

REGULATIONS & COURSE CONTENT
OF
MASTER OF BUSINESS ADMINISTRATION (MBA)
(Under semester system)



POST GRADUATE DEPARTMENT OF BUSINESS MANAGEMENT
FAKIRMOHAN UNIVERSITY
BALASORE, ODISHA-756019

(Effective from the academic session 2022-23)

About the Department

The Department of Business Management came into existence in the year 2004 .It has been imparting teaching in Business Administration, leading to MBA degree and sincerely attempts to prepare professionals in management and related area for corporate and non-corporate sectors including Government and developmental institutions.

Programme Objectives

1. To develop competency of the students by emphasising on business and domain knowledge
2. To develop competency of the students by equipping students with right kind of skills
3. To develop competency of the students to understand business-eco system and strengthen decision making capability
4. To inculcate strong values and entrepreneurial mindset

Programme Outcomes

The programme specific outcomes is to develop MBA professionals by achieving following outcomes.

1. Develop understanding on business environment and functional areas
2. Develop effective communication and soft skills
3. Develop data handling and analytical skills
4. Demonstrate ability to apply business and domain knowledge to solve real life problems
5. Develop critical thinking, problem solving and decision making & entrepreneurial skills
6. Develop strong sense of ethics, values and decision making skills.

Regulation

The duration of MBA course shall be two academic years spread over four semesters. Each academic year shall have two semesters. Each semester is of six months duration with minimum 90 teaching days in a semester. The 1st Semester shall commence ordinarily within one week after the last date of admission fixed by the Department. The 3rd Semester shall commence ordinarily from the middle of July. The 2nd and 4th Semesters shall commence ordinarily from 1st week of January.

At the end of second semester, all students shall have to undergo a summer training program of **6 to 8weeks** weeks(During last week of May to 2nd week of July) in an Industrial, Business or Service organization by taking up a project study. The conditions of successful completion of summer training shall not be deemed to have been satisfied, unless a student undergoes the same under the supervision of an external guide in the organization as approved by the concerned organization and one internal guide approved by the Department. At the end of the internship the student has to obtain the Internship certificate from concerned organisation. Each student will be required to submit three copies of project report to the Department for the work undertaken during this period for the purpose of evaluation in the 3rd semester

Ordinarily the odd Semester (1st & 3rd) examinations shall commence from last week of December and the even Semester (2nd & 4th) examinations shall commence from 1st week of May . However, there shall be a minimum of 90 teaching days for each semester before the commencement of examination.

In a semester, each theory paper carries 100 full marks and 04 credit and total credit for completing the programme is 128. There shall be continuous internal assessment of 40 marks(explained in table 1a) and rest 60 marks(explained in table 2a) for End-Term(University examination). For the papers CPT 105 Business Communication and CPT 108 IT for Managers the total mark for each paper is 50 and is of 2 credit. For these papers continuous internal assessment is of 20 marks(explained in table 1b) and rest 30 marks are for end-term assessment is of 30 marks(explained in table 2b).The evaluation pattern for End-term examination for such papers having practical component namely, CPL 105 Business Communication Skill Lab and CPL108 IT Skill Lab), is explained in table 3a and 3b. A candidate failing to appear the internal test shall be allowed to reappear it only under following conditions:

1. If the candidate is sick during the period of examination and produce medical certificate.
2. In case the candidate is representing University in Sports/Cultural/Allied activity subject to documentary evidence.
3. In case of demise of candidate's Father/Mother/Close Relative
4. The decision has to be taken by teacher council based on evidence

Further, improvement for internal test shall not be allowed.

The internal assessment shall be conducted during the class hours of the respective course teachers in a particular day. However, other classes shall not be suspended on that day. The marks secured in the internal assessment in each theory paper shall be submitted in duplicate to the Head of the Department 15 days before the commencement of the concerned semester examination who shall immediately submit to the Controller of Examinations. The dates of internal class test shall be decided by the Teachers' Council/P.G.Council. The record of the internal test shall be kept for a period of one year .by the concerned teacher if needed for verification.

The scheme of evaluation of Summer Training and Dissertation is explained table 4 & table 5.

Each value added course(VAC) to be floated is as per the guideline prescribed for the said purpose and the credit allotted to the said course is beyond the prescribed requirement of minimum credit requirements for award of the degree.

Besides, VAC the students have to opt one course under MOOC from SWAYAM platform and it has to be completed on or before 3rd semester as per the prescribed guideline made for the said purpose by the University. The Department teacher council will decide the course taking in view the student's interest and capability and one faculty member will act as mentor for such students.

Course Structure (w.e.f 2022-2023 session)

Semester I

| | |
|---------|---|
| CP 101 | Management Principles & Processes |
| CP 102 | Business Statistics for Decision Making |
| CP 103 | Organizational Behavior |
| CP 104 | Managerial Economics |
| CPT 105 | Business Communication |
| CPL 105 | Business Communication Skill Lab |
| CP 106 | Accounting For Decision Making |
| CP 107 | Business Environment |
| CPT 108 | IT for Managers |
| CPL108 | IT Skill Lab |

Workshop on Universal Human Values

Semester II

| | |
|--------|---|
| CP201 | Business Ethics & Sustainability |
| CP 202 | Business Analytics for Decision Making |
| CP 203 | Marketing Management |
| CP 204 | Financial Management |
| CP 205 | Human Resource Management |
| CP 206 | Production & Operation Management |
| CP 207 | Business Law & Corporate Governance |
| CP 208 | Entrepreneurship, Start up & Innovation |

Value Added Course: BM-VAC-201 Soft Skill

BM-VAC-202 Advance Excel Skill

Semester III

| | |
|--------|--|
| CP301 | Strategic Management |
| CP 302 | Fundamentals of Management (Choice Based Paper) |
| CP 303 | Summer Internship Project |
| CP 304 | Fakir Mohan Studies (Non-Credit) |

During 2nd year, in addition to compulsory papers, each student is required to opt for dual specialization from among the specialization groups listed below. The specialization group chosen in 3rd semester shall be same in the 4th semester. Apart from this, the students will also undergo Summer Training Project at end of 2nd semester for a period of **6 to 8 weeks** and prepare Dissertation project at end of 4th semester (**spread over 6 months including field work 2 to 3 months**)

(Elective: The Students are required to select two groups of Elective Papers for their Specialization)

Group I Marketing Management (MM)

MM 311 Consumer Behavior
MM312 Product & Brand Management
MM313 Service Marketing

Group II Financial Management (FM)

FM 321 Security Analysis & Portfolio Management
FM 322 Financial Markets & Services
FM323 Advance Accounting & Taxation

Group III Human Resource Management (HRM)

HRM 331 Human Resource Planning & Development
HRM 332 Performance & Reward Management
HRM333 Industrial Relation

Group IV Small Business and Entrepreneurship Management (SBEM)

SBEM 341 Small Business Environment and Management
SBEM 342 HRM & Entrepreneurial Development
SBEM 343 Small Business Marketing

Group V International Business (IB)

IB 351 International Economy and Foreign Trade
IB 352 Global Human Resource Management
IB 353 International Marketing

Group VI System and Operation Management (POM)

SOM 361 Computer Integrated Manufacturing System
SOM 362 Enterprise Resource Planning
SOM363 E-Commerce

Semester IV

CP 401 Banking Insurance and Management
CP 402 Research Methodology
CP 403 Dissertation

Group I Marketing Management (MM)

MM 411 Integrated Marketing Communication
MM 412 Sales & Distribution Management

Group II Financial Management (FM)

FM 421 Financial Derivatives
FM 422 Corporate Restructuring

Group III Human Resource Management (HRM)

HRM 431 Labour Legislation
HRM 432 Strategic Human Resource Management

Group IV Small Business and Entrepreneurship Management (SBEM)

SBEM 441 Financing of Small Business
SBEM 442 Application of IT in Small Business

Group V International Business (IB)

IB 451 International Accounting and Finance
IB 452 Application of IT in International Business

Group VI System and Operation Management (POM)

SOM 461 Supply Chain & Logistic Management
SOM 462 Service Operation Management

Assessment

The assessment constitute two parts consisting of 100 marks. The first part is continuous assessment throughout the course consisting four evaluation and total marks allotted is 40 as prescribed in table 1. The second part is end-term assessment consisting of 60 marks with pattern of questions as prescribed in table 2. Each student has to secure 45 per cent in individual paper in order to pass in the said paper and 50 per cent in aggregate which include combined marks in internal and end-term assessment.

Table 1a:

| Sl. No. | Continuous Internal Assessment (Components) Except CPT 105(Business Communication) and CPT 108(IT for Managers) | Mark Allotted |
|---------|---|---------------|
| 1 | One Quiz/MCQ to be administered at the end of Unit I | 10* |
| 2 | Mid-term Assessment based on Unit I & Unit II | 20 |
| 3 | 2 nd Quiz/MCQ to be administered at the end of Unit III(Coverage from Unit III only) | 10* |
| 4 | Assignment at the end of Unit IV(Based on Unit IV) | 10 |
| | Total | 40 |

****Mark allotted for quiz component is 10.Best one out of two quiz is to be taken.***

Table 1b:

| Sl. No. | Continuous Internal Assessment (Components) For CPT 105(Business Communication) and CPT 108(IT for Managers) | Mark Allotted |
|---------|--|---------------|
| 1 | One Quiz/MCQ to be administered at the end of Unit I | 05* |
| 2 | Mid-term Assessment based on Unit I & Unit II | 10 |
| 3 | 2 nd Quiz/MCQ to be administered at the end of Unit III(Coverage from Unit III only) | 05* |
| 4 | Assignment at the end of Unit V(Based on Unit IV & V) | 05 |
| | Total | 20 |

****Mark allotted for quiz component is 05.Best one out of two quiz is to be taken.***

Table 2a:

| Sl. No. | End-term Assessment (Question Pattern) Except CPT 105(Business Communication) and CPT 108(IT for Managers) | Mark Allotted | Total Mark |
|---------|--|---------------|------------|
| 1 | 2 marks compulsory questions based on four units(within 50 words) | 2x8 | 16 |
| 2 | A total of three questions to be answered out of 6 options each carrying 4 mark based on four units(within 100 words) | 4X3 | 12 |
| 3 | A total of two questions to be answered out of 4 options each carrying 10mark based on four units(Each questions within 300 words and one question from each unit) | 10X2 | 20 |
| 4 | One Compulsory Case study(Based on any of the four unit) | 12X1 | 12 |
| | Total | | 60 |

**Question pattern should be set in such way that it should assess the course outcome*

Table 2b:

| Sl. No. | End-term Assessment (Question Pattern) For CPT 105(Business Communication) and CPT 108(IT for Managers) | Mark Allotted | Total Mark |
|---------|--|---------------|------------|
| 1 | A total of 04 questions of 2 mark compulsory questions based on four units(within 30 words) | 2x4 | 08 |
| 2 | A total of 02 questions to be answered out of 4 options each carrying 4 mark based on four units(within 100 words) | 4X2 | 08 |
| 3 | A total of two questions to be answered out of 4 options each carrying 07mark based on four units(Each questions within 200 words and one question from each unit) | 7X2 | 14 |
| | Total | | 30 |

**Question pattern should be set in such way that it should assess the course outcome*

Table 3a

| CPL 105 Business Communication Skill Lab Assessment | Mark Allotted |
|--|---------------|
| Evaluation of Records maintained for the purpose based on Practical Work | 25 |
| Practical & Viva-voce based during end-semester examination | 25 |
| Total | 50 |

Table 3b

| CPL 108 Basic IT Skill Lab Assessment | Mark Allotted |
|--|----------------------|
| Evaluation of Records maintained for the purpose based on Practical Work | 25 |
| Practical & Viva-voce based during end-semester examination | 25 |
| Total | 50 |

Table 4

| Summer Training Assessment | Mark Allotted |
|---|----------------------|
| Evaluation of Summer Training Report | 60 |
| Presentation & Viva-voce based on work of Summer Training | 40 |
| Total | 100 |

**Evaluation will be done by committee consisting all internal faculty members and one external member from Industry*

Table 5

| Dissertation Project | Mark Allotted |
|--|----------------------|
| Evaluation of Dissertation Report | 70 |
| Presentation & Viva-voce based on work of Dissertation | 30 |
| Total | 100 |

**Evaluation will be done by committee consisting all internal faculty members and one external member from other reputed Institute/University*

DETAILED COURSE STRUCTURE

MBA
w.e.f 2022-2023

SEMESTER I

CP 101 Management Principles & Processes

| Sub. Code | Subject Name | Credit | Internal Mark | External Mark |
|-----------|-------------------------------------|--------|---------------|---------------|
| CP-101 | Organization Structure & Management | 4 | 40 | 60 |

| | |
|-----------------|--|
| Objectives | <ol style="list-style-type: none"> 1. This course will expose the students with various management thoughts & principles 2. To help students acquire knowledge of managerial function and its application in real life situation 3. To develop managerial skills to resolve real life problems 4. To develop ability to understand organisational complexity and resolve the same. |
| Pre-Requisites | Basic knowledge of Management |
| Teaching Scheme | Regular classroom lectures, ICT tools as and when required, case study method and sessions are planned to be interactive with focus on problem solving activities. |

Detailed Syllabus

| Unit | Topics | Hours |
|-------|---|-------|
| I | Basics: Evolution of Management thought- Scientific Management, Administrative Management, Bureaucratic, Management, Human Relation & Behavioural Science Approach, Quantitative Approach, System Approach & Contingency Approach, Managerial functions, Managerial levels, Skills and Roles-Mintzberg Classification | 08 |
| II | Planning and Decision Making: Meaning and nature of planning, types of plans, steps in planning process, MBO, Decision making: meaning and importance, Steps involved in Decision Making-Rational Decision Making Model, Types of decision-Programmed vs. Non-Programmed Decision, Decision Making under various Condition-Certainty, Risk & Uncertainty | 10 |
| III | Organising: Organizing as Managerial Function, purpose of Organising, Formal vs. Informal Organisation, Organization structure & Design-Work specialization, Departmentalization, Chain of Command, Span of Control, Centralization & Decentralisation, Formalisation, Delegation of Authority, Line & Staff authority, Mechanistic vs Organic Organisation, Traditional Organization Design-Simple, Functional & Divisional, Contemporary Organisational Design-Team structure, Matrix-Project Structure, Boundaryless Organisation, Virtual Organisation, Network organization, Organisational Design Challenges | 12 |
| IV | Leading and Controlling: Leading as a function of management, Leadership and vision, Leadership traits, classic leadership styles, Leaders behavior-Likert's four systems. Overlapping role of leader and managers. Transactional vs Transformational Leadership, Nature and process of controlling, Types of Control System-Feedforward, Concurrent & Feedback. Budgetary vs Non-Budgetary Control, Requirements of Effective Control | 10 |
| V | Case Study (Based on Above Units) | 8 |
| Total | | 48 |

Text Books:

T1. Koontz, H, & Weihrich, H (2016). Essentials of Management: An International Perspective (8th ed.), Tata McGraw Hills, New Delhi.

T2. Stephen A. Robbins & David A. Decenzo & Mary Coulter, —Fundamentals of Management 7th Edition, Pearson Education, 2011.

T3. Robert Kreitner & Mamata Mohapatra, — Management, Biztantra, 2008..

T4. Peter F Drucker, Practice of Management, Mercury Books, London.

Reference Books:

R1. Robins Stephen P, Organization Theory- Structure, Design and Application, Prentice Hall of India, New Delhi.

R2. C.R. Basu, Business Organization & Management, TMH, New Delhi.

