Rate of Return & MIRR, Net Terminal Value, Profitably Index Method.

Concept and Measurement of Cost of Capital: Explicit and Implicit costs; Measurement of cost of capital; Cost of debt; Cost of perpetual debt; Cost of Equity Share; Cost of Preference Share; Cost of Retained Earning; Computation of over-all cost of capital based on Historical and Market weights.

Unit III: Capital Structures: Approaches to Capital Structure Theories - Net Income approach, Net Operating Income approach, Modigliani-Miller (MM) approach, Traditional approach, Capital Structure and Financial Distress, Trade-Off Theory.

Dividend Policy Decision - Dividend and Capital; The irrelevance of dividends: General, MM hypothesis; Relevance of dividends: Walter's model, Gordon's model;

Leverage Analysis: Operating and Financial Leverage; EBIT -EPS analysis; Combined leverage.

Unit IV: Working Capital Management: Management of Cash - Preparation of Cash Budgets (Receipts and Payment Method only); Cash management technique,

Receivables Management – Objectives; Credit Policy, Cash Discount, Debtors Outstanding and Ageing Analysis; Costs - Collection Cost, Capital Cost, Default Cost, Delinquency Cost, Inventory Management (Very Briefly) - ABC Analysis; Minimum Level; Maximum Level; Reorder Level; Safety Stock; EOQ, Determination of Working Capital.

Course Outcome

1. Understand the different basic concept / fundamentals of Corporate Finance
2. Understand the practical application of time value of money and evaluating long term investment decisions
3. Developing analytical skills to select the best source of capital ,its structure on the basis of cost of capital

Suggested Readings

1. M.Y. Khan & P.K. Jain: Financial Management Text Problem and Cases, Tata McGraw Hill Pubilshlng Co. Ltd.
2. R. P. Rustogi: Financial Management: Theory Concepts and Practices, Taxmann Publication.
3. I.M. Pandey: Financial Management: Theory and Practices, Vikas Publishing House
4. 4. R.A. Brealey, S.C. Myers, F. Allen& P. Mohanty: Principles of Corporate Finance, McGraw Hill Higher Education

5. 5. J.V. Horne & J.M. Wachowicz: Fundamentals of Financial Management Prentice Hal

BBA-404: INDIA'S DIVERSITY AND BUSINESS (6C)

Course Objective:

1. The objective of the paper is to understand the bases of India's diversity and its linkages with the people, livelihood, occupational diversity and socio-economic challenges.
2. Further, it aims at understanding the diversity and its implications for the business.

Course Contents:

Unit I: Recognizing, Accommodating and valuing diversity; Challenges and dilemmas posed by diversity and drive for homogenization; Sources of dilemma and tension - immigration, competition for limited resources; Regional bases of India's diversity: regional approach to understanding diversity in terms of India's topography, drainage, soil, climate, natural vegetation, rural and urban settlements

Unit II: Social diversity in India: Peopling, demography, languages, castes, ethnicity, religions, sects, family, kinship and social institutions; socio-cultural regions; Traditional livelihoods and their nature - agriculture, crafts, industry and services; Region, occupation and employment

Unit III: Linkages between Diversity and India's Socio-economic challenges; Regional variations in terms of geographic and socio-economic factors- trends and emerging options; Food insecurity, economic inequalities and poverty, environmental degradation and sustainable development;

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

Course Outcome:

1. Students should be able to develop an understanding of different types of diversity.
2. To understand the inter linkages between diversity and socio-economic challenges.
3. To understand impact of diversity on business opportunities and decisions.

Suggested Readings:

1. Bhatt, B. L. (1980) "India and Indian Regions: A Critical Overview" in David E. Sopher, 'An Exploration of India - Geographical Perspectives on Society and Culture'. Cornell. for Socio cultural regions.
2. Bill Aitken, Seven sacred rivers, Penguin Books, 1992
3. Gadgil and Guha Ecology and Equity: The use and abuse of nature in contemporary India. Penguin 1995
4. Gail Robinson and Kathleen Dechant, Building a business case for diversity, Academy of

Management Executive 1997, Vol 11, No. 3

5. Kaul, Vijay Kumar, Managing Diversity, in Business Organisation and Management, chapter 35, Pearson Education, 2012.

BBA-405: IT TOOLS IN BUSINESS (2C)

Course Objective:

1. The Course has been designed to provide knowledge on various hardware and software components of computer.
2. To use different operating system, various packages used for different applications, data base concepts & operations and various issues related to IT and application of IT.

