Babu Banarasi Das University
Lucknow

School of Management

Course Curriculum

Integrated Master of Business Administration Programme
(BBA+MBA - Integrated)

Effective from Academic Batch: 2019-20

Course CurriculumofIntegrated MasterofBusinessAdministrationProgram

Version Control

Version	3.0
Effective from	1st July, 2019

Approved by Board of Studies of School of Management on 30th May 2019

I. *INTRODUCTION*

School of Management, BBD University ensures that learning is an interactive process. India is one of the fastest growing countries in the world and is poised to become the second largest economy in the world in the next two to three decades. This spectacular growth is being fueled largely by the ever increasing domestic consumption and the entrepreneurial spirit of individuals. There is an ever increasing need for industry ready management professionals. Therefore there is a strong need for imparting business management education and training in the right way to make this dream a reality.

To cater the market needs, School of Management offers a new programme of Integrated Master of Business Administration (IMBA).

II. INTEGRATED MASTER OF BUSINESS ADMINISTRATION (MBA-Integrated Full Time-Four and a half years)

The Integrated MBA (B.B.A. +M.B.A.), Full Time, is a Four and a half years programme which aims at providing inputs to the students relevant to the business, industry and trade so that they can function in different organizations and face the challenges arising there from. The course not only aims at providing knowledge and skills in different areas of management, but also provides inputs necessary for the overall development of the personality of the students.

The structure of the Course is designed in a way that students have to study the core courses from different functional areas of management that are made compulsory. Later on, specializations are offered in functional areas where the students can opt for two specializations (1 – Major, 1 – Minor) out of the three offered: **Marketing, Finance and Human Resources.** Right from the beginning of the course, the focus is on providing relevant inputs through case discussion/ analysis, simulation games, note plays etc., keeping in mind the current business scenario.

There is a system of major and minor specialization. The students will have to opt for two functional areas (One would be a major and the other a minor) for their specialization, having six papers (three in seventh semester and three in the eighth semester) from major Specialization, four papers (two in seventh semester and two in eighth semester) from minor specialization.

Summer Training for 6 to 8 weeks is compulsory for every student pursuing the course, which they have to undergo between sixth and seventh semester. Research Project - I has to be submitted in eighth semester as part of the course. Research Project – II is a six month Research Project which is to be completed and submitted in ninth semester.

A. ASSESSMENT AND EVALUATION:

The course assessment and evaluation of courses will be as per BBD University guidelines.

B. FIELD STUDY REPORT

The Field Study will be based on the course content of the respective semester on a problem/topic to be assigned by the School of Management under the supervision of a core faculty member of the department. It is meant to be completed in 10-14 working days.

The student will submit three copies of the Field Study report to the Dean/Head of the IMBA program. The number of pages in the report will be 50 or more. The report should be typed in A-4 size paper.

C. SUMMER TRAINING PROJECT REPORT:

1. At the end of sixth semester examination, every student of IMBA will undergo on-the-job practical training in any manufacturing, service or financial organization. The training will be of 6 to 8 weeks duration. The School/University will facilitate this compulsory training for students.

2. During the training, the student is expected to learn about the organization and analyze and suggest solutions of a live problem. The objective is to equip the student with the knowledge of actual functioning of the organization and problems faced by them for exploring feasible solutions and suggestions.

3. During the course of training, the organization (where the student is undergoing training) will assign a problem/project to the student.

4. The student, after the completion of training will submit three hard bound copies of report to the School/University, which will form part of seventh semester examination. However, the report must be submitted by the end of August during third semester so that it is evaluated well in time and third semester results are not delayed.

5. The report (based on training and the problem/project studied) prepared by the student will be known as Summer Training Project Report. The report should ordinarily be based on primary data. It should reflect in depth study of micro problem, ordinarily assigned by the organization where student undergoes training. Relevant tables and bibliography should support it.

One comprehensive chapter must be included about the organization where the student has undergone training. This should deal with brief history of the organization, its structure, performance products/services and problems faced. This chapter will form part I of the Report. Part II of the Report will contain the study of micro research problem. The average size of Report ordinarily will be 100 to 150 typed pages in standard font size (12) and double spacing. Three neatly typed and hard bound copies of the report will be submitted to the College/Institute. The report will be typed in A-4 size paper.

6. The Report will have two certificates. One by the Dean/Head School of Management Course and the other by the Reporting Officer of the organization where the student has undergone training. These two certificates should be attached in the beginning of the report.

It is mandatory that the student will make presentation in the presence of teachers and students.

The student is expected to answer to the queries and questions raised in such a meeting.