R3. Gupta, Principles of Management, PHI, New Delhi

R4. L.M. Prasad, Management Principles, Processes & Management- Sultan Chand, New Delhi.

| | |
|---------------------|---|
| Course Outcomes(CO) | At the end of the course, the students will be able to: CO 1. To understand managerial function and apply them in real life situation. CO2. To apply managerial skills to resolve real life problems CO3. To demonstrate application of managerial roles and Function. CO4. To demonstrate critical thinking and problem solving skills to resolve managerial dilemma |
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CP 102 Business Statistics for Decision Making

| Sub. Code | Subject Name | Credit | Internal Mark | External Mark |
|-----------|---|--------|---------------|---------------|
| CP 102 | Business Statistics for Decision Making | 04 | 40 | 60 |

| | |
|-----------------|---|
| Objectives | <ol style="list-style-type: none"> 1. This Course will help the students to understand basic concepts of statistics and its application in real life 2. To develop problem solving skill using statistical tools & techniques. 3. To develop decision making ability using statistical information |
| Pre-Requisites | Basic quantitative aptitude |
| Teaching Scheme | Regular classroom lectures, ICT tools as and when required, case study method and sessions are planned to be activities oriented. |

Detailed Syllabus

| Unit | Topics | Hours |
|------|--|-------|
| I | Basics of Statistics: Definition and scope. Variable types, Concepts of statistical population and sample. Data: quantitative and qualitative, cross-sectional and time-series, discrete and continuous. Scales of measurement: nominal, ordinal, interval and ratio. Presentation of data: tabular and graphical. Frequency distributions, cumulative frequency distributions, Types of class interval and their graphical representations | 08 |

| | | |
|-------|---|----|
| II | Probability & Sampling distribution: Basic Probability Concepts- Experiment, Events, Outcome & sample Space, axioms, Simple probability, Joint Probability, Marginal and Conditional probability, Bayes Theorem Probability distributions-Binomial, Poisson and Normal distributions. Sampling Distribution-Why sampling, Types of sample & methods of sampling, Sampling distribution of Mean & Proportion, Standard Error of Mean, Determining Sample size | 12 |
| III | Confidence Interval Estimate & Fundamentals of Hypothesis Testing: Confidence Interval Estimate of Mean & Proportion, Fundamentals of hypothesis testing, Parametric vs Non-Parametric test, One sample test & Two sample test, One way ANOVA, Chi-square & Other Non-parametric test | 12 |
| IV | Correlation & Regression: Covariance & Coefficient of Correlation-Karl Pearson coefficient of Correlation, Rank correlation, Types of Regression Models-Simple linear Regression Model, Determining simple linear regression equation, Prediction in regression analysis—interpolation vs extrapolation, Measures of variation & coefficient of determination, Standard error of the estimate, Assumption of regression | 08 |
| V | Case Study | 08 |
| Total | | 48 |

Text Books:

- T1. Statistics for Managers, Devid M. Levine, David F. Stephan & Kathryn A. Szabat, 8th Edition, Pearson India
- T2. T. Srivastava & Shailaja Rego, Statistics For Management, 2nd Edition, Tata McGraw Hill Education
- T3. Ronald, M. Weiers, Introduction to Business Statistics, 7th Edition, South Western Cengage Learning

Reference Books:

- R1. Gupta S.P and Gupta M. B, Business Statistics, Sultan Chand New Delhi
- R2. Medhi J - Statistical Methods - An Introductory Text, Second Edition, New Age Publishers
- R3. Goon A M, Gupta M K and Das Gupta B - Fundamentals of Statistics - Volume I, Sixth Edition, World Press, Calcutta (1986)

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| Course Outcomes (CO) | <p>At the end of the course, the students will be able to:</p> <p>CO1. Able to describe different statistical concepts, tools & techniques</p> <p>CO2. Able to apply statistical tools & techniques in real life decision making</p> <p>CO3. Demonstrate ability to handle statistical data and interpret the same</p> <p>CO4. Choose & apply statistical tools & techniques in managerial problem solving</p> |
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| Sub. Code | Subject Name | Credit | Internal Mark | External Mark |
|-----------|--------------------------|--------|---------------|---------------|
| CP 103 | Organisational Behaviour | 04 | 40 | 60 |

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|-----------------|--|
| Objectives | <ol style="list-style-type: none"> To expose the students with basic concept and application of OB To develop skill in analysing behaviour and its impact on organisation To develop critical thinking and problem solving skills in analysing behavioural issues |
| Pre-Requisites | Basic knowledge of general management |
| Teaching Scheme | ICT based interactive learning followed by individual and group activities like presentation, group discussion, role play and case analysis. |

Detailed Syllabus

| Unit | Topics | Hours |
|-------|--|-------|
| I | Fundamentals of OB & Interpersonal Behavior Emergence of OB as a Discipline, Reasons of Studying OB, Five Anchors of OB, MARS Model of Individual Behaviour, Models of OB, Understanding Individual Differences: Personality-Determinants & theories, Big Five Personality Dimensions. Myers-Briggs Type Indicator, Perception-Perceptual Process and errors, Attitude-sources and components, Learning-Classical and Operant conditioning, Social Learning. | 10hrs |
| II | Group Behaviour Individual & Group, Reasons of group formation, Difference between Group and Team, Types of Groups, Stages of Group Formation, Theories of Group Formation, Group dynamics & Model of Group Effectiveness. Traditional and Current Views of Conflict, Positive vs. Negative Conflict, Stages of Conflict, Levels and Sources of Conflict | 10hrs |
| III | Motivation Motivation: Concept and Process, Primary motives-Secondary motives, Content Theories: Need Hierarchy Theory, Two Factor Theory, Three Need Theory, ERG Model, Theory X & Theory Y, Process Theories-Equity Theory, Expectancy Theory, Reinforcement Theory, Goal setting theory | 10hrs |
| IV | Organizational System Power & Politics in organization,, Organizational Citizenship Behavior (OCB), Concept of Change Management, Kurt Lewin Model of Change, Resistance to change, methods of managing resistance, Implementing change, Organizational Culture-Dimensions, Creating and sustaining organization culture. Organisational Effectiveness: Concept, Nature & Importance, Emerging Trends & Challenges in OB. | 08 |
| V | Case Study | 08 |
| Total | | 48 |

Text Books:

- T1. Stephen P. Robbins, Timothy A. Judge, & Niharika Vohra, Organisational Behaviour, 18th Edition, Pearson India
- T2. K. Aswathappa Organisational Behaviour: Text, Cases & Games, 12th Revised Edition, Himalaya Publishing House
- T3. Fred Luthans, Organisational Behavior: An Evidence Based Approach, 12th Indian Edition, (McGraw Hill)

Reference Books:

- R1. Udai Pareek And Sushama Khanna, Understanding OB, 4th Edition, Oxford Publication, New Delhi
- R2. John Newstrom & Keith Davis, Organizational Behavior: Human Behavior at Work, McGraw-Hill Education; 11th edition
- R3. Steven Mcshane, Mary Glinow & Radha Sharma, Organizational Behavior: Emerging Knowledge and Practice for the Real World, 5th Edition, McGraw Hill Education; 5th edition

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|----------------------|---|
| Course Outcomes (CO) | At the end of the course, the students will be able to: |
| | CO1. Explain the applicability of the concept of organizational behaviour to understand the behaviour of people in the organization. |
| | CO2. Demonstrate how the organizational behaviour can integrate in understanding the motivation behind behaviour of people in the organization. |
| | CO3. Analyze the complexities associated with management of the group behaviour in the organization. |
| | CO4. Demonstrate the application of OB in real life situation |

CP 104 Managerial Economics

| Sub. Code | Subject Name | Credit | Internal Mark | External Mark |
|-----------|----------------------|--------|---------------|---------------|
| CP 104 | Managerial Economics | 04 | 40 | 60 |

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|-----------------|--|
| Objectives | <ol style="list-style-type: none"> To lay an adequate theoretical foundation to study application of economics in field of business decision making. To understand the application of economic theory in business decisions. To develop critical thinking skills in understanding micro and macro issues in business economics To develop problem solving skills in micro and macro issues in business economics |
| Pre-Requisites | Knowledge on fundamentals of economics. |
| Teaching Scheme | Regular class room teaching with the use of ICT tools, Interactive sessions and case analysis on the critical aspects. |

Detailed Syllabus

| Unit | Topics | Hours |
|-------|---|-------|
| I | Basics Managerial Economics- Concepts & Tools, Relevance of economics for business decisions, Role of Managerial Economist, Demand Analysis, Law of Demand, Determinants of demand, Demand Estimation and demand Forecasting, Supply Analysis, Elasticity demand and measures. | 10hrs |
| II | Production & Cost Analysis Production functions: Single variable – Variable Proportions, two variables - Returns to scale; cost minimization and output maximization, cost concept, types of cost, Cost output relationship under short run and long run, cost control, Economies of scale and economies of scope | 10hrs |
| III | Pricing Market morphology, price and output determination under different market conditions: Perfect competition, monopoly, monopolistic competition and Oligopoly, Descriptive pricing approaches: Full cost pricing, product pricing; Price skimming, penetration pricing, Loss Leader pricing, Input pricing | 10hrs |
| IV | Macro Economics Analysis Concepts of GDP, GNP, WPI and CPI, Consumption, Saving, and investment, Phases of business cycle, Inflation, Fiscal and Monetary policies, Balance of Payment. | 10hrs |
| V | Case Study | 08hrs |
| Total | | 48hrs |

Text Books:

T1. Managerial Economics, PL Mehta Sultanchand & Co.

T2 Managerial Economics Theory and Applications, DM Mithani HPH

T3. Managerial Economics, H L Ahuja, S. Chand

T4. Managerial Economics, DN. Dwivedi, Vikash

Reference Books:

R1. Managerial Economics, Geetika, Ghosh, Raychoudhury, TMH

R2. Managerial Economics, Salvatre, Srivastava, Oxford

R3. Managerial Economics, Keat, Young, Banerjee, Pearson

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|----------------------|---|
| Course Outcomes (CO) | At the end of the course, the students will be able to: CO1 Explain the application of business economics in decision making CO2 Develop decision making skills from economic perspective CO3 Develop analytical skills to understand business CO4 Demonstrate the application of business economics in real life situation |
|----------------------|---|

| Sub. Code | Subject Name | Credit | Internal Mark | External Mark |
|-----------|------------------------|--------|---------------|---------------|
| CPT 105 | Business Communication | 02 | 20 | 30 |

| | |
|-----------------|---|
| Objectives | <ol style="list-style-type: none"> 1. To make understand basics of business communication and usage of different media 2. To develop oral written communication skill 3. To help the students develop personality 4. To help the students to master business etiquettes |
| Pre-Requisites | Basic knowledge about English grammar and vocabularies |
| Teaching Scheme | Regular class room lectures with use of ICT tools as and when required followed by activity oriented sessions. |

Detailed Syllabus

| Unit | Topics | Hours |
|-------|---|-------|
| I | Basics of Communication: Communication-Nature, Importance, Purpose and Functions. Process of Communication, Types of Communication-Vertical, horizontal, lateral and diagonal, Barriers to Communication and Overcoming the Barriers of Communication, Role of Digital literacy in professional life, Trends and opportunities in using digital technology in workplace, Effective use of Social Media | 06hrs |
| II | Oral & Non-Verbal Communication Oral Communication- Medium of Oral Communication, Oral Presentation skills –Public Speaking, Listening Skills, Negotiation Skills, Non-Verbal Communication-Types of Non-Verbal Communication. | 08hrs |
| III | Written Communication: Applying the Three-Step Writing Process-Planning, Writing & Completing Business Messages, Writing Routine Messages , Writing Positive , Negative & Persuasive Messages, Business Letters-Types, Meetings, Agenda, Notices, Minutes, Circulars, Memo &E-Mail, Job Application& Resume Preparation and Presentation, , Business Proposals and Business Plans, Business Proposal Writing, Preparing and Delivering Business Presentations | 08hrs |
| IV | Effective Communication and Personality Development (8 hrs) Interpersonal Communication & Transaction Analysis, Organisational Communication-Group Discussion Meaning and methods of Group Discussion, Procedure of Group Discussion , Group Decision Making, Interview Skills Situation, Task, Approach and Response (STAR Approach) for facing an interview, Business Etiquette and Professionalism. | 06hrs |
| V | Case Study | 04hrs |
| Total | | 32hrs |

Text Books:

- T1. P. D. Chaturvedi & Mukesh Chaturvedi, The Art and Science of Business Communication,4th Edition, Pearson
- T2. K.K. Sinha, Business Communication, Taxmann Publications (P)Ltd, New Delhi.
- T3. S.S. Debasish & B. Das, Business Communication, PHI Learning Pvt. Ltd., New Delhi.
- T4. S. Samantaroy, Business Communication & communicative English, Sultan Chand & sons, (p) Ltd, New Delhi.

Reference Books:

- R1. R. Pal & J.S. Korlahalli, Business Communication, Sultan Chand & Sons, New Delhi.

R2. Leena Sen, Communication Skills, PHI, New Delhi.

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|----------------------|--|
| Course Outcomes (CO) | <p>At the end of the course, the students will be able to:</p> <p>CO1 Explain the application of business communication in organisation</p> <p>CO2 Explain the importance business etiquette and professionalism.</p> <p>CO3 Develop communication ability for effective decision making</p> <p>CO4 Demonstrate the application of business communication in real life situation</p> |
|----------------------|--|

| Sub. Code | Subject Name | Credit | Evaluation of Records | Practical & Viva-voce |
|-----------|----------------------------|--------|-----------------------|-----------------------|
| CPL 105 | Business Communication Lab | 02 | 25 | 25 |

| | |
|-----------------|--|
| Objectives | To develop students readiness in reading, speaking & writing skills |
| Pre-Requisites | Basic knowledge of Business Communication |
| Teaching Scheme | Sessions like Role Playing, GD, Mock Interview, Extempore & Public speaking etc. would be followed |

Detailed Syllabus

| Topics of Lab Exercise | Hours |
|--|-------|
| Listening exercises <ol style="list-style-type: none"> a. Evaluation through Role Play b. Evaluation through Group Exercise | 02hrs |
| Speaking exercises <ol style="list-style-type: none"> a. Extempore b. Group discussion c. Role Play d. Presentation | 03hrs |
| Reading exercises <ol style="list-style-type: none"> a. Note making after reading a text(e.g. business correspondence, guidelines, manual etc.) b. Note making after reading Business News Paper | 02hrs |
| Writing exercises <ol style="list-style-type: none"> I. Business Letter Development <ol style="list-style-type: none"> a. Routine Request & Positive Message b. Routine Reply & Positive Message c. Developing Negative Message d. Developing Persuasive Message II. Internal Communication <ol style="list-style-type: none"> a. Preparing Memo b. Preparing Office Order c. Preparing Circular III. Team Communication <ol style="list-style-type: none"> a. Writing Notice | 09hrs |

| | | |
|--|---|--|
| | b. Development of Agenda c. Writing Minutes of Meeting IV. Writing Recruitment Messages a. Writing Solicited & Unsolicited Cover Letter b. Development of Resume & CV | |
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Reference Books:

- R1. Shirley Taylor & V. Chandra Communication for Business: A Practical Approach, 1st Edition, Pearson India
 R2. Shalini Kalia, Shailja Agarwal, Business Communication: A Practice-Oriented Approach, 1st Edition, Wiley India

| | |
|----------------------|--|
| Course Outcomes (CO) | At the end of the course, the students will be able to: CO1 Develop ability to become effective listener & speaker CO2 Demonstrate ability in noting & drafting CO3 Demonstrate ability in business writing CO4 Demonstrate ability in making effective presentation |
|----------------------|--|

CP 106 Accounting For Decision Making

| Sub. Code | Subject Name | Credit | Internal Mark | External Mark |
|-----------|--------------------------------|--------|---------------|---------------|
| CP 106 | Accounting For Decision Making | 04 | 40 | 60 |

| | |
|-----------------|--|
| Objectives | <ul style="list-style-type: none"> • To make understand fundamentals of accounting • To develop understanding in applying accounting in business • To help the students develop decision making skills in accounting • To help students develop problem solving skills in accounting |
| Pre-Requisites | Basic knowledge about English grammar and vocabularies |
| Teaching Scheme | Regular class room lectures followed by problem solving and activity oriented sessions. |

Detailed Syllabus

| Unit | Topics | Hours |
|------|--|-------|
| I | Basics: Book keeping and Accounting-Meaning, users of accounting information, Branches of Accounting, Accounting equation, Accounting concepts and conventions, Journal, Ledger and Trial Balance, preparation of Trading Account, Profit and Loss Account and Balance Sheet with adjustments | 10hrs |

| | | |
|-------|---|-------|
| II | Depreciation & Ratio Analysis: Causes & Necessity for providing depreciation, Methods of calculation of depreciation-Straight line & Written down value method, Meaning and Objectives of Ratio Analysis, Types-Solvency ratios, Profitability ratios, Liquidity ratios and Activity ratios in decision making | 10hrs |
| III | Cost Accounting: Cost Accounting-meaning and objectives, difference between financial accounting and cost accounting. Cost- concept and classifications, Cost sheet, Role of cost accounting in decision making, Marginal costing-Cost Volume Profit Analysis and Break even analysis for the decision making | 10hrs |
| IV | Management Accounting: Management Accounting-meaning and objectives, Financial Accounting vs Management Accounting, Budgeting-Concept of budget, Fixed & Flexible budget, Zero based budgeting(ZBB), Budgetary Control- meaning, objectives, merits and demerits. Responsibility Accounting- meaning, objectives, types of responsibility centre and its managerial implications | 10hrs |
| V | Case Study | 08hrs |
| Total | | 48hrs |

Text Books:

- T1. T.S. Grewal, Double Entry Book Keeping Financial Accounting, 2021, Sultan Chand.
T2. S.P. Jain, K.L. Narang & Simmi Agrawal, Cost Accounting Principles and Practice, 2016, Kalyani Publishers.
T3. M. N. Arora, Cost and Management Accounting, Eleventh Edition, Himalaya Publishing House
T4. C. Mohan Juneja, Balijindar Singh, R.K. Mahajan, P.C. Sahoo, Practical Problems in Double Entry Book Keeping, 2013, Kalyani Publishers.
T5. T.S. Grewal, Management Accounting, 2021, Sultan Chand.
T7. M Hanif, Cost and Management Accounting-I, 2018, Mc Graw Hill.
T8. M Hanif, Cost and Management Accounting-II, 2018, Mc Graw Hill.
T9. S.P. Jain, K.L. Narang, Simmi Agrawal & Monika Sehgal, Financial Accounting, 2016, Kalyani Publishers.