Course Contents

Unit I: Spreadsheets Introduction: Concept of worksheets and workbooks, creating, opening, closing and saving workbooks, moving, copying, inserting, deleting and renaming worksheets, working with multiple worksheets and multiple workbooks, controlling worksheet views, naming cells using name box, name create and name define. Using formulae and functions: Understanding absolute, relative and mixed referencing in formulas, referencing cells in other worksheets and workbooks, correcting common formula errors, working with inbuilt function categories like mathematical, statistical, text, lookup, information, logical, database, date and time and basic financial functions. Consolidating worksheets and workbooks using formulae and data consolidate command Printing and Protecting worksheets: Adjusting margins, creating headers and footers, setting page breaks, changing orientation, creating portable documents and printing data and formulae. Implementing file level security and protecting data within the worksheet Creating charts and graphics: Choosing a chart type, understanding data points and data series, editing and formatting chart elements, and creating sparkline graphics. Analysing data using pivot tables: Creating, formatting and modifying a pivot table, sorting, filtering and grouping items, creating calculated field and calculated item, creating pivot table charts, producing a report with pivot tables. Performing what-if analysis: Types of what if analysis (manual, data tables, scenario manager), what-if analysis in reverse (goal-seek, solver) Exchanging data using clipboard, object linking and embedding.

Unit II: Word processing Introduction: Creating and saving your document, displaying different views, working with styles and character formatting, working with paragraph formatting techniques using indents, tabs, alignment, spacing, bullets and numbering and creating borders. Page setup and sections: Setting page margins, orientation, headers and footers, end notes and foot notes, creating section breaks and page borders. Working with tables: Creating tables, modifying table layout and design, sorting, inserting graphics in a table, table math, converting text to table and vice versa. Create newspaper columns, indexes and table of contents. Spellcheck your document using inbuilt and custom

dictionaries, checking grammar and style ,using thesaurus and finding and replacing text. Create bookmarks, captions and cross referencing, adding hyperlinks, adding sources and compiling and bibliography Mail merge: Creating and editing your main document and data source, sorting and filtering merged documents and using merge instructions like ask, fill-in and if-then-else. Linking and embedding to keep things together.

Unit III: PowerPoint presentation Introduction: Creating a blank presentation using a design template, basing a new presentation on an existing one, creating and managing slides, using content place holders, creating graphs, tables, diagrams, organization charts, inserting clip art and images. Viewing and navigating a presentation: Organising ideas in outline view, using slide sorter to rearrange a presentation, previewing presentation in slide show, understanding master views, using title master, slide master, handout master and notes master, working with headers and footers, using hyperlinks, advanced navigation with action settings, navigation short hand with action buttons Animation and multimedia: Using and applying animation schemes, custom animation, understanding sound file formats and video types, adding music, sound and video clips. Final presentation: Applying transition to slides, controlling transition speed, using hidden slides, using custom shows, using on screen pen and adding and accessing notes during a presentation.

Unit IV: Databases- Introduction to Database Development: Database Terminology, Objects, Creating Tables, working with fields, understanding Data types , Changing table design, Assigning Field Properties, Setting Primary Keys, using field validation and record validation rules, Indexing, working with multiple tables, Relationships & Integrity Rules, Join Properties, Record manipulation, Sorting & Filtering. Select data with queries: Creating Query by design & by wizard (Select, Make Table, Append, Delete, Cross Tab, Update, Parameterized Query, Find Duplicate and Find Unmatched), Creating multi table queries, creating & working with table joins. Using operators & expressions: Creating simple & advance criteria. Working with forms: Creating Basic forms, working with bound, unbound and calculated controls, understanding property sheet, Working with Data on Forms: Changing Layout, creating Sub Forms, creating list box, combo box and option groups. Working with Reports: Creating Basic Reports, Creating Header & Footer, Placing Controls on reports, sorting & grouping, Creating Sub reports.

Course Outcome:

1. Develop and implement Information Systems for Business Applications.
2. Learn to increase efficiency of various management processes by using IT enabled technology.
3. Analyze various security and ethics related issues pertaining to the increasing use of Information Technology.

Suggested Readings:

1. C SV Murthy, Management Information System, Himalaya Publication, New Delhi
2. Theierauff, Robert J. Decision Support System for effective planning – Prentice Hall-1982.
3. Kroger, Donald W., and Hugh J. Watson Computer Based Information System New York, 1984.

SEMESTER – V

Papers		
Paper No.	**Title of the Paper**	**Credit**
BBA-501	Quantitative Techniques for Management	6
BBA-502	Legal Aspects of Business	6
BBA-503	Elective – I	6
BBA-504	Elective – II	6
BBA-505	Dissertation & Viva (Summer Internship project)	6

BBA-501: QUANTITATIVE TECHNIQUES FOR MANAGEMENT (6C)

Course Objective:

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

Course contents:

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

Unit II: Elementary Transportation: Formulation of Transport Problem, Solution by N.W. Corner Rule, Least Cost method, Vogel's Approximation Method (VAM), Modified Distribution Method. (Special cases: Multiple Solutions, Maximization case, Unbalanced case, prohibited routes)

Elementary Assignment: Hungarian Method, (Special cases: Multiple Solutions, Maximization case, Unbalanced case, Restrictions on assignment.)