D. RESEARCH PROJECT REPORT :

In eighth semester, candidates will have to submit a Research Project Report on a problem/topic (from the Specialization areas) to be assigned by the School of Management under the supervision of a core faculty member of the department.

The report will contain the objectives and scope of the study. Research methodology, use, importance of the study, analysis of data collected, conclusions and recommendations. It will contain program certifying the authenticity of the report shall be attached therewith. The student will submit three hard bound copies of the report to the Dean/Head of the MBA program. The number of pages in the report will be 75 or more. The report should be typed in A-4 size paper.

E. INDUSTRIAL INTERNSHIP REPORT:

In ninth semester, candidates will have to undergo a semester long Internship in Industry and submit aIndustrial InternshipReport on a problem/topic (from the Specialization areas) in association with a company or on his/her own to be assigned by the School of Management under the supervision of a core faculty member of the department.

The report will contain the objectives and scope of the study. Research methodology, use, importance of the study, analysis of data collected, conclusions and recommendations. It will contain program certifying the authenticity of the report shall be attached therewith. The student will submit three copies of the report to the Dean/Head of the MBA program.

The number of pages in the report will be 150 or more. The report should be hard bound and typed in A-4 size paper. The evaluation will include internal and external evaluation.

F. SPECIALIZATION AND CREDIT SYSTEM:

Every student of the IMBA program has to do a major and a minor specialization in two disciplines. For major specialization, the students need to take six subjects in the fourth year from the list of specialization papers and for minor specialization they need to take four subjects from the specialization papers. Hence, a student will have the options of specializing in one the following

- Marketing (Major) + Finance (Minor) or vice-versa
- Marketing (Major) + Human Resources(Minor) or vice-versa
- Finance (Major) + Human Resources (Minor) or vice-versa

Credit system will be followed during the entire four and a half year course curriculum. One credit will be equivalent to 30 learning hours.

Integrated MBA Course Structure

YEAR 1				Semester I						
Course Category	Theory / Practical	Course Code	Course Title	Contact Hours			Evaluation Scheme			Credits
				L	T	P	CIA	ESE	Total	
Core	Theory	BBA 3101	Business Organization	4	0	0	40	60	100	4
Core	Theory	BBA 3102	Business Communication	2	2	0	40	60	100	4
Core	Theory	BBA 3103	Business Economics I	3	1	0	40	60	100	4
Core	Theory	BBA 3104	Quantitative Analysis for Management	3	1	0	40	60	100	4
Foundation	Theory	BBA 3105	Fundamentals of Accounting	3	1	0	40	60	100	4
Core	Theory	BBA 3106	Essentials of IT	3	0	1	40	60	100	4
Core	Practical	GP3101	General Proficiency				100		100	1
			Total						**700**	**25**

YEAR 1 **Semester II**

Course Category	Theory/ Practical	Course Code	Course Title	Contact Hours			Evaluation Scheme			Credits
				L	**T**	**P**	**CIA**	**ESE**	**Total**	
Foundation	Theory	BBA 3201	Organization Behaviour and Principles of Management	4	0	0	40	60	100	4
Core	Theory	BBA 3202	Business Environment	4	0	0	40	60	100	4
Foundation	Theory	BBA 3203	Management Accounting	3	1	0	40	60	100	4
Core	Theory	BBA 3204	Supply Chain Management	4	0	0	40	60	100	4
Core	Theory	BBA 3205	Business Mathematics	3	1	0	40	60	100	4
Core	Theory	BBA 3206	Business Economics II	4	0	0	40	60	100	4
Core	Theory	BAS 2204	Environmental Studies*	2	0	0	40	60	100	2
Core	Practical	GP3201	General Proficiency				100		100	1
			Total						**800**	**27**

*Course Outline of Environmental Studies shall be approved by Department of Chemistry, BBD University.

YEAR 2 **Semester III**

Course Category	Theory/ Practical	Course Code	Course Title	Contact Hours			Evaluation Scheme			Credits
				L	T	P	CIA	ESE	Total	
Core	Theory	BBA 3301	Human Resource Management &Development	4	0	0	40	60	100	4
Foundation	Theory	BBA 3302	Marketing Management	4	0	0	40	60	100	4
Core	Theory	BBA 3303	Business Law	4	0	0	40	60	100	4
Core	Theory	BBA3305	Production and Operations Management	3	1	0	40	60	100	4
Core	Theory	MBA 3104	Organizational Behaviour	4	0	0	40	60	100	4
Core	Theory	MBA 3105	Business Statistics	3	1	0	40	60	100	4
Core	Theory	MBA 3107	Computer Applications in Management	3	0	1	40	60	100	4
Core	Practical	GP 3301	General Proficiency				100		100	1
			Total						**800**	**29**