Reference Books:

- R1. T.S. Grewal, Double Entry Book Keeping (Vol-1), 2021, Sultan Chand.
R2. C. Mohan Juneja, J.S. Arora & R.C. Chawla, Elements of Book Keeping Financial Accounting-I, 2014, Kalyani Publishers.

| | |
|----------------------|--|
| Course Outcomes (CO) | At the end of the course, the students will be able to: |
| | CO1. Able to describe different principles, tools & techniques of accounting |
| | CO2. Able to apply accounting techniques in real life decision making |
| | CO3. Demonstrate ability to handle accounting information and interpret the same |
| | CO4. Choose & apply accounting tools & techniques in managerial problem solving |

| Sub. Code | Subject Name | Credit | Internal Mark | External Mark |
|-----------|----------------------|--------|---------------|---------------|
| CP 107 | Business Environment | 04 | 40 | 60 |

| | |
|-----------------|--|
| Objectives | <ol style="list-style-type: none"> To make understand different aspects of business environment To develop understanding in applying business environment knowledge in real life situation To develop critical thinking skills in understanding issues in business environment To help students develop decision making skills in resolving issues related to business environment |
| Pre-Requisites | Basic knowledge about English grammar and vocabularies |
| Teaching Scheme | Regular classroom lectures with using ICT tools followed by activity oriented sessions |

Detailed Syllabus

| Unit | Topics | Hours |
|-------|--|-------|
| I | Basics: Business Environment: Nature, Scope & Importance, Dimensions of Business environment-PESTLE Framework, Business Environment Screening & analysis, Liberalization, Privatization and Globalization of Economy, Impact of Government Policy Changes on Business and Industry | 10hrs |
| II | Political, Economic & Legal environment: Political factors that affect Business Environment ,Prevailing political system and its impact on Business, Role of Government in Business-Planning Role, Regulatory role, Promotional role, Entrepreneurial role, Emerging Role, Regulatory Framework, Stages of Economic Development in India, Economic systems, pattern and trends in the economic development in India, 5 Year Plans & Economic planning, Role of planning commission, broad features of industrial policy. Fiscal policy and monetary policy, capital and money markets in India and their instruments. | 10hrs |
| III | Social, Technological & Natural environment: Evolving Social Institutions &Demographic Changes , Social forces affecting business, Dynamics of Technology Change, Technology Policy ,Technology Transfer & R & D scenario in India, Concept of natural environment, Natural Environmental factors that affect business, Environmental policy in India and Environmental (Protection Act),1986. | 10hrs |
| IV | International Business Environment: Trends in world Trade & Economic Growth, General Agreement on Tariffs and Trade (GATT), General Agreement on Trade in Services (GATS), Role of International Organisations-IMF,WB,IFC,ADB,UNCTAD, WTO, UNIDO, Regional economic alliances | 10hrs |
| V | Case Study | 08hrs |
| Total | | 48hrs |

Text Books:

T1. K. Aswathappa, Essentials of business environment: Text Cases and Exercise, 12th edition, Himalaya Publishing, New Delhi

T2. N.D. Kapoor, Elements of Mercantile Law, 38th edition, Sultan Chand & Sons.

Reference Books:

R1. Rudder Dutt and K.P.M Sundharam: Indian Economy, S. Chand & Company Limited, 73rd Edition, New Delhi.

R2. S.K.Misra and V.K.Puri: Economic Environment of Business, Himalaya Publishing House, 38th Edition, New Delhi.

R3. S.K. Misra and V. K. Puri.: Indian Economy, Himalaya Publishing House, 38th Edition, New Delhi

| | |
|----------------------|---|
| Course Outcomes (CO) | At the end of the course, the students will be able to: CO1 Explain the concept of the various constituents of environment and their impact on businesses CO2 Demonstrate analytical skills to understand issues related to business environment CO3 Demonstrate decision making skills in resolving business environment issues CO4 Demonstrate the application of business environment knowledge in real life situation |
|----------------------|---|

CPT 108 IT for Managers

| Sub. Code | Subject Name | Credit | Internal Mark | External Mark |
|----------------|------------------------|-----------|---------------|---------------|
| CPT 108 | IT for Managers | 02 | 20 | 30 |

| | |
|-----------------|---|
| Objectives | <ol style="list-style-type: none"> To make the students understand the fundamentals of computer and operating system To make the students understand different data base management system To make the students understand the application of computer network |
| | Not Required |
| Teaching Scheme | Regular class room lectures with use of ICT tools as and when required followed by activity oriented sessions. |

Detailed Syllabus

| Unit | Topics | Hours |
|------|---|-------|
| I | Data, Information, and Computer Organization: Introduction, Types of Data, A Simple Model of a Computer, Data Processing Using a Computer. | 04hrs |

| | | |
|-------|--|-------|
| | Data Storage: Introduction, Memory organization, Random access Memory, Read only Memory, Secondary Memory: Hard Disk, Compact Disk Read only Memory (CDROM), Flash Memory. | |
| II | Software: Introduction, Operating System, Flowcharts, Algorithms, Assemblers, Compilers and Interpreter, Programming Languages, Classification of Programming Languages. Introduction to Object Oriented Programming, Difference between Object Oriented and Procedural Paradigm, Basic Concepts of OOP, Benefits of OOP | 04hrs |
| III | Basics of C++: C++ class overview, class definition, object, class members, access control, class scope, Tokens, Data types, Operators, Structure of C++ Program, C++ statements, Expressions and Looping, Control Structures, Arrays. | 06hrs |
| IV | Functions, Constructor and concepts of Inheritance: Inline function, Friend Function, Classes and Objects: Defining Member Functions, Making an outside Function Inline, Constructor, Destructor, Basics and Types of Inheritance | 06hrs |
| V | Data Organization: Introduction to Database and Database Users, Database System Concepts and Architecture: data Models, schema, and instances, Conceptual Modeling and Database Design: Entity Relationship (ER) Model, Attributes, Keys. | 04hrs |
| Total | | 24hrs |

Text Books:

1. P. K. Sinha and P. Sinha, Computer Fundamentals, BPB Publication, 8th edition
2. Object Oriented Programming in C++ by E.Balagurusamy, Tata McGraw Hill, 5th edition
3. Henry F. Korth and Abraham Silberschatz, S. Sudarshan, "Database System Concepts", McGraw-Hill, 6th edition
4. Mastering C++ by K.R.Venugopal., published by Tata McGraw- Hill.
5. Bjarne Stroustrup, Programming - Principles and Practice using C++, 2/e, Addison-Wesley 2014
6. Yashavant Kanetkar, Let Us C++, BPB Publication

Reference Books:

1. V. Rajaraman, Fundamentals of computers, 6th Edition, Prentice Hall of India, New Delhi.
2. M. M. Mano, Computer System Architecture, 3rd Edition, Pearson India, India, New Delhi
3. Efraime Turban, R. Kelly Rainer, and Richard E. Potter, Introduction to Information Technology, 3rd Edition, John Wiley & Sons
4. Raj Kamal, Internet and Web Technology, 1st Edition, Tata McGraw Hill Education.

5. R. Elmasri and S. B. Navathe, Fundamentals of Database System, 6th Edition, Pearson

| | | |
|----------------------|---|---|
| Course Outcomes (CO) | At the end of the course, the students will be able to: | |
| | CO1 | develop conceptual clarity on computer application in business research |
| | CO2 | develop ability to organize data and handle the same |
| | CO3 | develop basic skill in programming and handling data base system |

CPL108 IT Skill Lab

| Sub. Code | Subject Name | Credit | Evaluation of Records | Practical & Viva-voce |
|-----------|--------------|--------|-----------------------|-----------------------|
| CPL108 | IT Skill Lab | 02 | 25 | 25 |

| | |
|-----------------|--|
| Objectives | To apply IT tools & techniques in real-life situations |
| Pre-Requisites | Basic knowledge of IT |
| Teaching Scheme | Laboratory instruction followed by individual lab assignment |

Detailed Syllabus

Practical: ITM Lab

(24 hours)

Practical Exercises based on MS Excel, Turbo C++ tools including logic development and spreadsheet handling packages with the basic functionality of Internet and Email.

Topics of Lab Exercise

MS Excel:

Introduction to Excel, Formatting excel work book, Perform Calculations with Functions, Sort and Filter Data with Excel, Create Effective Charts to Present Data Visually. Analyze Data Using Pivot Tables and Pivot Charts, Protecting the work book, Printing.

Object Oriented Programming using C++:

1. Program to calculate addition between two numbers.
2. Program to calculate subtraction between two numbers.
3. Program to calculate multiplication between two numbers.
4. Program to calculate division between two numbers.
5. Program to enter the length and breadth of rectangle, then find out the area of rectangle.
6. Program to enter the length and breadth of rectangle, then find out the perimeter of rectangle.
7. Program to find out the last digit of a number.
8. Program to find out the reverse of a number.
9. Program to enter a number and then check whether that number is prime or not.
10. Program to check a number whether that number is even or odd.
11. Program to check a number whether that number is palindrome or not.

12. Program to perform all arithmetic calculations (addition, subtraction, multiplication, division) as per the user's choice.
13. Program to find out the factorial of a number.
14. Program to calculate the net salary of an employee of certain company as per their rule.
15. Program for Swapping of two numbers.

Internet & E-Mail:

What is Internet?, Receiving Incoming Messages, Sending Outgoing Messages, Email addressing, Email attachments, Browsing, Search engines, Text chatting, Job Searching, Downloading video and Music, Designing and validation of Google Form, Overview of Google Doc, Spreadsheet, Slide etc.

MS Word:

Text Basics, Text Formatting and saving file, working with Objects, Header & Footers, Working with bullets and numbered lists, Tables, Styles and Content, Merging Documents, Proofing the document, Printing.

MS Excel:

Introduction to Excel, Formatting excel work book, Perform Calculations with Functions, Sort and Filter Data with Excel, Create Effective Charts to Present Data Visually. Analyze Data Using Pivot Tables and Pivot Charts, Protecting the work book, Printing.

MS Power Point:

Setting Up PowerPoint Environment, Creating slides and applying themes, Working with bullets and numbering, Working with Objects, Working With Movies and Sounds, Hyperlinks and Action Buttons, Animation and Slide Transition, Slide show option, Proofing and Printing

Internet & E-Mail:

What is Internet?, Receiving Incoming Messages, Sending Outgoing Messages, Email addressing, Email attachments, Browsing, Search engines, Text chatting, Job Searching, Downloading video and Music, Designing and validation of Google Form, Overview of Google Doc, Spreadsheet, Slide etc.

| | |
|----------------------|---|
| Course Outcomes (CO) | At the end of the course the students will be able to: |
| | CO1 develop skill in handling MS Office |
| | CO2. develop ability to use different IT tools in real life |
| | CO3 develop ability to analyse data using Excel |
| | CO4 apply programming knowledge in real life situation |

DETAILED COURSE STRUCTURE

MBA
w.e.f 2022-2023

SEMESTER II

CP 201 Business Ethics & Sustainability

| Sub. Code | Subject Name | Credit | Internal Mark | External Mark |
|-----------|----------------------------------|--------|---------------|---------------|
| CP-201 | Business Ethics & Sustainability | 4 | 40 | 60 |

| | |
|-----------------|---|
| Objectives | 5. To make the students understand the concepts and applications of ethical principles and theories on business. 6. To make the students understand the concept of CSR and sustainability and their relevance in business. 7. To develop skills in handling ethical issues and dilemmas. 8. To develop decision making ability to resolve ethical issues affecting business. |
| Pre-Requisites | Different managerial theories and concepts |
| Teaching Scheme | Regular classroom lectures, ICT tools as and when required, case study method and sessions are planned to be interactive with focus on problem solving and group discussion |

Detailed Syllabus

| Unit | Topics | Hours |
|-------|---|-------|
| I | Basics: Concept, Nature, Objectives & Scope of Business Ethics, Need of Business Ethics, Ethical issues and dilemmas in business, Ethics & managerial role ,Factors influencing Business Ethics. | 08 |
| II | Ethical Theories, Process & Application: Management Theories & Ethical Theories-Principles, Ethical Process, Ethical Decision Making & Leadership, Application of Ethics in functional areas of Management | 12 |
| III | Stakeholders Relationship and Social Responsibility: Identifying stakeholders & stakeholder orientation, Implementing stakeholder perspective, CSR-Nature, Characteristics & Approaches, Business Case for CSR, Implementing CSR, Corporate Social Responsibility Policy Rules,2014 under Companies Act, 2013,Framework for CSR Reporting-Global Reporting Initiatives(GRI) | 10 |
| IV | Sustainability: Concept of Sustainability & Sustainable Development, SDGs & its implication for business, Brundland Report, Triple Bottomline Reporting, Triple Loop Learning | 10 |
| V | Case Study (Based on Above Units) | 8 |
| Total | | 48 |

Text Books:

- T1. Manuel G. Velasquez, Business Ethics: Concepts and Cases, Seventh International Edition, Pearson Education Limited, Edinburgh Gate, Harlow,2012
- T2. Joseph A. Petrick & John F. Quinn.: Management Ethics: Integrity at work, Sage Publications, Inc; 1st edition,1997
- T3. C. S. V. Murthy, "Business Ethics" Himalaya Publishing, 1st edition(Revised), 2018
- T4. M. Chatterjee "Corporate social Responsibility" 1st edition, Oxford University Press, New Delhi, 2011

Reference Books:

- R1. Robert Kreitner “Management” AITBS Publication 7th Edn.
R2. Daniel Albuquerque “Business Ethics” Oxford Publication, Istedn.
Rabindra N. Kanungo & Manuel, Mendonca, Ethical Dimensions of Leadership, Sage Publication, New Delhi
R3. O. C. Ferrell, John Fraedrich & Linda Ferrell, Business Ethics: Ethical Decision Making and Cases, 12th Edition, Cengage India
R4. John R. Boatright, Jeffery D. Smith & Bibhu Prasan Patra, Ethics and the Conduct of Business, 8th Edition, Pearson India
R5. https://www.mca.gov.in/Ministry/pdf/CompaniesActNotification2_2014.pdf

| | |
|---------------------|---|
| Course Outcomes(CO) | At the end of the course, the students will be able to: CO 1. To understand concept of ethics & sustainability, principles and theories. CO2. To demonstrate critical thinking and problem solving skills to resolve ethical dilemmas. CO3. To demonstrate ability to apply knowledge of ethics to resolve real life problems CO4. To demonstrate ability to resolve sustainability issues. |
|---------------------|---|

CP 202 Business Analytics for Decision Making

| Sub. Code | Subject Name | Credit | Internal Mark | External Mark |
|-----------|--|--------|---------------|---------------|
| CP 202 | Business Analytics for Decision Making | 04 | 40 | 60 |

| | |
|-----------------|--|
| Objectives | <ol style="list-style-type: none">1. Understanding the role of business analyst in business.2. Understanding the basic concept of business data management and data mining techniques.3. To understand the basic concept of artificial neural network used in business analysis.4. To understand the decision strategies. |
| Pre-Requisites | Business Statistics, Basic Concepts of MS Excel. |
| Teaching Scheme | Regular class room lectures with use of ICT tools as and when required followed by activity oriented sessions. |

Detailed Syllabus

| Unit | Topics | Hours |
|------|---|-------|
| I | Introduction: Concept of business analytics, Historical Overview of data analysis, Scope of Business Analytics, Data for Business Analytics: Data Sets and Databases, Models in Business Analytics: Decision Models, Model Assumptions, Problem solving with Analytics | 08 |
| II | Introduction to Data Mining: What is Data Mining, Knowledge Discovery in Databases, Data Mining Processes, Introduction to Association Rule Mining, A priori Algorithm, Introduction to Classification, Classification Algorithms – Decision Trees, Bayesian Classifier, K- nearest neighbour classifier, Neural Network based Classifier, Introduction to clustering, Types of Clustering | 12 |
| III | Supervised Neural Network: Basic Concept of Artificial Neural Networks, Learning schemes, Multi-layer feed forward neural network, Back propagation | 10 |

| | | |
|--------------|---|-----------|
| | algorithm, Unsupervised Neural Network: Adaptive Resonance Theory, Kohonen Neural Network. | |
| IV | Analytics on Spreadsheets: Excel Formulas, Copying Formulas, Excel Functions, Insert Function, Logical Function, Functions for specific application, using Excel LOOKUP Functions for database queries, Creating charts in Microsoft Excel, Excel data visualization tools | 10 |
| V | Case Study (Based on Above Units) | 08 |
| TOTAL | | 48 |

Text Books:

T1. Business Analytics, James Evans, 2nd Edition, Pearson India,2016

T2. Essentials of Business Analytics: An Introduction to the methodology and its application, Bhimasankaram Pochiraju, SridharSeshadri, Springer

T3. Introduction to Data Science, Laura Igual Santi Seguí, Springer

T4. Business Analytics: Data Analysis and Decision Making, S. Christian Albright, Wayne L. Winston, Cengage learning

Reference Book:

R1. Business Data Analysis using Excel, David Whigham, Oxford University Press

R2. J. Han, M. Kamber, and J. Pei, Data Mining: Concepts and Techniques, 3rd Edition, Morgan Kaufmann Series.