Unit III: Network Analysis: Construction of the Network diagram, Critical Path- float and slack analysis (Total float, free float, independent float), PERT, Project Time Crashing

Unit IV: Decision Theory: Pay off Table, Opportunity Loss Table, Expected Monetary Value, Expected Opportunity Loss, Expected Value of Perfect Information and Sample Information Markov Chains: Predicting Future Market Shares, Equilibrium Conditions (Questions based on Markov analysis) Limiting probabilities, Chapman Kolmogrov equation. Introduction to Game Theory: Pay off Matrix- Two person Zero-Sum game, Pure strategy, Saddle point; Dominance Rule, Mixed strategy, Reduction of m x n game and solution of 2x2, 2 x s, and r x 2 cases by Graphical and Algebraic methods; Introduction to Simulation: Monte Carlo Simulation.

Course Outcome:

1. Understand the basic operations research concepts and terminology involved in optimization techniques
2. Understand how to interpret and solve business-related problems and
3. Apply certain mathematical techniques in getting the best possible solution to a problem involving limited resources.

Suggested Readings:

1. N. D. Vohra: Quantitative Management, Tata McGraw Hill .
2. P. K. Gupta, Man Mohan, KantiSwarup: Operations Research, Sultan Chand.
3. V. K. Kapoor: Operations Research, Sultan Chand & Sons.
4. J. K. Sharma: Operations Research Theory & Applications, Macmillan India Limited.

BBA-502: LEGAL ASPECTS OF BUSINESS (6C)

Course Objective:

1. To gain knowledge of the branches of law which relate to business transactions, certain corporate bodies and related matters.
2. To understand the applications of these laws to practical commercial situations.

Course contents:

Unit I: The Indian Contract Act 1872: Meaning and Essentials of contract; Kinds of contract- Based on: validity, formation & performance, law relating to offer and acceptance, consideration, competency to contract, free consent, Void agreements, performance of contracts, discharge of contracts, breach of contracts and quasi contract, Special contracts: contract of indemnity and guarantee, bailment and

pledge, and agency.

Unit II: Sale of Goods Act 1930: Sale and agreement to sell, implied conditions and warranties, sale by non-owners, rights of unpaid seller.

Negotiable Instruments Act 1881: Meaning of negotiable instruments, type of negotiable instruments, promissory note, bill of exchange, cheque.

Unit III: The Companies Act 2013: Meaning and types, Incorporation, Memorandum & Articles of association, Prospectus, Issue of shares and bonus shares, rights issue, sweat equity, role of directors, share qualification, company meetings. The Limited Liability Partnership Act 2008: Meaning and nature of limited partnership, formation, partners & their relations, extent and limitation of liability.

Unit IV: Consumer Protection Act 1986: Objectives and machinery for consumer protection, defects and deficiency removal, rights of consumers. The Right to Information Act 2005: Salient features and coverage of the act, definition of terms information, right, record, public authority; obligations of public authorities, requesting information and functions of PIO.

Course Outcome:

1. To Know rights and duties under various legal Acts.
2. To Understand consequences of applicability of various laws on business situations.
3. To Develop critical thinking through the use of law cases.

Suggested Readings:

1. M.C.Kucchal: Business Law/Mercantile Law, Vikas Publishing.House (P) Ltd.
2. M.C.Kucchal,& Vivek Kucchal: Business Legislation for Management, Vikas Publishing House (P) Ltd.
3. Dr. G. K. Kapoor & Sanjay Dhamija: Company Law and Practice-A comprehensive textbook on Companies Act 2013, latest edition, Taxmann.
4. Avtar Singh: Principle of Mercantile Law, Eastern Book Company
5. Gulshan Kapoor: Business Maheshwari & Maheshwari: Principle of Mercantile Law, National Publishing Trust

BBA-503 (F): INVESTMENT BANKING AND FINANCIAL SERVICES (6C)

Course Objective:

The objective of this paper is to know the different aspects of Investment banking, mergers and acquisition and the detailed SEBI guidelines on issue management.

Course Content

Unit 1: Introduction: An Overview of Indian Financial System, Investment Banking in India, Recent

Developments and Challenges ahead, Institutional structure and Functions of Investment / Merchant Banking; SEBI guidelines for Merchant Bankers, Registration, obligations and responsibilities of Lead Managers, Regulations regarding Continuance of association of lead manager with an issue

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

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

Unit IV: Venture Capital: Concept, history and evolution of VC, the venture investment process, various steps in venture financing, incubation financing.

Insurance: concept, classification, principles of insurance, IRDA and different regulatory norms, operation of General Insurance, Health Insurance, Life Insurance.

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

Securitization: concept, securitization as a funding mechanism, Traditional and non- traditional mortgages, Graduated-payment mortgages (GPMs), Pledged-Account Mortgages (PAMs), Centralized Mortgage obligations (CMOs), Securitization of non mortgage assets, Securitization in India.

Course Outcome:

1. To Understand the importance and relevance of Investment Bankers in any Financial System.
2. To Understand the entire process of raising funds from primary markets along with the concerned regulations applicable in India.

Suggested Reference:

1. M.Y.Khan: Financial Services, Tata McGraw –Hill.
2. Machiraju: Indian Financial System, Vikas Publishing House
3. J.C.Verma: A Manual of Merchant Banking, Bharath Publishing House.