YEAR 2 **Semester IV**

Course Category	**Theory/ Practical**	**Course Code**	**Course Title**	**Contact Hours**			**Evaluation Scheme**			**Credits**
				L	**T**	**P**	**CIA**	**ESE**	**Total**	
Core	Theory	BBA 3402	Material Management	3	1	0	40	60	100	4
Foundation	Theory	BBA 3306	Financial Management	3	1	0	40	60	100	4
Core	Theory	BBA 3406	Sales Management	4	0	0	40	60	100	4
Core	Theory	IMBA 3401/GE37105	Data Base Management System	2		2	40	60	100	4
Core	Theory	MBA 3108	Essentials of Business Communication	3	1	0	40	60	100	4
Core	Theory	MBA 3203	Research Methodology	3	1	0	40	60	100	4
Core	Theory	MBA 3204	Operations Research	3	1	0	40	60	100	4
Core	Practical	BBA 3307	Field Study			8	100		100	4
Core	Practical	GP 3401	General Proficiency				100		100	1
			Total						**900**	**33**

YEAR 3				Semester V						
Course Category	**Theory/ Practical**	**Course Code**	**Course Title**	**Contact Hours**			**Evaluation Scheme**			**Credits**
				L	**T**	**P**	**CIA**	**ESE**	**Total**	
Core	Theory	BBA 3501	Corporate Strategic Management	4	0	0	40	60	100	4
Core	Theory	BBA 3405	Social Media Marketing	4	0	0	40	60	100	4
Generic Elective	Theory		Elective I	4	0	0	40	60	100	4
Core	Theory	BBA 3404	Financial Analysis & Decision	3	1	0	40	60	100	4
Core	Theory	BBA 3502	MIS & E Commerce	4		0	40	60	100	4
Core	Theory	MBA 3103	Accounting & Financial Analysis	3	1	0	40	60	100	4
Core	Theory	MBA 3106	Marketing Management	4	0	0	40	60	100	4
Core	Practical	GP3501	General Proficiency				100		100	1
			Total						**800**	**29**

	Elective I	**Code**
		GE37106 : Income Tax: Law & Practices
		GE37107 : Labour Laws
		GE37108 : Banking and Insurance

	YEAR 3							**Semester VI**		
Course Category	**Theory/ Practical**	**Course Code**	**Course Title**	**Contact Hours**			**Evaluation Scheme**			**Credits**
				L	**T**	**P**	**CIA**	**ESE**	**Total**	
Core	Theory	BBA 3503	Project Management	3	1	0	40	60	100	4
Core	Theory	BBA 3601	Rural Management	4	0	0	40	60	100	4
Core	Theory	BBA 3605	Company Law	4	0	0	40	60	100	4
Open Elective	Theory		Elective II**	4	0	0	40	60	100	4
Core	Theory	MBA 3201	Management Information System	2	0	2	40	60	100	4
Core	Theory	MBA 3205	Operations Management	3	1	0	40	60	100	4

Core	Theory	MBA 3206	Cost & Management Accounting	3	1	0	40	60	100	4
Core	Theory	MBA 3207	Financial Management	3	1	0	40	60	100	4
Core	Practical	GP3601	General Proficiency				100		100	1
			Total						**900**	**33**

**List of open electives to be prepared centrally by BBD University. Students can opt for any course from this list except those offered by School of Management, BBD University

*At the end of VI semester, the students will have to undergo 6-8weeks of Summer Training, which will be evaluated in VII semester.

YEAR 4				**Semester VII**						
Course Category	**Theory/ Practical**	**Course Code**	**Course Title**	**Contact Hours**			**Evaluation Scheme**			**Credits**
				L	**T**	**P**	**CIA**	**ESE**	**Total**	
Core	Theory	MBA 3301	Supply Chain Management	4	0	0	40	60	100	4
Core	Theory	MBA 3302	Strategic Management	4	0	0	40	60	100	4
Core	Theory	MBA 3303	International Business	4	0	0	40	60	100	4

Generic Elective	Theory		Major Specialization Group - Elective 1				40	60	100	4
Generic Elective	Theory	-	Major Specialization Group - Elective 2				40	60	100	4
Generic Elective	Theory	-	Major Specialization Group - Elective 3				40	60	100	4
Generic Elective	Theory	-	Minor Specialization Group - Elective 1*				40	60	100	4
Generic Elective	Theory		Minor Specialization Group - Elective 2*				40	60	100	4
Core	Practical	MBA 3304	Summer Training Project Report				100		100	8
Core	Practical	GP3701	General Proficiency				100		100	1
			Total						**1000**	**41**