R3. Introduction to Data Mining, Pang-Ning Tan, Michael Steinbach, Vipin Kumar, Pearson Education India

| | |
|----------------------|---|
| Course Outcomes (CO) | At the end of the course, the students will be able to: CO 1. Understand the basics of business analysis. CO 2. Understand data management and handling and Data Science Project Life Cycle CO 3. Understand the data mining concept and its techniques CO 4. Understand and analyzing artificial neural network concept used in business analysis. |
|----------------------|---|

CP 203 Marketing Management

| Sub. Code | Subject Name | Credit | Internal Mark | External Mark |
|-----------|----------------------|--------|---------------|---------------|
| CP 203 | Marketing Management | 04 | 40 | 60 |

| | |
|-----------------|---|
| Objectives | <ol style="list-style-type: none"> To make the students understand marketing and its environment To understand marketing applications and able to apply in real life situation To develop skills in understanding market & consumers To develop skills in applying STP & marketing mix concept in real life marketing |
| Pre-Requisites | Basic knowledge of management |
| Teaching Scheme | Lectures followed by interactive and problem solving sessions. Demonstration of different techniques and their usages in different situations will be explained. All lectures will be followed by activity oriented sessions. |

| Unit | Topics | Hours |
|-------|---|---------|
| I | Basics: Understanding Marketing Concept: nature & scope, Marketing Environment, Understanding consumer behaviour and its implication for marketing, Marketing process, Marketing Challenges and emerging trends in marketing | (8hrs) |
| II | Marketing planning, information and Research: Marketing Information System –need and elements, Marketing research-Process of Marketing Research and its application, Market Segmentation-Bases and Procedures, Targeting and Positioning (STP) | (8hrs) |
| III | Marketing Mix: Product- Planning and development, Product Life cycle, Branding, Packaging and Labeling, Pricing -Objectives, Pricing Decisions – factors affecting pricing decisions, Pricing methods and strategies. Channel Management – role of marketing channels, channel management decisions, Integrated Marketing Communication and Promotion strategy, Promotion mix | (12hrs) |
| IV | Marketing Application: Business-to-Business Marketing, Services Marketing, Relationship Marketing, Rural marketing, International Marketing, Digital Marketing, Marketing & Sustainability | (12hrs) |
| V | Case Studies on above topics | (8 Hrs) |
| Total | | 48 |

Text Books:

- T1. Kotler Philip, Kevin, L Keller, Abraham Koshy & M..Jha: Marketing Management-South Asian Perspective, 13th Edition, Pearson Education.,2009
- T2. V S Ramaswamy & S Namakumari. Marketing management : Global perspective, Indian context. 5th ed. 2013, Macmillan Publishing, New Delhi
- T3. Arun Kumar & N. Meenakshi, Marketing Management, 3rd Edition, Vikash Publishing House,2016

Reference Book:

- R1. Paul Baines, Chris Fill, Kelly Page, Piyush Sinha, “Marketing”, Oxford University Press, Asian Edition, 2015
- R2. Kenneth E Clow, Donald S Baack, “Cases in Marketing Management”, Sage South Asia Edition,2012.
- R3. Rajan Saxena, “Marketing Management”, Tata Mc Graw Hill Publication, 4thEdition, 2013.

| | |
|---------------------|--|
| Course Outcomes(CO) | At the end of the course, the students will be able to: CO1. To have conceptual clarity on basic concept & process of marketing CO2. To critically evaluate the key analytical frameworks and tools used |
|---------------------|--|

| | |
|--|---|
| | <p>in marketing to solve marketing problems</p> <p>CO3. To develop skills in applying marketing concepts in real life problem solving</p> <p>CO4. To demonstrate ability to resolve marketing issues & dilemmas</p> |
|--|---|

CP 204 Financial Management

| Sub. Code | Subject Name | Credit | Internal Mark | External Mark |
|-----------|----------------------|--------|---------------|---------------|
| CP 204 | Financial Management | 04 | 40 | 60 |

| | |
|-----------------|---|
| Objectives | <ul style="list-style-type: none"> To make the students understand basic concept of finance and role of financial managers in different context To have a understanding on investment decisions, financing & dividend decisions To develop understanding working capital concept and develop skills in understanding the same in real life situation. To develop skills in applying financial management knowledge in decision making |
| Pre-Requisites | Basic knowledge of all marketing management concepts |
| Teaching Scheme | Lectures followed by interactive and problem solving sessions. Demonstration of different techniques and their usages in different situations will be explained. All lectures will be followed by activity oriented sessions. |

Detailed Syllabus

| Unit | Topics | Hours |
|------|---|-------|
| I | Basics: Nature & Scope. Organization of Financial Functions. Emerging role of FMs in India and in Global context. Financial Goal. Agency problems. Time value of money. Risk and Return concepts, Risk and return in a single asset and two assets portfolio. | 8hrs |
| II | Investment Decisions: Capital Budgeting: Features, types and Techniques of capital budgeting decision. Cost of Capital. | 10hrs |
| III | Financing & Dividend Decision: Operating Leverage, Financial Leverage. Capital structure. Theory and Policy. Sources of Long term finance, Dividend Theory, Dividend Policy. | 10hrs |
| IV | Working Capital Management: Working Capital concepts, Policies, estimation, factors affecting working capital, Sources of financing Working Capital, Management of cash : Cash budget, Management of collections and disbursement, Investment of Surplus cash ; Management of Receivables : Terms of Credit, Credit Policy decision ; Management of Inventory : Techniques of Inventory planning and control. | 12hrs |

| | | |
|-------|-----------------------------------|-------|
| V | Case Study on above topics | 08hrs |
| Total | | 48hrs |

Text Books:

- T1. Fundamentals of Financial Management, Van Horne, Pearson
T2. Essentials of Financial Management, IM Pandey, Vikas
T3. Financial Management, Khan & Jain, McGraw Hill,
T4. Financial Management by Prasanna Chandra, Tata McGraw Hill
T5. Financial Management, Rustogi, Galgotia Publishing.

Reference Books:

- R1. Financial Management, Srivastav & Misra, Oxford.
R2. Financial Management, G Sudarsan Reddy, HPH
R3. Financial Management – Tulsian (S Chand)
R4. Fundamentals of Financial Management, Brigham, Cengage
R5. Ravi M. Kishore, Financial Management, Taxman Publications

| | |
|----------------------|---|
| Course Outcomes (CO) | At the end of the course, the students will be able to: CO1 To have conceptual clarity on basic concept of finance & process of marketing CO2 To critically evaluate the financial environment and its implication for managerial decisions CO3 To develop skills in applying different techniques of financial management in real life problem solving CO4 To demonstrate ability to resolve financial issues & problems |
|----------------------|---|

CP 205 Human Resource Management

| Sub. Code | Subject Name | Credit | Internal Mark | External Mark |
|-----------|---------------------------|--------|---------------|---------------|
| CP 205 | Human Resource Management | 02 | 40 | 60 |

| | |
|-----------------|--|
| Objectives | <ul style="list-style-type: none"> To familiarize the students with the context & different aspects of managing people in the organizations To understand role of HR managers in changing business environment Understand HRM approaches to resourcing, managing performance, reward, employee development & employee relation To develop skill in critically analysing HR issues and able to take HR decisions. |
| Pre-Requisites | Basic knowledge of all management concepts |
| Teaching Scheme | Lectures are followed by interactive and problem-solving sessions. Demonstration of power point Presentation using ICT tools |

Detailed Syllabus

| Unit | Topics | Hours |
|-------|---|---------|
| I | Introduction: Understanding the Evolution, Nature, Scope & Objective of Human Resource Management, Context of Human Resource Management, Functions of HRM, Role of HR Managers & Challenges, Ethics in HRM | (8hrs) |
| II | Employee Resourcing: Job analysis: Job description and specifications; Job design; Job characteristic approach to job design. Human Resource Planning-Importance & Process, Recruitment and Selection, Sources & Methods of Recruitment - Selection Process, Types of Tests, Interview, Placement, Induction, Socialisation-Employee onboarding | (10hrs) |
| III | Employee Development, Performance & Reward Management: Employee Development: Concept, Process, Methods of Training & Management Development, Performance Appraisal-Concept & Methods of Performance Appraisal, Promotion & Transfer, Reward Management-Concept, components & total reward, Factors affecting pay-levels, Job Evaluation, Employee Safety, Health and Well-being | (12hrs) |
| IV | Employee Relations: Concept, Elements, HRM approach to Industrial Relations, Employee Relation Process-Role of union & process of recognition, collective bargaining arrangements, Employee voice-concept & framework | (10hrs) |
| V | Case Studies on the above topics | (8 Hrs) |
| Total | | 48 |

Text Books:

- T1. K. Aswathappa & Sadhna Das, Human Resource and Personnel Management , 9th Edition, Mc Graw Hill Publishing Co. Ltd.,2021
 T2. Gary Dessler & Biju Varrkey, Human Resource Management, 16th edn. Pearson India, 2020
 T3. P. Jyothi & D.N. Venkatesh, Human Resource Management, 2nd Edition, Oxford Publishing, 2012

Reference Books:

- R1. C S Venkata Ratnam & B K Srivastava ,Personnel Management and Human Resources, 1st edition, Tata Mc Graw Hill, 1994
 R2. Michael Armstrong, A handbook of Human Resource Management Practice, 9th Edition, Kogan Page, South Asian Edition, 2004

| | |
|----------------------|--|
| Course Outcomes (CO) | At the end of the course, the students will be able to: CO1. To have conceptual clarity on basic concept of HRM & its function CO2. To critically evaluate the HR environment and its implication for managerial decisions CO3. To develop skills to handle different functional areas of HRM CO4. To demonstrate ability to resolve HRM issues & problem in real life |
|----------------------|--|

| Sub. Code | Subject Name | Credit | Internal Mark | External Mark |
|-----------|-----------------------------------|--------|---------------|---------------|
| CP 206 | Production & Operation Management | 04 | 40 | 60 |

| | |
|-----------------|--|
| Objectives | <ul style="list-style-type: none"> To make the students to familiarize on production & operations planning and control activities To help the student understand the supply chain management To develop decision making skills of the students in the area of production & operation management |
| Pre-Requisites | Basic knowledge of all Production And Operation Management concepts |
| Teaching Scheme | Lectures followed by interactive and problem solving sessions. Demonstration of different techniques and their usages in different situations will be explained. All lectures will be followed by activity oriented sessions. |

Detailed Syllabus

| Unit | Topics | Hours |
|-------|---|---------|
| I | Basics Introduction to Production & Operation Management-Concept & objectives, Types of Production System, Process Planning & Design, location of production facilities, plant layout and types of plant layout. | (10hrs) |
| II | Supply Chain Management system Introduction to Supply Chain Management, Logistics Network Configuration, Inventory Management and Risk Pooling. The Value of Information, Supply Chain Integration, Customer value and Supply chain Management, Information Technology for Supply Chain Management, Decision – Support Systems for Supply Chain Management. | (10hrs) |
| III | Operating Decision in POM Project Management, Basic concept, network principles PERT, CPM, Job Design and work measurement, Business Process re-engineering, concepts, benefits, limitations, plant maintenance, function and types of plant maintenance. | (10hrs) |
| IV | Control Decision in POM Basic concepts of quality of products and service, TQM, concept, demings-14 principle, Kaizen, Quality circle, JIT, ISO-9000-2000, QS-9000, Six sigma concepts, role of management in implementing quality system. | (10hrs) |
| V | Case Study based on above topics | 08hrs |
| Total | | 48hrs |

Text Books:

T1 B. Mahadevan, Operations Management Theory and Practice, Pearson education, New Delhi, 3rd edition

- T2. K. Aswathappa, K. Sridhar Bhat, Production & Operations Management, HPH, New Delhi, 1st edition
- T3. Upendra kachru, Production and Operations Management, Text and cases, Excel Books, New Delhi, 1st edition
- T4. Designing and Managing the Supply Chain: Concepts, strategies and Case studies, by Simchi-levi, D., P.Kaminsky, and E.Simichi-Levi, Irwin/McGraw-Hill, Newyork, 2003

Reference Books:

- R1. James Dilworth, Production and Operations Management, Pearson International, New Delhi, 2nd edition
- R2. Purchasing and Supply Management by Leenders, Fearon, Flynn, Johnson
- R3. Supply Chain Management: Strategy, Planning and Operations by Sunil Chopra and Peter Meindi, Prentice Hall, Inc, 2001.

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|----------------------|---|
| Course Outcomes (CO) | At the end of the course, the students will be able to: CO1. Develop conceptual clarity on Production & operation system CO2. Develop skill in managing supply chain CO3. Demonstrate ability to resolve real life problems affecting operation CO4. Demonstrate ability to apply TQM and related quality concepts in real life |
|----------------------|---|

CP 207 Business Law & Corporate Governance

| Sub. Code | Subject Name | Credit | Internal Mark | External Mark |
|-----------|-------------------------------------|--------|---------------|---------------|
| CP 207 | Business Law & Corporate Governance | 04 | 40 | 60 |

| | |
|-----------------|---|
| Objectives | <ul style="list-style-type: none"> To make students aware about important business laws To make students aware about different aspects of corporate governance To develop skills in handling different issues in business law and governance |
| Pre-Requisites | Basic knowledge of business environment |
| Teaching Scheme | Lectures are followed by interactive and problem-solving sessions. Demonstration of PowerPoint Presentation using ICT tools |

Detailed Syllabus

| Unit | Topics | Hours |
|------|---|---------|
| I | The Indian Contract Act, 1872 Contract – meaning, characteristics, Essentials of a valid contract - offer and acceptance, consideration, contractual capacity, free consent, the legality of objects, Void agreements, Discharge of contract – modes of discharge including breach and its remedies, Contingent contracts, Contract of Indemnity and Guarantee contract of Bailment, Contract of Agency | (10hrs) |
| II | The Sale of Goods Act, 1930 Contract of sale, meaning, and the difference between sale and agreement to sell., Conditions and warranties, Transfer of ownership in goods including sale by non-owners, Performance of the contract of | (8hrs) |

| | | |
|-------|---|---------|
| | sale, Unpaid seller – meaning and rights of an unpaid seller against the goods and the buyer. | |
| III | The Companies Act, 2013 & Competition Act,2002 Incorporation, Memorandum of Association, Articles of Association, Prospectus and Allotment of Securities, Accounts of the company, Audit and Auditors of the company, Payment of Dividends, Directors, Board meeting and its powers, Winding up. Competition Act,2002: Scope of the Act, Provisions, Competition commission of India, Duties, Power & function of Commission, Duties of Director General, Penalties under the Act. | (10hrs) |
| IV | Corporate Governance Concept, need scope, Theories of Corporate Governance: Agency Theory, Stewardship Theory, The Stakeholder Theory; Models of Corporate Governance Obligation to Investors, Customers, Employees, Suppliers, Government and Society, National committees under Corporate Governance(CG),Board Membership, Role and Responsibilities of Board of Director, Auditor & Bank in CG, Role of SEBI in CG, Issues under CG in India | (12hrs) |
| V | Case Studies on the above topics | (8 Hrs) |
| Total | | 48 |

Text Books:

- T1. Garg K.C., Saareen Business Law, 1st Edition, Kalyani Publishers,2015
T2. Kumar, R. Legal Aspects of Business, 4th Edition, Cengage Learning,2016
T3. N. D. Kapoor & Rajni Abbi - General Laws & Procedures (Sultan Chand & Sons).
T4. A.C. Fernando, Corporate Governance: Principles, Policies and Practices, Pearson India,2nd, Edition,2011

Reference Books & Other Materials

- R1. Tulsian, P.C, Business Law & Corporate Laws, 1st Edition,S.Chand,2011
R2. AIMA (1997). Corporate Governance and Business Ethics. New Delhi: Excel Books.
R3. A Handbook on Corporate Governance for Executive Management by Institute of Directors,2019
R4. M.C. Kuchhal ,Business Law, 4th Edition Vikas Publication, New Delhi,2004
https://www.mca.gov.in/Ministry/actsbills/pdf/The_competition_Act_2002.pdf
<https://www.mca.gov.in/Ministry/pdf/CompaniesAct2013.pdf>

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|----------------------|--|
| Course Outcomes (CO) | At the end of the course, the students will be able to: CO1. Develop conceptual clarity on different legal provisions under various laws relating to business CO2. Develop conceptual clarity on different aspects of corporate governance and its application CO3. Develop skill to handle real life problems relating to business law & governance. CO 4. Demonstrate ability to handle different issues relating to business law and governance |
|----------------------|--|

CP 208 Entrepreneurship, Startup & Innovation

| Sub. Code | Subject Name | Credit | Internal Mark | External Mark |
|-----------|---|--------|---------------|---------------|
| CP-208 | Entrepreneurship, Start up & Innovation | 4 | 40 | 60 |

| | |
|-----------------|--|
| Objectives | <ol style="list-style-type: none"> 1. This course will expose the students with concept of entrepreneurship and its process 2. To help students develop creative thinking while understanding the concept of innovation and start up 3. To develop entrepreneurial intent and skills 4. To develop ability to understand innovation and start up eco system in India |
| Pre-Requisites | Basic knowledge of Business & Management |
| Teaching Scheme | Regular classroom lectures, ICT tools as and when required, case study method and sessions are planned to be interactive with focus on problem solving activities. |

Detailed Syllabus

| Unit | Topics | Hours |
|-------|--|-------|
| I | Basics: Concept and Importance of Entrepreneurship, Types of Entrepreneurs Entrepreneurial Mindset- How entrepreneurs think, intention, background, characteristics & skills, Corporate Entrepreneurship-Causes, Managerial vs Entrepreneurial Decision Making, Entrepreneurial Culture | 08 |
| II | Entrepreneurship Process: Creativity & Business Ideas-Sources, Methods, Creative Problem Solving, Identifying & Analysing Opportunities, Development of Business Plan, Resource Mobilisation, Funding, Launching, Growing and Ending the new venture | 10 |
| III | Innovation & Entrepreneurship: Understanding innovation-Purpose, Seven sources of innovation, Types-Radical vs Incremental, Product vs Process, Business Model Innovation-Business Model Canvas, Service Innovation, Design led Innovation, Sustainable Innovation | 12 |
| IV | Startup & Innovation: Concept & Definition, Startup policies in India, Startup landscape in India, Step by Step Process for Recognition, Idea validation, Financial and Legal aspects, Pitching & Funding Support & Facilities, Challenges for Startup, Large Firm vs Startup Innovation | 10 |
| V | Case Study (Based on Above Units) | 8 |
| Total | | 48 |

Text Books:

- T1. Robert D. Hisrich, Michael P. Peters & Dean A. Shepherd, Entrepreneurship, McGraw Hill Education, 10th Edition, 2018
- T2. Vasant Desai, The Dynamics of Entrepreneurial Development and Management, Himalaya Publishing House, Mumbai, 6th Edition, 2018
- T3. Innovation and Entrepreneurship Book by Peter Drucker.