4. K.Sriram: Hand Book of Leasing, Hire Purchase & Factoring, ICFAI, Hyderabad.
5. Ennew.C. Trevor Watkins & Mike Wright: Marketing of Financial Services, Heinemann Professional

BBA-503 (M): CONSUMER BEHAVIOR (6C)

Course Objective:

The course of Consumer behaviour equips students with the basic knowledge about the issues and dimensions of consumer behaviour and with the skill and ability to analyse consumer information and develop consumer behaviour oriented marketing strategies.

Course contents:

Unit I: Consumer Behaviour: Nature, scope & application: Importance of consumer behaviour in marketing decisions, characteristics of consumer behaviour, role of consumer research, consumer behaviour- interdisciplinary approach.

Introduction to 'Industrial Buying Behaviour' Market Segmentation: VALS 2 segmentation profile.

Unit II: Consumer Needs & Motivation: Characteristics of motivation, arousal of motives, theories of needs & motivation: Maslow's hierarchy of needs, McLelland's APA theory, Murray's list of psychogenic needs, Bayton's classification of motives, self-concept & its importance, types of involvement.

Personality & Consumer Behaviour: Importance of personality, theories of personality- Freudian theory, Jungian theory, Neo-Freudian theory, Trait theory: Theory of self- images; Role of self-consciousness. Consumer Perception: Concept of absolute threshold limit, differential threshold limit & subliminal perception: Perceptual Process: selection, organization & interpretation. Learning & Consumer Involvement: Importance of learning on consumer behaviour, learning theories: classical conditioning, instrumental conditioning, cognitive learning & involvement theory Consumer Attitudes: Formation of attitudes, functions performed by attitudes, models of attitudes: Tri component model, multi-attribute model, attitude towards advertisement model: attribution theory.

Unit III: Group Dynamics & consumer reference groups: Different types of reference groups, factors affecting reference group influence, reference group influence on products & brands, application of reference groups.

Family & Consumer Behaviour: Consumer socialisation process, consumer roles within a family, purchase influences and role played by children, family life cycle.

Social Class & Consumer behaviour: Determinants of social class, measuring & characteristics of social class. Culture & Consumer Behaviour: Characteristics of culture, core values held by society & their influence on consumer behaviour, introduction to sub-cultural & cross-cultural influences.

Opinion Leadership Process: Characteristics & needs of opinion leaders & opinion receivers, interpersonal flow of communication.

Unit IV: Diffusion of Innovation: Definition of innovation, product characteristics influencing diffusion, resistance to innovation, adoption process.

Consumer Decision making process: Process- problem recognition, pre-purchase search influences, information evaluation, purchase decision (compensatory decision rule, conjunctive decision, rule, Lexicographic rule, affect referral, disjunctive rule), post- purchase evaluation; Situational Influences Models of Consumer Decision making: Nicosia Model, Howard - Sheth Model, Howard - Sheth Family Decision Making Model, Engel, Kollat & Blackwell Model, Sheth Newman Gross Model of Consumer Values.

Course Outcome:

1. Able to explain the basic concepts and models of consumer behavior. Able to analyze the effects of psychological, socio-cultural and demographic factors on the consumer decision process with their results.
2. Able to distinguish the relationship between consumer behavior and marketing practices.

Suggested Readings:

1. Leon G. Schiffman & Leslie L. Kanuk: Consumer Behaviour, Prentice Hall Publication, latest Edition
2. Solomon, M.R.: Consumer Behaviour – Buying, Having, and Being, Pearson Prentice Hall.
3. Blackwell, R.D., Miniard, P.W., & Engel, J. F.: Consumer Behaviour, Cengage Learning.
4. Hawkins, D.I., Best, R. J., Coney, K.A., & Mookerjee, A: Consumer Behaviour – Building Marketing Strategy, Tata McGraw Hill.

BBA-503 (H): TRAINING & DEVELOPMENT (6C)

Course Objective:

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

Course Contents:

Unit I: Organization vision & plans, assessment of training needs, setting training objectives, designing training programmes, Spiral model of training. Tasks of the training function: Building support, overall training capacity, developing materials, strategic planning, networking, designing training programmes.

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

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

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

Course Outcome:

Learning outcomes are descriptions of the specific knowledge, skills, or expertise that the learner will get from a learning activity, such as a training session, seminar, course, or program.

Suggested Readings:

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

BBA-504 (F): INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT (6C)

Course Objective:

1. To aim of this course is to provide a conceptual framework for analysis from an investor's perspective of maximizing return on investment.
2. To provide sound theoretical base with examples and references related to the Indian financial system.

Course Contents:

Unit I: Basics of risk and return: concept of returns, application of standard deviation, coefficient of

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

Unit II: Share valuation: Dividend discount models- no growth, constant growth, two stage growth model, multiple stages; Relative valuation models using P/E ratio, book value to market value. Technical analysis: meaning, assumptions, difference between technical and fundamental analysis; Price indicators - Dow theory, advances and declines, new highs and lows- circuit filters. Volume indicators- Dow Theory, small investor volumes. Other indicators- futures, institutional activity, Trends: resistance, support, consolidation, momentum- Charts: line chart, bar chart, candle chart, point & figure chart. Patterns: head & shoulders, triangle, rectangle, flag, cup & saucer, double topped, double bottomed, Indicators: moving averages. Efficient market hypothesis; Concept of efficiency: Random walk, three forms of EMH and implications for investment decisions. (No numericals in EMH and technical analysis)

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

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

Course Outcome:

1. Measure the risk and return of a stock or a portfolio position.
2. Diversify and manage investment portfolios in accordance with a person's risk Preferences.