ELECTIVE PAPERS

Specialization Group: Marketing	
Course Code	**Course Title**
MBAMK301	Rural Marketing
MBAMK302	Sales Management
MBAMK303	Marketing of Services
MBAMK307	Consumer Behavior
MBAMK308	International Marketing

Specialization Group: Finance	
Course Code	**Course Title**
MBAFM301	Management of Financial Institutions & Services
MBAFM302	Advanced Financial Management
MBAFM303	Capital Markets & Financial Instruments
MBAFM307	Project Appraisal & Financing
MBAFM308	International Financial & Forex Management

Specialization Group: Human Resource	
Course Code	**Course Title**
MBAHR301	Industrial Relation & Labour Legislations
MBAHR302	Human Resource Planning
MBAHR303	Team Building, Leadership &Counseling
MBAHR307	Organization Planning & Design
MBAHR308	Retention Management & Employees Engagement

YEAR 4				Semester VIII						
Course Category	**Theory/ Practical**	**Course Code**	**Course Title**	**Contact Hours**			**Evaluation Scheme**			**Credits**
				L	**T**	**P**	**CIA**	**ESE**	**Total**	
Core	Theory	MBA 3401	Entrepreneurship Development	4	0	0	40	60	100	4
Core	Theory	MBA 3402	Corporate Governance, Values & Ethics	4	0	0	40	60	100	4
Core	Theory	MBA	Research Project				40	60	100	4

		3403	Report							
Core	Theory	MBA 3404	Comprehensive Viva				40	60	100	4
Generic Elective	Theory	-	Major Specialization Group - Elective 1	4	0	0	40	60	100	4
Generic Elective	Theory	-	Major Specialization Group - Elective 2	4	0	0	40	60	100	4
Generic Elective	Theory	-	Major Specialization Group - Elective 3	4	0	0	40	60	100	4
Generic Elective	Theory		Minor Specialization Group - Elective 1*	4	0	0	40	60	100	4
Generic Elective	Theory		Minor Specialization Group - Elective 2*	4	0	0	40	60	100	4
Core	Practical	GP 3801	General Proficiency				100		100	1
			Total						**1000**	**37**

ELECTIVE PAPERS

Specialization Group: Marketing	
Course Code	**Course Title**
MBAMK304	Product & Brand Management
MBAMK305	Retail Management
MBAMK306	Digital & Social Media Marketing
MBAMK309	Green Marketing and Sustainable development
MBAMK310	Integrated Marketing Communication

Specialization Group: Finance	
Course Code	**Course Title**
MBAFM304	Derivatives
MBAFM305	Securities Analysis & Portfolio Management
MBAFM306	Corporate Restructuring & Business Valuation

MBAFM309	Corporate Risk Management & Insurance Management
MBAFM310	Behavioral Finance

Specialization Group: Human Resource	
Course Code	**Course Title**
MBAHR304	Compensation & Benefits
MBAHR305	Strategic Human Resource Management
MBAHR306	Human Resource Development
MBAHR309	Performance Management
MBAHR310	HR Analytics

YEAR 5 **Semester IX**

Course Category	Theory/ Practical	Course Code	Course Title	Contact Hours			Evaluation Scheme			Credits
				L	**T**	**P**	**CIA**	**ESE**	**Total**	
Core	Practical	IMBA 3901	Industrial Internship				400	600	1000	32
			Total						**1000**	32

Course Title: Business Organization

Course Code: **BBA3101** **Course Credit**: **4**

<table>
<tr><td>COURSE OBJECTIVE:</td><td>To familiarize students with:
❖ Management and business concepts and practices.
❖ Emerging challenges of managing resources, managing business processes and managing managers.</td><td rowspan="2">No. of Hours</td><td rowspan="2">No. of Credits</td></tr>
<tr><td>LEARNING OUTCOMES:</td><td>The students should be able to:
1. Define the concept of business organization and list down forms of organization.
2. Understand the role of sole proprietorship decision-making at the level of the firm.
3. Understand the concept of Partnership firm and joint stock concerns.
4. Develop the understanding of the concepts of financial institutions like IFCI, SFC, ICICI, IDBI.
5. Understand market structure and apply it to different industries to understand the four P’s of marketing structure of these industries.
6. Apply the concepts of advertisement and sales promotion to real life situations.</td></tr>
<tr><td colspan="2">Module I: Introduction to Organization
Concepts and objectives of business organization, establishment of a new business, pre-establishment considerations and social responsibility of business. Meaning, objective and principles of organization, line and staff, functional organization, concept of scalar chain.</td><td>30</td><td>1</td></tr>
<tr><td colspan="2">Module II: Forms of Business Organization
Sole Proprietorship: Meaning, characteristics and legal requirements. Partnership firms: Meaning, partnership deed and legal requirements as per Partnership Act 1932. Joint stock concerns: Meaning, features,</td><td>30</td><td>1</td></tr>
</table>