Reference Books & Other Related Materials:

R1. HBS series on Innovation and Entrepreneurship

R2. Evolution of Startup India, 5 years Achievement Report, Department of Promotion of Industry & Internal Trade, Ministry of Commerce & Industry, Government of India

https://www.startupindia.gov.in/content/dam/investindia/Templates/public/5_years_Achievement_report%20_%20PRINT.pdf

R3 Borut Likar, Peter Fatur & Urška Mrgole(Ed.) Innovation Management, Korona Plus d.o.o.Institute for Innovation & Technology, Slovenia, 1st edition, 2013

R4. Christina E. Shalley, Michael A. Hitt,& Jing Zhou(Ed.) The Oxford Handbook of Creativity, Innovation & Entrepreneurship,Oxford University Press,2015

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|---------------------|---|
| Course Outcomes(CO) | At the end of the course, the students will be able to: CO 1. To develop conceptual clarity on entrepreneurship and its process and apply them in real life situation. CO2. To develop entrepreneurial and innovative mind set CO3. To demonstrate ability for developing innovative business model .CO4. To demonstrate creativity and critical thinking in understanding innovative ecosystem |
|---------------------|---|

DETAILED COURSE STRUCTURE
MBA
w.e.f 2022-2023

SEMESTER III

CP 301 Strategic Management

| Sub. Code | Subject Name | Credit | Internal Mark | External Mark |
|-----------|----------------------|--------|---------------|---------------|
| CP-301 | Strategic Management | 4 | 40 | 60 |

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|-----------------|---|
| Objectives | <ol style="list-style-type: none"> 1. To make the student understand the basic concepts of strategy & strategic management 2. To develop critical thinking skills in analysing impact of business environment on developing and implementing strategy 3. To provide an understanding of different strategic choices and their application in different situations 4. To have knowledge and skills in understanding strategic implementation issues and resolving the same |
| Pre-Requisites | Basic knowledge of management and business environment |
| Teaching Scheme | ICT based Lectures followed by interactive session and discussion of cases relevant to strategic management. Live examples will be discussed and practical insights will be provided to increase awareness in understanding different business context and business issues. |

Detailed Syllabus

| Unit | Topics | Hours |
|-------|---|-------|
| I | Basics of Strategy & Strategic Management Strategic Decisions & Strategic development process, Strategy Making Pyramid-Corporate Level, Business Level, Functional level & Operating Strategy, Strategic Management-Elements & Process, Developing Vision & Mission | 08 |
| II | Analysing Environment Macro Environment-PESTLE analysis, Industry analysis-Six forces, Resources-Strategic vs Threshold, Capabilities & Competence-Core Competency & Dynamic Capabilities, Value Chain analysis, SWOC Analysis | 10 |
| III | Strategy Formulation Corporate Level Strategies – Corporate Parent, Corporate Portfolio, Corporate Diversity, Business Level Strategy – Purpose, Types, Concept of SBU, Strategic Options & Methods- Different types of strategic future, Alternatives-Joint venture & vertical integration, Strategic Methods-Mergers & Acquisitions, Strategic Alliance, Outsourcing & Internal Development | 12 |
| IV | Strategy Implementation & Control Operationalising strategy-Setting effective objectives, Preparing functional strategies & Business Policies Institutionalising strategy-Structure, Leadership & Culture Strategic Control-Establishing Strategic Control, Operational Control & Evaluating deviation | 10 |
| V | Case Study (Based on Above Units) | 8 |
| Total | | 48 |

Text Books:

- T1. Gerry Johnson, Kevan Scholes & Richard. Whittington, Exploring, Corporate Strategy, 7th edition, Pearson Education, New Delhi.
- T2. Adrian Haberberg & Alison Rieple, Strategic Management-Theory & Application, 1st Edition, Oxford University Press, New Delhi
- T3. John A. Pearce II, Richard B. Robinson Jr., Strategic Management, 1st Edition AITBS, New Delhi
- T4. Michael A. Hitt, R. Duane Ireland, and Robert E. Hoskisson, Strategic Management: Competitiveness and Globalization (Concepts and Cases), 8th Edition, Cengage Learning

Reference Books:

- R1. Michael Porter “Competitive Strategy” Free Press, 1980
- R2. Michael Porter “Competitive Advantage” Free Press, 1980
- R3. Thompson, A.J. Strickland III, John E. Gamble & A. K. Jain “Strategic Management” TMH publication 6th edition
- R4. David, Fred R. Strategic Management: concepts and cases, 13th edition, Pearson Education

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| Course Outcomes(CO) | At the end of the course, the students will be able to: CO 1. To understand strategic decisions and its implication for business CO2. To demonstrate critical thinking and problem solving skills to make strategic decisions CO3. To demonstrate ability to apply knowledge of strategic management to resolve business issues and resolve real life problems CO4. To demonstrate ability to apply strategic choices, options and methods in real life situation |
| | |

CP 302 Fundamentals of Management (Choice Based Paper)

| Sub. Code | Subject Name | Credit | Internal Mark | External Mark |
|-----------|---|--------|---------------|---------------|
| CP 202 | Fundamentals of Management (Choice Based Paper) | 04 | 40 | 60 |

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|-----------------|--|
| Objectives | <ol style="list-style-type: none"> To make the student understand the basic managerial concepts and skills To have knowledge and skills in understanding different functional areas of management and their application in real life To develop problem solving skills in analysing and resolving real life business problems |
| Pre-Requisites | No-Pre-requisite |
| Teaching Scheme | . ICT based Lectures followed by interactive session and discussion of cases relevant to strategic management. Live examples will be discussed and practical insights will be provided to increase awareness in understanding different business context and business issues and to develop ability in critical thinking and strategic decision making |

Detailed Syllabus

| Unit | Topics | Hours |
|--------------|--|-----------|
| I | Basic Managerial Concepts & Skills Management Concepts & Thought, Managerial Levels, Skills & Roles-Mintzberg Classification, Managerial functions-Planning, Organising, Staffing, Leading & Controlling, Managerial Decision Making-Process & Decision Making Environment | 08 |
| II | Organisational Behaviour Concept, Nature & Scope, Individual Behaviour-MARS model, Model of group effectiveness, Motivation-concept & process, Concept of Organisational Culture & Effectiveness | 12 |
| III | Basic Concepts of Accounting & Finance Accounting Principles-Concept & Convention, Types of Accounts & Rules, Journal, Ledger & Trial Balance Financial Management- Meaning, Scope, Objectives & Functions | 10 |
| IV | Basic Concepts of Marketing & HRM Marketing Management: Meaning, nature and scope & objectives, Segmentation, Targeting & Positioning Human Resource Management: Concept, nature and Scope of HRM, Functions of HRM, Role of HR Manager in Changing Environment | 10 |
| V | Case Study (Based on Above Units) | 08 |
| TOTAL | | 48 |

Text Books:

- T1. Stephen A. Robbins & David A. Decenzo & Mary Coulter, —Fundamentals of Management 7th Edition, Pearson Education, 2011
- T2. Steven Mcshane , Mary Glinow & Radha Sharma, Organizational Behavior: Emerging Knowledge and Practice for the Real World, 5th Edition, McGraw Hill Education; 5th edition
- T3. T.S. Grewal, Double Entry Book Keeping Financial Accounting, 2021, Sultan Chand
- T4. Kotler Philip, Kevin, L Keller, Abraham Koshy & M..Jha: Marketing Management-South Asian Perspective, 13th Edition, Pearson Education., 2009
- T5. Essentials of Financial Management, IM Pandey, Vikas
- T6. K. Aswathappa & Sadhna Das, Human Resource and Personnel Management , 9th Edition, Mc Graw Hill Publishing Co. Ltd., 2021

Reference Book:

- R1. C. Mohan Juneja, Balijindar Singh, R.K. Mahajan, P.C. Sahoo, Practical Problems in Double Entry Book Keeping, 2013, Kalyani Publishers
- R2. V S Ramaswamy & S Namakumari. Marketing management : Global perspective, Indian context. 5th ed. 2013, Macmillan Publishing, New Delhi
- R3. Financial Management by Prasanna Chandra , Tata McGraw Hill
- R4. Michael Armstrong, A handbook of Human Resource Management Practice, 9th Edition, Kogan Page, South Asian Edition, 2004

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| Course Outcomes (CO) | At the end of the course, the students will be able to: CO 1. To understand managerial concepts and its application CO2. To demonstrate critical thinking and problem solving skills to make managerial decisions CO3. To demonstrate ability to apply knowledge of |
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| | different functional areas of management to resolve business issues and resolve real life problems |
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MM 311 Consumer Behavior

| Sub. Code | Subject Name | Credit | Internal Mark | External Mark |
|-----------|-------------------|--------|---------------|---------------|
| MM 311 | Consumer Behavior | 04 | 40 | 60 |

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|-----------------|---|
| Objectives | <ul style="list-style-type: none"> To understand the role of consumer behaviour in marketing To develop the skills to map the consumer's mind set. To develop understanding on influence of individual determinants on consumer behaviour and its implication in marketing To analyze emerging issues in consumer buying behaviour. |
| Pre-Requisites | Basic knowledge of marketing and behavioural science |
| Teaching Scheme | Lectures followed by interactive and problem solving sessions.. All lectures will be followed by activity oriented sessions and case method of teaching will be followed. |

| Unit | Topics | Hours |
|-------|--|-------|
| I | Basics of Consumer Behaviour Consumer Behaviour-origin, concept & need, Consumer behavior in marketing– patterns, types & segmentation, Application of Consumer Behaviour, Marketing Strategy & Consumer Behaviour, Consumer Decision Making Process, Changing pattern of consumer behaviour | 8hrs |
| II | Environmental Influences on Consumer Behaviour Cultural Influences on Consumer Behaviour, AIO classification of Lifestyle, VALSTM Typology, Application of Lifestyle in understanding Consumer Behaviour, Group as a determinant of buyer behavior-Social Class & Reference Group, Significance of Family in Consumer Behaviour, Personal Influence-Opinion Leadership and Diffusion of innovation | 12hrs |
| III | Individual Determinants of Consumer Behaviour (10hrs) Personality & Consumer Behaviour, Consumer Perception & Information Processing, Consumer Learning, Consumer Motivation, Consumer Attitude. | 10hrs |
| IV | Modelling Consumer Behaviour & Consumerism (10hrs) Traditional Models, Contemporary Models- Nicosia model, Howard Sheth model, Engel-Kollat-Blackwell model, Consumerism & Consumer Rights, Dimensions of Consumer Research | 10hrs |
| V | Case Studies on above topics | 8 hrs |
| Total | | 48 |

Text Books:

- T1. Leon G. Schiffman and Leslie Lazar Kanuk ,Consumer Behaviour, PHI, New Delhi, 11th edition
- T2. David, L. Loudon and Albert J.Della Bitta ,Consumer Behaviour ,Tata Mc Graw Hill Publication, New Delhi. 4th edition

T3. Dell, I, Hawkins, Roger, J, Best, Kenneth A, Coney, Amit Mukerjee, Consumer Behaviour, Tata Mc Graw Hill, New Delhi. 3rd edition

Reference Book:

R1. Michael Solomon, Consumer Behavior: Buying, Having, and Being Hardcover, 12th edition, Pearson India

R2 James F Engel, Roger D. Blackwell and Paul W. Miniard “ Consumer Behaviour” Dryden Press, CBS Publishing Ltd, New Delhi, 9th edition

R3. Suja Nair, Consumer Behaviour in Indian Perspective, 1st Edition, Himalaya Publishing House

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|---------------------|--|
| Course Outcomes(CO) | <p>At the end of the course, the students will be able to:</p> <p>CO1. understand consumer behaviour concepts and its application</p> <p>CO2. demonstrate critical thinking and problem solving skills to resolve consumer behaviour issues</p> <p>CO3. demonstrate ability to apply knowledge of consumer behaviour to improve decision making skills.</p> <p>CO4. demonstrate ability to apply consumer behaviour models in real life decision making.</p> |
|---------------------|--|

MM312 Product & Brand Management

| Sub. Code | Subject Name | Credit | Internal Mark | External Mark |
|-----------|----------------------------|--------|---------------|---------------|
| MM312 | Product & Brand Management | 04 | 40 | 60 |

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|-----------------|---|
| Objectives | <ul style="list-style-type: none"> • To understand the basic concept & application of product & brand management in marketing decision making • To develop skills in understanding issues related to product and brand management. • To make the student understand product planning and development for formulation of marketing strategy • To help student understand implication of different branding strategies in real life situation |
| Pre-Requisites | Basic knowledge of marketing |
| Teaching Scheme | Lectures followed by interactive and problem solving sessions.. All lectures will be followed by activity oriented sessions and case method of teaching will be followed. |

Detailed Syllabus

| Unit | Topics | Hours |
|------|---|-------|
| I | <p>Basics of Product Management :</p> <p>Concept of product management, Product classification, Product Portfolio planning-Product mix and line decision, Product Portfolio Analysis-BCG & GE matrix Product Mapping. Product market strategy in competitive environment</p> | 8hrs |

| | | |
|-------|---|-------|
| II | Product Planning and Development Objectives and Significance of Product Planning, Product Planning Process, Identifying Stages of Product Life Cycle and developing suitable strategy New Product Development-Objectives, Dimensions of Product Development, Process of New Product Development, Challenges and Issues in Product Planning and Development | 10hrs |
| III | Basic Concept of Branding & Brand Management : Concept of branding, Characteristics of a good brand, Brand elements, Reasons for branding, Importance of brand, Types of brand Strategic Brand Management Process, Brand association, Brand Identity-concept, structure, Brand identity prism, Brand personality Brand loyalty, Brand life cycle, Brand positioning. | 10hrs |
| IV | Branding Strategies Product Branding, Line Branding, Range Brand Strategy, Umbrella Branding, Brand architecture, Reasons for success and failure of brand, Brand Extension, Brand equity and valuation, branding ethics, Social media branding, brand rejuvenation | 12hrs |
| V | Case Studies on above topics | 08hrs |
| Total | | 48hrs |

Text Books:

- T1. Product Management, D. R. Lehmann & R. S. Winer, 4th Edition, Tata McGraw-Hill publications
- T2. Product Management in India, Ramanuj Majumdar, 3rd Revised edition, PHI publications
- T3. K. L. Keller, Strategic Brand Management, 2nd Edition, Pearson Publications
- T4. Jean-Noël Kapferer ,New Strategic Brand Management: Creating & Sustaining Brand Equity, 5th edition, Kogan Page;
- T5. R K Srivastava, Product Management & New Product Development, 2010, Excel Books.

Reference Books:

- R1. David A. Aaker ,Managing Brand Equity: Capitalizing on the Value of a Brand Name, 1st edition, Free Press
- R2. S Ramesh Kumar, Managing Indian Brands, 2nd edition, Vikash Publishing House
- R4. William Moore, Edgar A. Pessemier. Product Planning Management: Designing and Delivering Value. McGraw Hill Series in Management.