3. Understand and evaluate investment advice from brokers and the financial press.

Suggested Readings:

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

BBA-504 (M): PERSONAL SELLING & SALES FORCE MANAGEMENT (6C)

Course Objectives:

1. To familiarize the students with the concepts of sales management and to equip them with the various tools required to be a success in the various techniques essential for sales staff management.
2. To help them differentiate the nuances of personal, organizational and personal selling.

Course Contents

Unit I: Introduction to Personal Selling; functions of a sales person, qualities of an effective Sales Person; Personal Selling situations.

Unit II: Theories of Selling: AIDAS, Right Set of circumstances, Buying formula theory.

Unit III: The Selling Process: Preapproach – acquiring product knowledge, acquiring competition and market knowledge, Identifying and qualifying prospects – sources of prospecting, conditions for qualification, Opening a sale – methods of approaching, Sales presentation – presentation strategies and methods, Sales demonstration – planning effective demonstration, use of sales tools, Handling objection – types of objections, determining hidden objections, strategies for handling objections, Closing a sale – trial close, closing techniques, Post sales follow up.

Unit IV: Introduction to sales force management: Objectives of Sales management, Role of a sales manager; Managing Sales force – Recruitment, Selection, Training, Compensation and evaluation of sales force; Sales Territory Coverages: Sales Territory Concept, Reasons for establishing sales territories, procedures for selling up sales territories.

Course Outcome:

1. Student will be able to explain the concepts of sales management, personel selling and sales task.
2. They will be able to summarize history of sale stages.
3. They will be able to explain the personel sale strategies and environmental factors that affect

the personel sales.

Suggested Readings:

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

BBA-504 (H): TALENT AND KNOWLEDGE MANAGEMENT (6C)

Course Objective:

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

Course Contents:

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

Competency model, Competency mapping, Role of leaders in talent management, Talent management and competitive advantage.

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

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

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

Course Outcome:

1. Students should be able to evaluate the potential and appropriateness of talent development strategies, policies and methods with reference to relevant contextual factors.
2. Assess the role and influence the politics of knowledge management policy and practice in a range of contexts.

Suggested Readings:

1. Lance A. Berger, Dorothy Berger: Talent management handbook, McGraw Hill New York.

2. Cappeli Peter: Talent on Demand –Managing Talent in an age of uncertainty, Harvard Business press
3. Awad.E.M and Ghaziri.H.M: Knowledge management, Pearson education International.
4. Stuart Barnes: Knowledge management system theory and practice, Thomson learning.
5. Donald Hislop: Knowledge management in organisations, Oxford University press.

BBA-505: DISSERTATION & VIVA (SUMMER INTERNSHIP PROJECT) (6C)

At the end of FIFTH semester, all students will have to undergo summer training of 6 weeks duration with an industrial, business or service organization by taking up a project study and would submit a project report as well as the training diary after the completion of training.

SEMESTER – VI

Papers		
Paper No.	**Title of the Paper**	**Credit**
BBA-601	Quantitative Techniques forManagement	6
BBA-602	Financial Institutions &Markets	6
BBA-603	Elective – III	6
BBA-604	Elective – IV	6

BBA-601: BUSINESS POLICY AND STRATEGY (6C)

Course Objective:

1. To equip students with the necessary inside into designing strategies for an organization.
2. To linking the organisations strategies with the changing environment. The course will focus on Indian cases, approaches and experiences.
3. A set of useful analytical skills, tools and techniques for analyzing a company strategically
4. To provide a basic understanding of the nature and dynamics of the strategy formulation and implementation processes.

Course contents:

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

management decisions.

Company's vision and mission: need for a mission statement, criteria for evaluating a mission statement- Goal, Process & Input formulation of the mission statement-Drucker's Performance Area, Bennis's Core Problem; formulation of mission statement.

Unit II: Environmental Analysis & Diagnosis: Analysis of company's external environment Environmental impact on organisations policy and strategy, organisations dependence on the environment, analysis of remote environment, analysis of specific environment- Michael E. Porter's 5 Forces model; Internal analysis: Importance of organisation's capabilities, competitive advantage and core competence, Michael E. Porter's Value Chain Analysis.

Unit III: Formulation of competitive strategies: Michael E. Porter's generic competitive strategies, implementing competitive strategies- offensive & defensive moves. Formulating Corporate Strategies: Introduction to strategies of growth, stability and renewal, Types of growth strategies – concentrated growth, product development, integration, diversification, international expansion (multi domestic approach, franchising, licensing and joint ventures), Types of renewal strategies – retrenchment and turnaround. Strategic fundamentals of merger & acquisitions.