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|----------------------|---|
| Course Outcomes (CO) | At the end of the course, the students will be able to: CO1. To understand product and brand management concepts and its application CO2. To demonstrate critical thinking and problem solving skills to resolve issues related to product and brand management CO3. To demonstrate ability to apply knowledge of product planning & development to improve marketing decision making skills. CO4. To demonstrate ability to apply branding strategies in real life decision making |
|----------------------|---|

MM313 Service Marketing

| Sub. Code | Subject Name | Credit | Internal Mark | External Mark |
|-----------|-------------------|--------|---------------|---------------|
| MM313 | Service Marketing | 02 | 40 | 60 |

| | |
|-----------------|--|
| Objectives | <ul style="list-style-type: none"> To understand the concept of service marketing in emerging service economy. To develop skills in analysing and resolving issues related to service quality To explore and understand different aspects of customer relationship management. To make students understand strategic aspects of service marketing. |
| Pre-Requisites | Basic knowledge of marketing and business environment |
| Teaching Scheme | Lectures followed by interactive and problem solving sessions. Demonstration of different techniques and their usages in different situations will be explained. All lectures will be followed by activity oriented sessions. |

Detailed Syllabus

| Unit | Topics | Hours |
|-------|---|-------|
| I | Basics Emergence of Service Economy, Introduction to services marketing, Nature & Characteristics of services, , Service Encounter, Service Blueprint, Service triangle, Service scape , Service marketing mix, Services marketing Challenges | 8hrs |
| II | Service Marketing Quality Quality Issues and Models, Gap Analysis, SERVQUAL, Application of SERVQUAL, Branding, Packaging, Pricing, Promotion, Service delivery channels: direct channels, franchising, agents, brokers, internet channels, channel conflicts and resolution. | 10hrs |
| III | Building Customer Relationship Management Relationship marketing & strategies, Relationship value of customers, customer profitability segment, customer life time value, , Relationship challenges, e-CRM, Service Consumer Behavior, Service failure & Recovery, Service Research and innovations -Financial Services, Tourism Services, Education Services, ITES, Telecom Services, Health Services, Logistics | 12hrs |
| IV | Strategic Service Marketing Strategic Marketing Management for Services - Matching Demand and Supply through Capacity Planning and Segmentation - Internal Marketing of a Service - External versus Internal Orientation of Service Strategy. | 10hrs |
| V | Case Studies on above topics | 8 hrs |
| Total | | 48 |

Text Books:

T1. Valerie Zeithaml, Mary Jo Bitner, Dwayne Gremler Services Marketing, 6th Edition,

McGraw-Hill Education (India) Pvt Limited

T2. Christopher H. Lovelock, Services Marketing: People, Technology, Strategy, 4th edition, Pearson Education

T3. Rajendra Nargundkar, Services Marketing- Text and Cases. 3rd Edition Tata McGraw Hill:

T4. Ravi Shanker, Services Marketing: The Indian Perspective, 1st edition, Excel Books

Reference Books:

R1. Jochen Wirtz & Christopher H. Lovelock, Services Marketing: People, Technology, Strategy, 8th edition, World Scientific (Us)

R2. Govind Apte, Services Marketing, 1st edition, Oxford University Press

R3. K. Hoffman & John Bateson Services Marketing: Concepts, Strategies, & Cases 5th edition, South-Western College Publishing;

| | | |
|----------------------|---|--|
| Course Outcomes (CO) | At the end of the course, the students will be able to: | |
| | CO1 | To understand service marketing concepts and its application |
| | CO2. | To demonstrate critical thinking and problem solving skills to resolve issues related to service quality |
| | CO3. | To demonstrate ability to apply knowledge of customer relationship management to improve service delivery. |
| | CO4. | To demonstrate ability to apply strategic service marketing knowledge in real life decision making |

FM 321 Security Analysis & Portfolio Management

| Sub. Code | Subject Name | Credit | Internal Mark | External Mark |
|-----------|--|--------|---------------|---------------|
| FM 321 | Security Analysis & Portfolio Management | 04 | 40 | 60 |

| | |
|-----------------|--|
| Objectives | <ul style="list-style-type: none"> To enable the student to understand the basic concepts of investment, risk and return To make students understand the techniques of measurement of investment To make student understand stock market operations and develop skill in portfolio selection To help the students understand different strategies of portfolio and investment management |
| Pre-Requisites | Basic knowledge of finance |
| Teaching Scheme | Regular classroom lectures, ICT tools as and when required, case study method of teaching focusing on real life problem and sessions are planned to be interactive with focus on problem solving activities. |

Detailed Syllabus

| Unit | Topics | Hours |
|-------|---|-------|
| I | Basics of Investment, Risk and Return Investment: Meaning, Features and Objectives, Alternative forms of Investment, Risk & Return on Investment Measuring Risk and Return on 2 Asset on 'n' asset Portfolio, Markowitz Efficient Function. Stock Indices and Trading Mechanism in Stock Exchanges, Procedure of Listing of Securities in Stock Exchange | 10hrs |
| II | Techniques of Measurement of Investment Sharpe's Single Index Model, Computation of Risk and Return on Portfolio, Interpretation of Portfolio, Alpha, Beta, Efficient Frontier with Risk Free Lending and Borrowing Capital that Live, Securely Masher Live, CAPM, Pricing of Securities with CAPM, Arbitrage Pricing Theory. Market Timing, Evaluation Criteria and Procedures | 10 |
| III | Portfolio Selection & Efficient Market Hypothesis Portfolio Selection: Feasible Set Portfolios, Efficient set, Utility Theory, Selection of Optional Portfolio using Utility Concept, Markowitz Portfolio Optimization, Sharpe Portfolio Optimization, Efficient Market Hypothesis. | 10 |
| IV | Investment Analysis & Portfolio Management Strategies Fundamental Analysis, Economic, Industry and Company Analysis, Technical Analysis, Charting Tools, Volume and Price Trends, Technical Indicators, Performance Evaluation of Portfolio, Portfolio Management Strategies. | 10 |
| V | Case Study based on above topics | 08hrs |
| Total | | 48hrs |

Text Books:

- T1. Prasanna Chandra, Investment Analysis and Portfolio Management, 6th edition McGraw Hill
- T2. Herbert B. Mayo, An Introduction to Investments, 12th Edition, Cengage learning
- T3. V. K. Bhalla's Investment Management - Security Analysis and Portfolio Management ,12th revised edition, S. Chand Publishing
- T4. E. Fischer Donald & J. Jordan Ronald & K. Pradhan Ashwini ,Security Analysis and Portfolio Management, 7th edition, Pearson Education

Reference Books:

- R1. Punithavathy Pandian, Analysis & Portfolio Management, 2nd edition, Vikas publishing house
- R2. Financial Statement Analysis and Security Valuation, Stephen H. Penman, Fourth Edition, Tata McGraw-Hill Education (India) Private Limited, New Delhi
- R3. Robert A. Strong , Portfolio Construction, Management, and Protection 4th Edition , Cengage Learning

| | |
|--------|---|
| Course | At the end of the course, the students will be able to: CO1. develop basic understanding of investment management CO2. develop skill to measure the risk and rerun of stock |
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| Outcomes (CO) | CO3. demonstrate ability to apply the concept of portfolio management for making better investment decision CO4. demonstrate ability to become good investment analyst |
|---------------|---|

FM 322 Financial Markets & Services

| Sub. Code | Subject Name | Credit | Internal Mark | External Mark |
|-----------|------------------------------|--------|---------------|---------------|
| FM 322 | Financial Markets & Services | 04 | 40 | 60 |

| | |
|-----------------|--|
| Objectives | <ul style="list-style-type: none"> This course aims to provide students the understanding of the Indian financial system To enable the student to understand the basic concepts of financial markets and services To make student develop decision making skills in analysing impact of financial market & services To help the students understand different strategies, tools & techniques related to financial markets and services |
| Pre-Requisites | Basic knowledge of finance |
| Teaching Scheme | Regular classroom lectures, ICT tools as and when required, case study method for interactive and activity oriented session and with focus on problem solving activities. |

Detailed Syllabus

| Unit | Topics | Hours |
|------|---|-------|
| I | Financial Market-I Indian Financial System-Evolution, Functions, Classifications and Structure, Financial Assets and Intermediaries, Money Market- meaning, Instruments- Call Money, Treasury Bills, Certificate of Deposits, Commercial Bill and Commercial Papers, Capital Market in India-Meaning, Features and Instruments, New Issue Market and Secondary Market, Capital Market vs. Money Market, Methods of Floating of Shares in Primary Market, Participants of Financial Market | 10hrs |
| II | Financial Market-II Security and Exchange Board of India(SEBI)-Objectives, Role and Functions and Powers, SEBI Guidelines for Primary Market, Secondary Market and Foreign Institutional Investors, Over the Counter Exchange of India(OTCEI), National Stock Exchange (NSE) and Bombay Stock Exchanges (BSE)- History, Features and Functions, Objectives, The Role of Stock Broker and Depository System in India | 8hrs |
| III | Financial Services-I Financial Services-Concept, Features, Importance and Classifications, Hybrid Financial Products and Services, Hire Purchase, -Features, Merits and Demerits, Leasing- Types, Merits, Demerits and Legal Aspects, Merchant Banking-Services and SEBI Guidelines, Venture Capital-Meaning, Importance and Method of Financing. | 10hrs |

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| IV | Financial Services-II Discounting, Factoring and Forfeiting – Meaning, Concept, Functions and Modus Operandi, Types of Factoring, Benefits of Factoring and Forfeiting, Saucerisation of Debts- Meaning , Modus Operandi and Benefits, Credit Rating- Meaning, Functions, Merits and Demerits, Process of Credit Rating, Credit Rating Agencies- ICRA, CARE and CRISIL | 12hrs |
| V | Case Studies on the above topics | 8 hrs. |
| Total | | 48 |

Text Books:

T1. L M Bhole & Jitendra Mahakud., Financial Institutions and Markets: Structure, Growth & Innovation, 6th edition, McGraw Hill Education

T2. P.N Varshney & D.K. Mittal, Indian Financial System”, Sultan Chand & Sons, New Delhi.

T3. K.Natrajan & E.Gordon, Financial Markets and Services, 10th edition, Himalayan Publishing House

T4. Gupta, Agawalla & Gupta, Financial Institutions and Markets, 1st edition, Kalayani Publishers

Reference Books & Other Materials

R1. R. M. Srivastava & Divya Nigam, Management of Indian Financial Institutions, Himalaya Publishing House

R2 H.R. Machhi Raju, Indian Financial System,4th edition, Vikash Publishing House

R3. M. Y. Khan, Indian Financial Systems 6th edition, Tata McGraw Hill, New Delhi

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|----------------------|---|
| Course Outcomes (CO) | At the end of the course, the students will be able to: CO1. develop basic understanding of financial markets and services CO2. develop skill for using the various tools in the financial market and to evaluate risks of financial decision CO3. demonstrate ability to apply the concept of financial markets and services for making better investment and other financial decision CO4. demonstrate ability to solve investment and other financial problems |
|----------------------|---|

FM323 Advance Accounting & Taxation

| Sub. Code | Subject Name | Credit | Internal Mark | External Mark |
|-----------|-------------------------------|--------|---------------|---------------|
| FM323 | Advance Accounting & Taxation | 4 | 40 | 60 |

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|----------------|---|
| Objectives | <ul style="list-style-type: none"> To provide students a conceptual idea and insights on on final accounts and standard costing techniques To help students develop decision making skills by applying accounting tools and techniques To develop skills in applying income tax and GST knowledge in real life |
| Pre-Requisites | Knowledge of direct and indirect tax, Standard Costing, Liquidation of Companies. |

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| Teaching Scheme | Regular classroom lectures with use of ICT tools as and when required, case study sessions are planned to be interactive with focus on problem solving activities. |
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Detailed Syllabus

| Unit | Topics | Hours |
|-------|--|-------|
| I | Accounting- -I: Company Final Accounts: Preparation of Annual Accounts of Companies as per Companies Act, 2013 (Schedule III), Treatment of taxation in preparation of final accounts of companies, Bonus and dividend to shareholders, Managerial remuneration, Pre-incorporation profit / loss, Earnings per share: Basic EPS and Diluted earnings per share. | 08 |
| II | Accounting-II: Standard Costing: 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, overhead variance. | 10 |
| III | Basics of Income Tax: Basic Concepts and Definitions under IT Act: Assessee, Previous year, Assessment year, Person, Income, Sources of income, Heads of income, Gross total income, Total income, Residential Status and Incidence of Tax. Heads of Income: Income from House property, Capital Gains: Meaning and types of capital assets, computation of STCG and LTCG . | 12 |
| IV | Basic of GST: Pre-GST Indirect Taxation Structure in India, Meaning, features, objectives, Scope and benefits of GST, GST and Centre-State Financial Relations, Dual GST: Benefits of Dual GST, Structure of Dual Model of GST, Central GST – State / Union Territory GST – Integrated GST and GST Cess, Salient features of CGST Act, SGST Act and IGST Act. | 10 |
| V | Case Study (Based on Above Units) | 8 |
| Total | | 48 |

Text Books:

- T1. M. C. Shukla, T. S. Grewal, & S. C Gupta Advanced Accounts, Vol.-II, .S. Chand & Co., New Delhi
T2. V.K. Singhania, Direct Taxes: Laws and Practice, Taxmann Publication, New Delhi
T3. S. P. Jain, & K. L. Narang, Corporate Accounting, Kalyani Publishers.
T4. Shashi K. Gupta & R.K. Sharma, Management Accounting Principles Practice, 13th edition, Kalyani Publishers

Reference Books & Other Related Materials:

- R1. S N Maheshwari, CA Sharad K Maheshwari & Dr Suneel K Maheshwari, Corporate Accounting, 6th edition, Vikas Publishing
R2. Aditya Singhania, GST Practice Manual, 6th edition, Taxman
R3 Taxman Income Tax Act

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| Course Outcomes(CO) | At the end of the course, the students will be able to: CO1. develop conceptual clarity on advance accounting and taxation and its application in business. CO2. Develop skill to analyse and resolve accounting and taxation issues |
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| | CO3. Demonstrate ability to use the technique of management accounting and taxation for managerial decision CO4. Demonstrate ability to make GST and IT return filing |
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HRM 331 Human Resource Planning & Development

| Sub. Code | Subject Name | Credit | Internal Mark | External Mark |
|-----------|---------------------------------------|--------|---------------|---------------|
| HRM 331 | Human Resource Planning & Development | 4 | 40 | 60 |

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|-----------------|--|
| Objectives | <ul style="list-style-type: none"> To familiarize the students with different aspects of HR planning & development To understand HR planning & development process To develop skills of students in critically analysing HR planning & development issues |
| Pre-Requisites | Basic knowledge of HRM |
| Teaching Scheme | Regular classroom lectures, ICT tools as and when required, case study method and sessions are planned to be interactive with focus on problem solving and group discussion |

Detailed Syllabus

| Unit | Topics | Hours |
|-------|---|-------|
| I | Basics of HR Planning Concept, Need and Importance, Objectives of HR planning, Job Analysis & HR Planning, Process of HR Planning, Barriers to HR planning, Recent trends in Human Resource Planning. HR Planning-Issues & challenges | 08 |
| II | HR Forecasting Process Importance of HR Forecasting, Types of forecasting, Demand Forecasting-factors affecting demand forecasting, Approaches & techniques of demand forecasting Supply Forecasting-Sources of Supply, Supply forecasting techniques, Determining HR Gaps-Determining HR Plans | 10 |
| III | Basics of HRD Evolution of HRD, Factors affecting growth of HRD, Concept, Scope & Objectives of HRD, HRD as a total system, HRD climate, Role & Competencies of HRD professionals | 10 |
| IV | HRD Process & Interventions Assessing HRD needs, Designing Effective Training Programmes, Implementing HRD programmes, Evaluating HRD programmes, HRD Audit HRD Interventions-Training Interventions, Career Development Interventions, OD Interventions | 12 |
| V | Case Study (Based on Above Units) | 8 |
| Total | | 48 |

Text Books:

T1. M. Belcourt, k, M^c Bey & Y.H. Margaret Yap, Strategic Human resource Planning Cengage Publication 5th Edition, 2013

T2. Jon M. Werner, Randy L. Desimone, Human Resource Development, Thompson India, New Delhi.

T3. Kalyani Mohanty & Padmalita Routray, HRD & Organisational Effectiveness, Excel Publication, New Delhi

Reference Books & Other Related Materials:

R1. T.V Rao, HRD Missionary Oxford & IBH Publishing House, New Delhi

R2. Udai Pareek and T.V Rao, Designing Human Resource System, Oxford IBH Publishing House, New Delhi

R3 Bhattacharya Dipak Kumar, Human Resource Planning, Excel Books, New Delhi.