Unit IV: Strategic Framework: Strategic analysis & choice, Strategic gap analyses, portfolio analyses – BCG, GE, product market evolution matrix, experience curve, directional policy matrix, life cycle portfolio matrix, grand strategy selection matrix; Behavioural considerations affecting choice of strategy; Culture and Strategic Leadership: Implementing & operationalizing strategic choice, Impact of structure, culture & leadership, functional strategies & their link with business level strategies, Balanced Score Card; Introduction to Strategic control & evaluation, Strategic surveillance.

Course Outcome:

1. Develop powers of managerial judgment, how to assess business risk, and improve ability to make sound decisions and achieve effective outcomes.
2. Evaluate and revise programs and procedures in order to achieve organizational goals;
3. Consider the ethical dimensions of the strategic management process;

Suggested Readings:

1. J.A. Pearce & R.B. Robinson : Strategic Management formulation implementation and control, TMH
2. Arthur A. Thompson Jr. & A.J Strickland III : Crafting and executing strategy, TMH
3. Arthur A. Thompson Jr. and A.J. Strickland: Strategic Management –Concepts and Cases, McGraw-Hill Companies

4. Lawrence R. Jauch & William F. Glueck: Business Policy and Strategic Management (Mcgraw Hill Series in Management).

BBA-602: FINANCIAL INSTITUTIONS AND MARKETS (6C)

Course Objective:

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

Course Content:

Unit I: Structure of Indian Financial System: An overview of the Indian financial system, financial sector reforms: context, need and objectives; major reforms in the last decade; competition; deregulation; capital requirements; issues in financial reforms and restructuring; future agenda of reforms; Regulation of Banks, NBFCs & FIs: Salient provisions of banking regulation act and RBI Act; Role of RBI as a central banker; Products offered by Banks and FIs: Retail banking and corporate banking products. Universal Banking: need, importance, trends and RBI guidelines, Core banking solution (CBS); RTGS and internet banking, NBFCs and its types; comparison between Banks and NBFCs

Unit II: Introduction to Financial Markets in India: Role and Importance of Financial Markets, Financial Markets: Money Market; Capital Market; Factors affecting Financial Markets, Linkages Between Economy and Financial Markets, Integration of Indian Financial Markets with Global Financial Markets, Primary & secondary market, Currency Market, Debt Market- role and functions of these markets. Primary Market for Corporate Securities in India: Issue of Corporate Securities: Public Issue through Prospectus, Green shoe option, Offer for sale, Private Placement, Rights Issue, On-Line IPO, Book Building of Shares, Disinvestment of PSU, Employees Stock Options, Preferential Issue of Shares, Venture Capital, Private Equity, Performance of Primary Market in India, Corporate Listings : Listing and Delisting of Corporate Stocks.

Unit III: Secondary Market in India: Introduction to Stock Markets, Regional and Modern Stock Exchanges, International Stock Exchanges, Demutualization of exchanges, Comparison between NSE and BSE, Raising of funds in International Markets: ADRs and GDRs, FCCB and Euro Issues; Indian Stock Indices and their construction, maintenance, adjustment for corporate actions (rights, bonus and stock split;) on index with numerical, free float vs. full float methodology, Classification of Securities to be included in the Index, Bulls and Bears in Stock Markets, Factors influencing the movement of stock markets, indicators of maturity of stock markets, Major Instruments traded in stock markets:

Equity Shares, Debentures, Myths attached to Investing in Stock Markets. Trading of securities on a stock exchange; Selection of broker, capital and margin requirements of a broker, MTM and VAR Margins, kinds of brokers, opening of an account to trade in securities, DEMAT System, placing an order for purchase/sale of shares, margin trading and margin adjustment, contract note and settlement of contracts, Algorithmic trading, Settlement mechanism at BSE & NSE

Unit IV: Money Markets & Debt Markets in India: Money Market: Meaning, role and participants in money markets, Segments of money markets, Call Money Markets, Repos and reverse Repo concepts, Treasury Bill Markets, Market for Commercial Paper, Commercial Bills and Certificate of Deposit. Role of STCI and DFHI in money market, Debt Market: Introduction and meaning, Market for Government/ Debt Securities in India, Secondary market for government/debt securities, Over subscription and devolvement of Government Securities, Government securities issued by State Governments, Municipal Bonds, Corporate Bonds vs. Government Bonds.

Course Outcome:

1. Financial architecture of an economy and its key players. The fabrication of Indian Financial markets.
2. Different types of Working of Capital market, debt market, money market in India Functioning of different players in the financial market including Regulators like RBI ,SEBI, PFRDA and IRDA

Suggested Readings:

1. Saunders, Anthony & Cornett, Marcia Millon (2007). Financial Markets and Institutions (3rd ed.) Tata McGraw Hill
2. Khan, M Y. (2010). Financial Services (5th ed.). McGraw Hill Higher Education
3. Shahani, Rakesh (2011). Financial Markets in India: A Research Initiative. Anamica Publications
4. Goel, Sandeep. (2012). Financial services. PHI.
5. Gurusamy, S. (2010). Financial Services. TMH

BBA-603 (F): PROJECT APPRAISAL AND ANALYSIS (6C)

Course Objectives:

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

Course Contents:

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

Unit II: Market Analysis: Market analysis of a project, Need for market analysis, Demand and supply analysis, Collection analysis, primary /secondary data, Forecasting techniques

Technical appraisal of a project, Business and Technology Acquisition and management of technology

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

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

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

Course Outcome:

1. Perform appraisal of projects with detailed feasibility analysis. Develop the profitability projections.
2. Develop the strategies employed in managing risk. Practice project management decisions and control.

Suggested Readings:

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

BBA-603 (M): RETAIL MANAGEMENT (6C)

Course Objective:

1. The primary objective of the course is to have students develop marketing competencies in retailing and retail consulting.

2. The course is designed to prepare students for positions in the retail sector or positions in the retail divisions of consulting companies.
3. Besides learning more about retailing and retail consulting, the course is designed to foster the development of the student's critical and creative thinking skills.

Course Contents:

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

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

Unit III: Store Planning: Design & Layout, Location Planning and its importance, retailing image mix, Effective Retail Space Management, Floor Space Management.

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

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

Course Outcome:

After studying this course, students should be able to:

1. Clarify the concept and related terms in retailing.
2. Comprehend the ways retailers use marketing tools and techniques to interact with their customers.
3. Understand various formats of retail in the industry.

Suggested Readings:

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

BBA-603 (H): PERFORMANCE AND COMPENSATION MANAGEMENT (6C)

Course Objective:

1. To familiarize students about concepts of performance and compensation management.

2. To use them to face the challenges of attracting, retaining and motivating employees to high performance.

Course Contents:

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

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

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

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

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

Course Outcome

Recognize how pay decisions help the organization achieve a competitive advantage. Analyze, integrate, and apply the knowledge to solve compensation related problems in organizations

Suggested Readings:

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

BBA-604 (F): FINANCIAL MODELING AND DERIVATIVES (6C)

Course Objective:

1. To equip students with principles and techniques of Financial modeling along with various Financial Derivatives including Greeks & Exotic Options.
2. To understand India's Capital market and different institution of secondary market.

Course Contents:

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

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

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

Unit IV: Pricing of Options- Binomial model and Black-Scholes model; trading strategies involving options; Exotic Options; Introduction to Swaps, Interest rate swaps, currency swaps, cross currency swaps; Forward rate agreements (FRA). Interest rate caps, floors, collars. The basic concepts of Greek Letters: Delta, Theta & Gamma and relationships among them.

Course Outcome:

1. Students will be able to analyze the risks in different financial markets. Acquire ability to selection of various options and then can apply them to specific markets.
2. Student will be able to strategically manage the financial derivatives.

Suggested Reading:

1. Ruey S. Tsay (2005). Analysis of Financial Time Series (2nd ed.). John Wiley.
2. John C. Hull. Options, Futures and Other Derivatives (7th ed.). Pearson Education
3. Jurgen Franke, Wolfgang Hardle and Christian Hafner. Introduction to Statistics of Financial Markets.

4. R. Madhumathi, M. Ranganatham. Derivatives and risk management (1st ed.) Redhead, K. Financial Derivatives- An introduction to futures, forwards, options, swaps. Prentice Hall of India

BBA-604(M): DISTRIBUTION AND SUPPLY CHAIN MANAGEMENT (6C)

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

Course Contents

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

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

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

Unit IV: Dynamics of supply chain: Supply Chain Integration, Push-based, Pull-based and Push-Pull based supply chain, Demand Forecasting in a Supply Chain, Managing inventory in SC environment: Transportation in SC environment. Strategic Alliances, Third party and fourth party logistics, Retailer-Supplier partnerships (RSP), Supplier evaluation and selection, Use of best practices and Information Technology (IT) in Supply Chain Management.

Course Outcome:

1. Develop a sound understanding of the important role of supply chain management in today's business environment.
2. Become familiar with current supply chain management trends
3. Understand and apply the current supply chain theories, practices and concepts utilizing case problems and problem-based learning situations.

Suggested Readings:

1. Ayers, J. B. (2006). Handbook of supply chain management (2nd ed.). Florida: Auerbach Publication.
2. Ballou, R. H., & Srivastava, S. K. (2008). Business logistics/ supply chain management (5th ed.). New Delhi: Pearson Education.
3. Chopra, S., & Meindl, P. (2007). Supply chain management: Strategy, planning and operation (3rd ed.). New Delhi: Pearson Education.
4. Coyle, J. J., Bardi, L. J., & Langley, C. J. (2008). The management of business logistics (7th

ed.). USA: South-Western.

BBA-604 (H): COUNSELLING & NEGOTIATION SKILLS FOR MANAGEMENT (6C)

Course Objective:

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

Course Contents:

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

Unit II: Changing Behaviours through Counselling; Specific Techniques of Counselling; Role conflicts of Managers and Counselling. Application of Counselling in Specific Organizational Situations: Dealing with problem Subordinates; Performance Management; Alcoholism and Other Substance Abuse. Ethics in Counselling.