R4. McBeath, Gordon. The Handbook of human resource planning - Oxford: Blackwell, 1992

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| Course Outcomes(CO) | At the end of the course, the students will be able to: CO 1. To understand concept of HR Planning & Development and its application in organisation CO2. To demonstrate critical thinking and problem solving skills to resolve issues related to HR planning and development. CO3. To demonstrate ability to apply knowledge of HR planning and development resolve real life problems CO4. To demonstrate ability to apply HRD interventions to resolve HRD issues |
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HRM 332 Performance & Reward Management

| Sub. Code | Subject Name | Credit | Internal Mark | External Mark |
|-----------|---------------------------------|--------|---------------|---------------|
| HRM 332 | Performance & Reward Management | 4 | 40 | 60 |

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|-----------------|--|
| Objectives | <ul style="list-style-type: none"> To familiarize the students with different aspects of performance & reward management To develop skills in implementing performance and reward management To develop skills of students in critically analysing Performance & reward management issues |
| Pre-Requisites | Basic knowledge of HRM |
| Teaching Scheme | Regular classroom lectures, ICT tools as and when required, case study method and sessions are planned to be interactive with focus on problem solving and group discussion |

Detailed Syllabus

| Unit | Topics | Hours |
|------|--|-------|
| I | Basics of Performance Management Evolution of the concept, Aims & Role of Performance Management, Performance management Process-Prerequisite, Performance planning, Performance Execution, Performance Assessment, Performance Review, Performance Renewal & Re-contracting | 08 |

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|-------|--|----|
| II | Implementing Performance Management System Defining Performance and Choosing a Measurement Approach, Gathering Performance Information, Implementing the system, Performance Management and Employee Development, Performance Management Skills, Managing Team Performance | 12 |
| III | Basics of Reward Management Context, Concept & Aims of Reward Management, Components of a reward system, Total Reward-Elements & Significance, Contingent Pay & Team Pay. Employee Benefits, Executive Compensation | 08 |
| IV | Designing Reward System Determinants of Pay, Pay levels within organizations, Pay system, Factor affecting pay level, Job evaluation, Market rate analysis, Grade & Pay structure, | 12 |
| V | Case Study (Based on Above Units) | 8 |
| Total | | 48 |

Text Books:

- T1. Herman Aguinis, Performance Management, 3rd edition, Pearson India
T2. Michael Armstrong, Handbook of Reward Management Practice : Improving Performance through reward, Kogan Page
T3. Joseph J. Martocchio, Strategic Compensation: A Human Resource Management Approach, Global 8th Edition, Pearson India
T4. Michael Armstrong & Angela Baron, Performance Management: A Strategic And Integrated Approach to Achieve Success, 1st edition, Jaico Publishing House

Reference Books:

- R1. Michael Armstrong Handbook of Performance Management : An evidence-based guide to delivering high performance ,4th edition, Kogan Page
R2. Dipak Kumar Bhattacharyya, Compensation Management 2nd edition ,Oxford University Press
R3 T V Rao, Performance Management: Toward Organizational Excellence, 2nd Edition, Sage Publication
R4. Michael Armstrong & Helen Murlis ,Reward Management: A Handbook of Remuneration Strategy and Practice, 5th edition ,Kogan Page

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|---------------------|---|
| Course Outcomes(CO) | At the end of the course, the students will be able to: CO 1 To understand concept and application of Performance & Reward Management in organisations CO2. To demonstrate critical thinking and problem solving skills to resolve issues related to Performance & Reward Management. CO3. To demonstrate ability to implement performance and reward management system in an organisation |
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HRM333 Industrial Relation

| Sub. Code | Subject Name | Credit | Internal Mark | External Mark |
|-----------|---------------------|--------|---------------|---------------|
| HRM333 | Industrial Relation | 4 | 40 | 60 |

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| Objectives | The objective of the course is to enable students to have an insight into the relations between various sectors that have a bearing on the management of employee and Industrial relations. |
| Pre-Requisites | Human Resource Management |
| Teaching Scheme | Lectures are followed by interactive and activity oriented sessions. Case method of teaching followed. |

Detailed Syllabus

| Unit | Topics | Hours |
|-------|---|-------|
| I | Basics of Employee Relations Conceptual framework of employee relations, Elements of employee relations, Industrial relations as a system of rules-Dunlop Model, Unitary and Pluralist views, Individualism and Collectivism, Parties to Industrial Relation | 08 |
| II | Labour Market: Features, Demand and Supply of Labour, Unemployment and Underemployment, Types of Labour Market, Characteristics of Indian Labour force in India ,Labour Market, Problems of Labour in India, Role of ILO in IR | 10 |
| III | Employee Relation Process Conceptual Framework, Trade Union Movement in India, Structure of Trade Unions, Union recognition and de-recognition, Collective Bargaining-concept, levels, types & process, Industrial dispute-causes & consequences, types and procedure of settlement, Grievance: Meaning, Grievance handling procedure, grievance handling machinery, Employer's Organisation-Purpose & function | 12 |
| IV | Employee voice & Participation: The framework for employee voice, Forms of Employee Voice-Involvement and Participation, Purpose of employee voice, Factors affecting choice, Attitude surveys Workers' Participation in Management-Levels & forms, Participative schemes in India-Bi-partite & Tripartite Committees | 10 |
| V | Case Studies on the above topics | 8 |
| Total | | 48 |

Text Books:

- T1. P. N. Singh & Neeraj Kumar, Employee Relations Management 1st Edition, Pearson India
- T2. Venkataratnam C. S.: Industrial Relations, 1st edition, Oxford University Press
- T3. Piyali Ghosh and Shefali Nandan, "Industrial Relations and Labour Laws", 1st edition, Tata McGraw Hill Education
- T4. Armstrong's Handbook of Human Resource Management Practice ,15th Edition, Kogan Page

Reference Books

- R1. Arun Monappa & Ranjeet Nambudiri, Industrial Relations and Labour Laws, 2nd edition McGraw Hill Education;

- R2. Sinha: Industrial Relations, Trade Unions and Labor Legislation, 1st edition, Pearson 2007.
- R2. P.R.N. Sinha, Indu Bala Shekhar & Seema Priyadarshini, Industrial Relations, Trade Unions and Labour Legislation 3rd Edition, Pearson Education
- R3 Jeff Hyman, Employee Voice and Participation: Contested Past, Troubled Present, Uncertain Future, 1st edition, Routledge
- R4. D P Sahoo, Employee Relations Management: Text and Cases Sage Publications Pvt. Ltd; First edition

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| Course Outcomes(CO) | <p>At the end of the course, the students will be able to :</p> <p>CO1. gain insights on employee relations and labour market</p> <p>CO2. demonstrate critical thinking and problem solving skills to resolve issues on employee relations.</p> <p>CO3 demonstrate ability to handle different issues relating to employee relations</p> |
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DETAILED COURSE STRUCTURE
MBA
w.e.f 2022-2023

SEMESTER IV

CP 401 Banking Insurance and Management

| Sub. Code | Subject Name | Credit | Internal Mark | External Mark |
|-----------|----------------------------------|--------|---------------|---------------|
| CP-401 | Banking Insurance and Management | 4 | 40 | 60 |

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|-----------------|--|
| Objectives | <ul style="list-style-type: none"> To equip the students with a thorough understanding of banking and insurance industry. To help the students develop conceptual clarity on banking products, services & regulations under it To help the students develop conceptual clarity on insurance products & regulations under it |
| Pre-Requisites | Basic knowledge of banking and insurance industry |
| Teaching Scheme | Regular classroom lectures, ICT tools as and when required, case study method of teaching will be adopted and sessions are planned to be interactive with focus on problem solving activities. |

Detailed Syllabus

| Unit | Topics | Hours |
|-------|--|-------|
| I | Basics of Banking Concept of Bank, Banking and Bank Management, Types of Banks, Functions of a Commercial Bank, Role of Commercial Banks towards National Economy, Banking Sector Reforms in India, Reserve Bank of India- Functions and Powers, Monetary and Credit-Control Policy, Risk Management of Bank and BASEL Norms. | 08 |
| II | Banking Products & Services & Regulations Fund Based and Fees based Banking Product and Services, Agency Services, Core Banking, Retail Banking, Corporate Banking, Bancassurance, Mobile Banking, Virtual Banking, CRM in Banking, Salient Features of Banking Regulation Act, 1949, KYC, Methods of e-payments -Debit Card, Credit Card, Smart Cards, NEFT, RTGS, e-Wallet and Non-Performing Asset(NPA) | 12 |
| III | Fundamentals of Insurance and Life Insurance Insurance-Definition, Concept, Features, Objectives and Principles and Types, Life Insurance- Meaning, Features, Objectives and Principles, Procedure for taking a Policy, Premium Plans, Calculation of Premium and Settlement of Claims and Life Insurance vs General Insurance | 10 |
| IV | Insurance Regulations & Policies Fire, Marine & Health Insurance: Principles, Policy conditions, Types of Policies, Settlement of Claims (Both Fire and Marine Insurance), IRDA Act. 1999, Meaning, Objectives, Duties, Powers and Functions of Authority, Principles of Re-insurance and Emerging Challenges before Insurance Industry. | 10 |
| V | Case Study (Based on Above Units) | 8 |
| Total | | 48 |

Text Books:

- T1. Padmalatha Suresh & Justin Paul Management of Banking and financial Services Fourth Edition, Pearson Education
- T2. Banking Law & Practice. by S N Maheshwari, S K Maheshwari & S N Maheshwari. Edi 13th Edition, Kalyani Publishers
- T3. M.N. Mishra & S B Mishra, Insurance: Principles And Practice, 22nd edition, S. Chand
- T4. Hargovind Dayal, The Fundamentals of Insurance: Theories, Principles and Practices 1st edition, Notion Press

Reference Books:

- R1. N.R. Mohan Prakash, Banking, Risk and Insurance Management, Vikas Publishing
- R2. Deepak Tandon & Neelam Tandon, Management of Banks-Text & Cases, 4th edition, Taxman
- R3. IIBF, Principles & Practices of Banking, 5th edition, Macmillan Education

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| Course Outcomes(CO) | At the end of the course, the students will be able to: CO 1 develop basic understanding of banking & insurance products and services and its usefulness in real life CO2 develop critical thinking and problem solving ability to understand and resolve issues on banking & insurance CO3. develop skills in making the investor aware and select the right policies CO4. demonstrate ability to make right decisions on resolving issues related to banking and insurance |
|---------------------|--|

CP 402 Research Methodology

| Sub. Code | Subject Name | Credit | Internal Mark | External Mark |
|-----------|----------------------|--------|---------------|---------------|
| CP 402 | Research Methodology | 04 | 40 | 60 |

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|-----------------|--|
| Objectives | <ul style="list-style-type: none"> To make the students aware on the basic concept of business research To make the students understand the process of business research To help the students develop skill in handling and analysing data To develop ability to create a scientific research proposal and to carry out the same |
| Pre-Requisites | Basic knowledge of statistics |
| Teaching Scheme | Lectures followed by interactive and problem solving sessions. Demonstration of different techniques and their usages in different situations will be explained. All lectures will be followed by activity oriented sessions. |

Detailed Syllabus

| Unit | Topics | Hours |
|------|--|-------|
| I | Basics: Concept & Importance of Business Research Approaches-Deductive & Inductive, Key Properties of Research, Types of Research, Exploratory vs Conclusive Research, Qualitative vs Quantitative Research | 08 |

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|--------------|---|-----------|
| II | Research Process: Defining research problem-Steps involved in problem identification, Review of Literature, Identification of Research Gap. Theoretical framework & Hypotheses Development, Research Design-Types, Measurement of variables, Scaling-Types & Techniques, Sources & Methods of Data Collection, Sampling-Steps in sampling, criteria for selecting a sampling procedure, Types of sampling design, Methods of sample size determination | 12 |
| III | Data Processing & Data Analysis: Preparing data for analysis-Data editing, coding & tabulation, Choosing right statistical methods for analysis-Descriptive vs Inferential statistics, statistical techniques for Uni-variate, Bi-variate and Multi-variate data. Procedure for testing hypothesis | 10 |
| IV | Ethics in Research & Report Writing Ethics in Business Research- Ethical principles-Harm to participants, Lack of informed consent, Invasion of privacy, Deception, Other ethical and legal considerations-Data management, Copyright, Reciprocity and trust, Affiliation and conflicts of interest Development of Research Proposal, Types of Report, Layout & Structure of Report, Bibliography & Referencing, & footnotes | 10 |
| V | Case Study (Based on Above Units) | 08 |
| TOTAL | | 48 |

Text Books:

- T1. Donald Cooper, Pamela Schindler, Business Research Methods, McGraw-Hill Higher Education, 12th Edition
T2. Deepak Chawala & Neena Sondhi, Research Methodology, Vikash Publishing House, New Delhi, 2nd edition.
T3. Uma Sekaran, Research Methods for Business: A Skill Building Approach, Wiley India, New Delhi, 1st edition.
T4. CR Kothari, Research Methodology-Methods and Techniques, New Age Publishers, 2nd Edition.

Reference Book:

- R1. Allan Bryman & Emma Bell, Business Research Methods, 3rd edition, Oxford University Press
R2. Robert Ho, Handbook of univariate and multivariate data analysis and interpretation with SPSS /, 1st edition, Chapman & Hall/CRC
R3. W. Lawrence Neuman, Social Research Methods: Qualitative and Quantitative Approaches, 7th Edition, Pearson New International Edition

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| Course Outcomes (CO) | At the end of the course, the students will be able to: CO1. have conceptual clarity on basic concept & process of research CO2. demonstrate skill in defining research problem and develop ability to resolve managerial dilemma CO3. demonstrate ability to use different research methods CO4. demonstrate ability to create an effective research Proposal and carry out research project |
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MM 411 Integrated Marketing Communication

| Sub. Code | Subject Name | Credit | Internal Mark | External Mark |
|-----------|------------------------------------|--------|---------------|---------------|
| MM 411 | Integrated Marketing Communication | 04 | 40 | 60 |

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| Objectives | 5. To make the students understand the concept and process of IMC 6. To help the students develop the skill in designing and developing IMC programme 7. To make the students aware on digital media and ability to use such media while designing and implementing IMC 8. To make the students aware on legal and ethical aspects of advertising |
| Pre-Requisites | Basic knowledge of marketing & communication |
| Teaching Scheme | Regular classroom lectures, use of ICT tools as and when required, case study method of teaching and sessions are planned to be interactive with focus on activities like demonstration, role play etc. |

| Unit | Topics | Hours |
|-------|--|-------|
| I | Introduction to Integrated Marketing Communication (IMC): Meaning and role of IMC in Marketing process, one voice communication V/s IMC. Introduction to IMC tools – Advertising, sales promotion, publicity, public relations, and event sponsorship; The role of advertising agencies and other marketing organizations | 10hrs |
| II | Understanding communication process: Source, Message and channel factors, Communication response hierarchy- AIDA model, Hierarchy of effect model, Innovation adoption model, information processing model, The standard learning Hierarchy, Attribution Hierarchy, and low involvement hierarchy Consumer involvement- The Elaboration Likelihood (ELM) model, The Foote, Cone and Belding (FCB) Model | 10hrs |
| III | Developing the Integrated Marketing Communication Programme: Planning and development of creative marketing communication. Creative strategy in implementation and evaluation of marketing communication - Types of appeals and execution styles. Media planning and selection decisions- steps involved and information needed for media planning. Measuring the effectiveness of all Promotional tools and IMC. | 10hrs |
| IV | Digital Media & Advertising Ethics: Digital Media, Evolution of Technology, Convergence of Digital Media, E- Commerce and Digital Media, Advertising on Digital Media, Social Media, Mobile Adverting, E-PR Advertising Laws & Ethics: Adverting & Law, Advertising & Ethics, Pester Power, Intellectual Property Rights, ASCI | 10hrs |
| V | Case Studies on above topics | 8hrs |
| Total | | 48 |

Text Books:

- T1. Advertising & Promotion- An Integrated Marketing Communications Perspective, George Belch, Michael Belch & Keyoor Purani, TATA McGraw Hill ,
- T2. Advertising Management, Jaishri Jethwaney & Shruti Jain, Oxford University Press
- T3. Advertising & Promotions, S H Kazmi and Satish K Batra, Excel

T4. Advertising; Principles and Practice, Wells, Moriarty and Burnett, Pearson

Reference Book:

R1. Advertising & Promotions: An IMC perspective, Kruti Shah and Alan D’Souza, Tata McGraw Hill

R2 Advertising & Promotion: An IMC approach, Terence A. Shimp Pub., Cengage Learning

R3. Advertising Management, Aakar, Batra and Myers, Prentice Hall

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| Course Outcomes(CO) | <p>At the end of the course, the students will be able to:</p> <p>CO1. understand IMC concepts and its application</p> <p>CO2. demonstrate critical thinking skills to analyse different perspectives on IMC</p> <p>CO3. demonstrate ability to apply knowledge of IMC to improve decision making skills.</p> <p>CO4. demonstrate ability to apply IMC models in designing IMC programmes</p> |
|---------------------|---|