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

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

Course Outcome :

1. Students should be able to understand complex theory and practice of negotiation in particular and conflict resolution in general.
2. Identify the challenges we all have in dealing with negotiation and conflict resolution. Apply negotiation as a system and the important role of subsidiary factors.

Suggested Readings:

1. Singh Kavita - Counselling Skills for Managers (PHI)
2. Carroll, M.: Workplace counseling, Sage Publication.
3. Kottler, J. A., & Shepard, D. S.: Introduction to counselling: voices from the field, USA: Cengage Learning.
4. Moursund, J.: The Process of counselling and therapy, New Jersey: Prentice Hall.
5. Patterson, L. E., & Welfel, E. R.: The counselling process: A multitheoretical integrative approach, New York: Brooks Cole.

Duration of the programme: 3 years (6 semester)

Semester	No. of Papers	Credit	Marks
I	4	20	350
II	4	20	350
III	5	26	450
IV	5	26	450
V	5	30	500
VI	4	24	400
TOTAL	**27**	**146**	**2500**

VI. Procedure for admissions, curriculum transaction, evaluation and medium of instruction

Minimum Eligibility:

- Candidates who have cleared their 12th Standard or equivalent examinations from a recognized Council/Board can apply for the course.

Examination: CDOE is an institution owned and controlled by the authority of Sambalpur University. The examination in respect of CDOE students is conducted by the Sambalpur University. All matters relating to the examinations, i.e. result mark sheet, degree etc. are dealt with the controller of the examination.

Evaluation: Though evaluations of Assignments / Seminar / class test / tutorial etc. are conducted to evaluate the students with 30% credit for continuous evaluation and 70% credit for end term examination. The final evaluation is done through Term End Examination (weight age: 100%).

Curriculum Transaction: In the BBA course, instructions are imparted mainly through lecture method during the personal contact programme. It also make use of smart class room. The printed study material is sent to the students by post. Efforts are afoot to provide the study material in soft copies to the learners and to provide them the facility to download the study material from the website through their respective student ID.

Medium of Instruction: The medium of instruction in BBA is Bilingual (English and Odia). The study material will be made available to the student in English language. The lectures in personal contact programme are generally delivered in English and Odia.

VII. Requirement of the laboratory support and Library Resources

Laboratory support: There is requirement of computer laboratory which is specifically useful for this course. The CDOE has a Computer Lab with thirty (30) personal computers connected by high speed Internet and wireless networks, LAN and printers, white board with multi-media projection facilities.

One to One classes: From time to time, the Institution conducts one to one class online for students on demand basis.

Doubt clearing session: A provision to interact with subject faculties is also facilitated to students. Students can clear their doubts one to one with faculty members.

Assignments, Case Studies, Project Work: Apart from the main learning material, students shall be provided with assignments, case studies and project work. These learning components are generally based on contemporary situation in the industry and markets

Lab Computers With Configuration			
Sl. No.	**Configuration**	**Software**	**Usage**
1.	Intel core i7 processor RAM: 8GB Storage: 1TB	1. Windows 10 operating system or Windows 11 2. Linux operating system (Ubuntu or CentOS)	Practical and program execution
Total	**30**		

VIII. Cost estimate of the programme and the provisions:

1. The course Fees for BBA is ₹ 5,000/- per semester × 6 = ₹ 30,000/-
2. Examination Fees: ₹ 500/- per semester (Total 6 Semesters) =3000/-

   = Grand Total ₹ 33,000/- (1+2)

IX. Quality assurance mechanism and expected programme outcomes

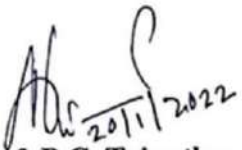
Sambalpur University is one of the premier University of Odisha enlisted under NAAC Grade-A. It has its own effective quality assurance and control mechanism. The expected outcome of this programme is to provide quality education in more economical way to produce quality professionals in the fields of Management education who will be ready to serve society and mankind in more effective way.

CIQA has a mandate to review the teaching and learning process. The Primary aim of the CIQA is to develop a system for conscious, consistent and catalytic action to improve the academic and administrative performance of the institution. The Sambalpur University has an CIQA with the following objectives:

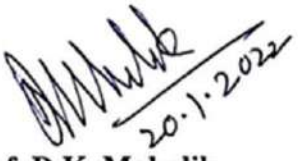
- The primary aim of the CIQA is to develop system for conscious, consistent and catalytic action to improve the academic and administrative performance of the institution.
- CIQA is to keep the institution abreast of and abuzz with quality sustenance activities on a wide gamut of pertinent issues.

- CIQA is to generate good practices, ideas, planning, implementing and measuring the outcome of academic and administrative performance of the institution.

Prof.BiswajitSatpathy
Professor
Dept.of Business Admn.
Sambalpur University



Prof. P.C. Tripathy
Professor
Dept.of Business Admn.
Sambalpur University



Prof. D.K. Mahalik
Associate Professor
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