MM 412 Sales & Distribution Management

| Sub. Code | Subject Name | Credit | Internal Mark | External Mark |
|-----------|---------------------------------|--------|---------------|---------------|
| MM312 | Sales & Distribution Management | 04 | 40 | 60 |

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|-----------------|--|
| Objectives | <ul style="list-style-type: none"> • To make the students understand the concept and process of sales and distribution management • To help the students develop the skill in managing sales force • To develop skills in managing distribution channel • To make the students aware on logistic and e-logistic management |
| Pre-Requisites | Basic knowledge of Marketing &HRM |
| Teaching Scheme | Regular classroom lectures, use of ICT tools as and when required, case study method of teaching and sessions are planned to be interactive with focus on activities like demonstration, role play etc. |

Detailed Syllabus

| Unit | Topics | Hours |
|------|---|-------|
| I | Basics of Sales Management: Objectives and Functions, Setting up a sales organization, Selling process, Management of Sales force-Recruitment & Selection, Training, Sales Force Motivation, Compensating Sales Force, Sale forecasting, Territory design and Management, Evaluation of sales force, Sales Budget, Sales Quota, Concept of Sales analytics. | 10hrs |
| II | Distribution Management: Designing customer-oriented marketing channel, Channel Conflict, Co-operation & Competition. Omni Channel. Distribution analysis- Depth and width of distribution, Per Dealer Stocking, Percentage Dealer Stocking, Per Dealer Off take, Stock Turnover Ratio, Weighted Distribution. Vertical marketing system, Horizontal Marketing system. | 10hrs |
| III | Logistics Management: Objectives of logistics, Logistics planning, Inventory management decisions, Transportation decisions, Supply chain Management in Online Marketing and Retailing. | 10hrs |

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|-------|---|-------|
| IV | E- Logistic Management Relation to ERP: E-procurement – E-Logistics – Internet Auctions – E-markets – Electronic Business Process | 10hrs |
| V | Case Studies on above topics | 08hrs |
| Total | | 48hrs |

Text Books:

- T1. Krishna K. Havaladar, Y.M. Cavale Sales and Distribution Management, , Tata McGraw , 2nd edition
T2. Tapan K. Panda and Sunil Sahadev ,Sales and Distribution Management , , Oxford Publishing House, 3rd edition
T3. K S Bhatt ,Sales and Distribution Management - -Himalaya Publishing House , 2nd edition
T4. Dr.S.L.Gupta, Sales and Distribution Management, , Excel Books,3rd edition

Reference Books:

- R1. Alan Rushton , Phil Croucher & Dr Peter Baker, The Handbook of Logistics and Distribution Management, 6th edition,Kogan Page
R2. Pingali Venugopal Sales and Distribution Management: An Integrative Approach 2nd Edition, Sage Publication
R3. Richard R. Still , Edward W. Cundiff , Norman A. P. Govoni & Sandeep Puri Sales and Distribution Management,6th Edition, Pearson

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|----------------------|---|
| Course Outcomes (CO) | At the end of the course, the students will be able to: CO1. understand concepts and application sales and distribution management CO2. demonstrate problem solving skills to analyse different situations in sales and distribution management CO3. demonstrate ability to understand logistic management CO4. demonstrate ability to apply e-market knowledge in managing logistics |
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FM 421 Financial Derivatives

| Sub. Code | Subject Name | Credit | Internal Mark | External Mark |
|-----------|-----------------------|--------|---------------|---------------|
| FM 421 | Financial Derivatives | 04 | 40 | 60 |

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|----------------|---|
| Objectives | <ul style="list-style-type: none"> To enable the student to understand basics of financial derivatives To make the students understand fundamentals of future and option market To help students develop necessary skills for pricing and hedging of derivative securities, To make the students aware on SWAP market &process of risk management |
| Pre-Requisites | Basic knowledge of money market and capital market |

| | |
|-----------------|--|
| Teaching Scheme | Regular classroom lectures, ICT tools as and when required, case study method and sessions are planned to be interactive with focus on problem solving activities. |
|-----------------|--|

Detailed Syllabus

| Unit | Topics | Hours |
|------|---|-------|
| I | Basics of Financial Derivatives Concept, Definition, Features, Importance, Types of Derivatives, Basic Financial Derivatives, History, Development and Growth of Derivatives Market, Use of Derivatives, Traders in Derivative Markets, Factors contributing to the growth of Derivatives, Forward contract, Features of Forward Contract, Classification of Forward Contracts. | 10 |
| II | Fundamentals of Future Market Introduction, Financial Futures contracts, Types of Financial Futures, Basic Hedging Practices, Continuous Compounding, Cost of Carry, Margin requirement for Futures, Convenience Yield, Stock Futures, use and application of Stock Index Futures, Arbitrage with Stock Futures, Beta and the Optimal Hedge Ratio, Currency Futures Market. | 10 |
| III | Fundamentals of Options Market : Concept and Types of options, Payoff of Long and Short Put, Payoff of Long and Short Call, covered call writing, Protective put Strategy, Straddle, Strangle, Bull Spreads, Bear Spread, Butterfly Spread, Box Spread. Principles of Option Pricing- Put-Call Parity, Binomial Mode for Pricing Options, Black-Scholes model, Volatility and Implied Volatility from the Black-Scholes Model, Options Greeks and basic of Delta Hedging, Forex Options Structured Solutions | 10 |
| IV | SWAP Market and Risk Management: SWAP: Meaning, Concept, Nature, Evolution, Features, Types of Swaps: Plain Vanilla swaps, Interest Rate Swaps, Currency Swaps; Delta-Gamma Hedging, Hedging Policy-Financial Distress, Cash Flow Hedges and Value Hedges, Capital Structure and Hedging, over view of Commodity Derivatives and Commodity Boards, Risk: Definition, Types of Risk, Process of Risk Management, The Tools of Risk Management. Derivatives | 10 |
| V | Case Studies on the above Topics | 08 |

Text Books:

- T1. S.L. Gupta, Financial Derivatives-Theory, Concepts and Problems, 2nd edition, PHI
T2. Rajiv Srivastava, Derivatives and Risk Management, Oxford University Press
T3. Verma J.R Derivatives and Risk Management, 1st edition, Mc Graw Hill
T4. Bishnupriya Mishra & Sathya Swaroop Debasish , 1st edition, Financial Derivatives Excel Books

Reference Books:

- R1. Robert L McDonald. Derivatives Markets 3rd edition (Pearson Series in Finance)
R2. John C. Hull, Options, Futures, and Other Derivatives, 10th Edition, Pearson
R3. Paul Hopkin Fundamentals of Risk Management, 5th edition, Kogan Page
R4. Chance, Don M. and Robert Brooks, (2013), An Introduction to Derivatives and Risk Management, Cengage Learning.

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| Course Outcomes (CO) | <p>At the end of the course, the students will be able to:</p> <p>CO1. develop conceptual clarity on derivatives and risk management</p> <p>CO2. develop skills in using various derivative instruments to hedge or reduce the risk.</p> <p>CO3. develop ability to select various options and then can apply them to specific markets</p> <p>CO4. develop ability to become a financial advisor</p> |
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FM 422 Corporate Restructuring

| Sub. Code | Subject Name | Credit | Internal Mark | External Mark |
|-----------|-------------------------|--------|---------------|---------------|
| FM 422 | Corporate Restructuring | 04 | 40 | 60 |

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| Objectives | <ul style="list-style-type: none"> To enable the students to understand fundamentals of corporate restructuring and its trend To make the students aware on legal & regulatory framework related to M&A To help the students learn the methods of business valuation To help the students develop skill in analysing different strategies related to M&A |
| Pre-Requisites | Basic knowledge of company, Indian Companies Act, Corporate governance and SEBI |
| Teaching Scheme | Regular classroom lectures, ICT tools as and when required, case study method of teaching and sessions are planned to be interactive with focus on problem solving activities. |

Detailed Syllabus

| Unit | Topics | Hours |
|------|--|-------|
| I | Basics of Corporate Restructuring Corporate Restructuring – Definition, Objectives, Forms, Significance and Limitations, Merger vs Acquisition, Merger & Acquisition trends in India and International Level. Strategic Procedure and Issues in Merger & Acquisition | 10 |
| II | Theories of Merger and Legal Framework Theories of Merger, Motives of Merger, business valuation process and Legal and Regulatory Framework of Merger and Acquisition(M&A) | 10 |
| III | Valuation of Business in Merger and Due Diligence Business Valuation-Concept and Factors affecting the Value of Firm, Business Valuation Methods-Asset Based Method, Discounted Cash Flow(DCF) and Market Based Approach, Due Diligence- Meaning, Aspects and Types | 10 |
| IV | Merger & Acquisition Strategies and Demerger Takeover- Meaning, Types, Motives, Strategies and Anti-Takeover Defences, Share Buyback, Leverage Buy Out(LBO), Management Buy Out (MBO), Strategic Alliance and Joint Venture, Strategic Alliance vs. Joint | 10 |

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| | Venture Demerger- Meaning, Merits and Demerits , Demerger vs Reconstruction | |
| V | Case Studies on the above Topics | 08 |
| Total | | 48 |

Text Books:

- T1.J. Fred Weston, Juan A. Siu & Brian A. Johnson, Takeovers, Restructuring, and Corporate Governance (Prentice Hall Finance Series), 3rd edition , Pearson;
- T2. J. Fred Weston , Kwang S. Chung & Susan E. Hoag ,Mergers, Restructuring and Corporate Control, 1st Edition, Prentice Hall
- T3. Prasad G. Godbole, Mergers, Acquisitions and Corporate Restructuring,2nd edition, Vikas Publishing House
- T4.Bhagaban Das, Debdas Raskhit & Sathya Swaroop Debasish, Corporate Restructuring Merger, Acquisition and Other Forms, 1st edition, Himalaya Publishing House

Reference Books:

- R1. David Vance, Corporate Restructuring :From Cause Analysis to Execution,1st edition, Springer
- R2. Sheeba Kapil & Kanwal N. Kapil, Mergers and Acquisitions: Strategy, Valuation, Leveraged Buyouts, and Financing,2nd edition, Wiley Publication
- R3. Patrick A. Gaughan, Mergers, Acquisitions, and Corporate Restructurings,7th edition Wiley Publication

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| Course Outcomes (CO) | At the end of the course, the students will be able to: CO1. develop conceptual clarity on different aspects of corporate restructuring CO2. develop critical thinking skills in analysing different issues related to corporate restructuring CO3. develop ability to make business valuation using different techniques CO4. develop ability to analyse different M&A strategies and its implication for business |
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HRM 431 Labour Legislation & Indian Labour Code

| Sub. Code | Subject Name | Credit | Internal Mark | External Mark |
|-----------|---|--------|---------------|---------------|
| HRM 431 | Labour Legislation & Indian Labour Code | 4 | 40 | 60 |

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| Objectives | <ul style="list-style-type: none"> To make the students aware on growth and origin of labour legislation To help the students acquire the knowledge of substantive as well as procedural contents of different labour codes. To develop insights into cases related to labour laws. To develop an insight into the Wage Law. To develop skills in analysing labour issues and its relation to different labour legislation |
| Pre-Requisites | Basic knowledge of IR and law |

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| Teaching Scheme | Regular classroom lectures, ICT tools as and when required, case study method and sessions are planned to be interactive with focus on problem solving and group discussion |
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Detailed Syllabus

| Unit | Topics | Hours |
|-------|--|-------|
| I | Concept of labour Legislation & Labour Welfare Origin of Labour Legislation & Factors Influencing Labour Legislations Concept, Scope, Objectives & Types, Theories and Principles, Social Assistance and Social assurance. | 08 |
| II | Code on Wages 2019 Minimum Wages Act, 1948, Payment of Wages Act, 1936, Payment of Bonus Act, 1965, Equal Remuneration Act, 1976 | 10 |
| III | Industrial Relations Code 2020 Trade Unions Act, 1926, Industrial Employment (Standing Orders) Act, 1946, Industrial Disputes Act, 1947 | 10 |
| IV | Code on Social Security 2020 The Employees' Compensation Act, 1923, The Employees' State Insurance Act, 1948, The Maternity Benefit Act, 1961 Occupations Safety, Health and Working Conditions Code 2020 The Factories Act, 1948 | 12 |
| V | Case Study (Based on Above Units) | 8 |
| Total | | 48 |

Text Books:

- T1. P. K. Padhi: Labor and Industrial Laws, 4th edition, PHI
T2. S. N. Mishra Labour Industrial Laws With Latest Amendments: Latest edition(2020-2021)Central Law Publication
T3 P. L. Malik, Handbook of Labour and Industrial Law, 19th edition, Eastern Book Company, New Delhi.
T4. Chaturvedi, S.M. Labour and Industrial law, 1st edition, Central Law Agency, Allahabad

Reference Books & Other materials :

- R1. Saurabh Munjal & Vaibhav Munjal, 1st edition, Handbook on Labour Wage Code Bloomsburry Professional India
R2. Taxmann ,New Labour & Industrial Laws
R3 Labour Law reporters
R4. New Labour Code Bare Acts

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| Course Outcomes(CO) | At the end of the course, the students will be able to: CO 1. To understand concept of labour legislation and its role in an organisation CO2. To demonstrate critical thinking and problem solving skills to resolve labour related issues under different labour legislation |
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| | CO3. To develop decision making skills in handling labour issues CO4. To demonstrate ability to apply knowledge of labour legislations to resolve real life labour problems |
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HRM 432 Strategic Human Resource Management

| Sub. Code | Subject Name | Credit | Internal Mark | External Mark |
|-----------|-------------------------------------|--------|---------------|---------------|
| HRM 432 | Strategic Human Resource Management | 4 | 40 | 60 |

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| Objectives | <ul style="list-style-type: none"> To make the students understand the linkage between organisational strategy and HRM strategy To familiarize the students with different strategic aspects of HRM & its practical implication To help student understand nature of global corporation and its implication for HRM To develop skills of students in critically analysing strategic HR issues in domestic and global organisations |
| Pre-Requisites | Basic knowledge of HRM & Strategic Management |
| Teaching Scheme | Regular classroom lectures, ICT tools as and when required, case study method of teaching and sessions are planned to be interactive with focus on problem solving and group discussion |

Detailed Syllabus

| Unit | Topics | Hours |
|------|--|-------|
| I | Basics of SHRM Evolution of SHRM, Concept & Importance, Strategic Fit, Traditional HRM Vs Strategic HRM, SHRM Process, Role of HR, Strategic HRM Models-High Performance Management Model, High Commitment Management Model& High Involvement Management Model | 08 |
| II | HR Strategy Formulation Corporate Strategy and HR Strategy, Aligning HRM systems & Business Strategy-Creating sustainable competitive advantage, HRM practices & Organisational outcome, Linking Business Strategy to HRM practices Employee Resourcing- Workforce planning, Developing Employee Value Propositions & Employer Brand, Flexibility & Retention Strategy, Managing Diversity & talent, Design & Redesign of Work system- Outsourcing & Offshoring, Impact of Technology, Designing & Implementing Work-Life Practices | 12 |
| III | HR Strategy Development & Execution Staffing-strategic issues & Approaches, Aligning performance, reward and career development system with strategy, Strategic HRD & Employee Relation, Employee Separation- strategic issues | 08 |
| IV | Global HRM Global Corporate Evolution, Global Mega trends affecting HR, Global vs Domestic HRM, Implication of globalisation on HR function- | 12 |

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| | Organisational Design, Staffing, Training & Development, Performance, Compensation & Benefit Management, Strategic issues in globally managing human resources | |
| V | Case Study (Based on Above Units) | 8 |
| Total | | 48 |

Text Books:

- T1. Jeffrey A. Mello Strategic Human Resource Management, 4th edition South-Western College Publishing;
- T2. Tanuja Agarwala, Strategic Human Resource Management Paperback 1st Edition, Oxford University Press
- T3. Michael Armstrong, Handbook of Strategic Human Resource Management, 3rd Edition, Kogan Page
- T4. Peter. J. Dowling, Marion Festing and Allen D. Engle, Sr, International Human Resource Management, 6th edition, Cengage Learning

Reference Books

- R1. Dreher, Dougherty, G.F. & Thomas, W. 1st edition, Human Resource Strategy, Tata McGraw Hill
- R2. Greer, C.R., Strategic Human Resource Management: A General Managerial Approach, 2nd Edition, Pearson Education Asia.
- R3 James N. Baron & David M. Kreps, Strategic Human Resources: Frameworks for General Managers 1st edition Wiley
- R4. Ellen Earst Kossek and Richard N. Block, Managing Human Resources in the 21st Century—From Core Concepts to Strategic Choice, 1st edition, South Western College Publishing,

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| Course Outcomes(CO) | At the end of the course, the students will be able : CO 1 To understand concept of strategic human resource management and its application in organisation CO2. To demonstrate critical thinking and problem solving skills to resolve strategic issues related to HRM CO3. To develop strategic decision making skills in HRM CO4. To demonstrate ability to apply knowledge of Strategic HRM to resolve real life problems |
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