kinds of companies, legal requirements as per Companies Act 2013.		
Module III: Business Finance Business Finance: Concept, need and significance. Methods of financing: long term, medium term and short term. National finance and international finance. Financial institutions: Brief introduction to IFCI, SFC, ICICI, IDBI. Security market: An introduction to primary and secondary market.	**30**	**1**
Module IV: Marketing Marketing:Concept of marketing, four P’s of Marketing. Distribution channel: Meaning, importance, and significance of middlemen. Advertisement and sales promotion: Meaning and objectives.	**30**	**1**

Suggested Readings:

1. Tulsian P. C. and Pandey V., Business Organization and Management, Pearson Education.
2. Bhushan Y. K., Fundamentals of Business Organization and Management, Sultan Chand and Sons.
3. Chhabra T.N., Business Organisation, DhanpatRai and Sons.
4. Robert., Modern Business Administration, McMillan India.

Course Title: **Business Communication**

Course Code: **BBA3102** **Course Credit**: **4**

<table>
<tr>
<td>COURSE OBJECTIVE:</td>
<td>To familiarize students with:
❖ Professional communication: written and oral.
❖ Aspects of work team communication, electronic communication and business correspondence planning.
❖ Facets of report writing.</td>
<td rowspan="2">No. of Hours</td>
<td rowspan="2">No. of Credits</td>
</tr>
<tr>
<td>LEARNING OUTCOMES:</td>
<td>The students should be able to:
1. Develop their ability to write and speak efficiently in the workplace.
2. Develop effective interpersonal communication skills.
3. Understand and utilize constructive negotiation and conflict management skills.
4. Use communication technology appropriately and effectively.
5. Prepare letters that meet professional standards of format, presentation and style.
6. Develop clear and meaningful understanding of business reports and its characteristics.
7. Understand how to gather and organize information for a report.
8. Plan, proof-read and edit copies of business correspondence.</td>
</tr>
<tr>
<td colspan="2">Module I: Understanding Business Communication
Communication: Concept, definition, nature, importance and components of communication. Communication process, directions of communications, networks of communication. Types of communication: formal, informal, verbal, and non-verbal. Barriers to communication. Principles of effective communication: 7C’s of communication.</td>
<td>30</td>
<td>1</td>
</tr>
</table>

Module II: Work Team Communication Communication in work team: Group communication, Initial group goals, Solving group problems: negotiation and conflict, Group Decision Making. Listening skills.	**30**	**1**
Module III: Technology and Communication Accessing electronic information: internet, internet protocol, browsing and searching the internet. Sharing electronic information: Word processing, MS-Word. E-mail: Effective e-mail practices. Correspondence Planning, drafting, revising. Replies, routine claim letters, adjustment letter, goodwill messages, congratulating messages, thank-you notes, sympathy notes. Persuasive messages: Request.	**30**	**1**
Module IV: Report Writing Characteristics of business reports, types of reports, purpose of reports. Collecting and analyzing data through questionnaire & interviews. Constructing tables, preparing charts and interpreting data. Writing report: planning, drafting, revising, formatting and proof reading.	**30**	**1**
Suggested Readings: 1. Kaul A., Business Communication, PHI Learning Pvt. Ltd. 2. Sharma, R.C. and Krishna Mohan, Business Correspondence and Report Writing, Tata McGraw-Hill. 3. Ober Scot, Contemporary Business Communication, Cengage Learning.		

Course Title: **Business Economics I**

Course Code: **BBA3103** **Course Credit**: **4**

<table>
<tr>
<td>COURSE OBJECTIVE:</td>
<td>To familiarize students with:
❖ Initial introduction to the topic of economics and business economics.
❖ Demand analysis, its elasticity and forecasting.
❖ Market structure and types of competition in it.
❖ Planning and policies of profit.</td>
<td rowspan="2">No. of Hours</td>
<td rowspan="2">No. of Credits</td>
</tr>
<tr>
<td>LEARNING OUTCOMES:</td>
<td>The students should be able to:
1. Conceptualize the scope of economics and business economics and become familiar with objectives of firm.
2. Analyze market demand and the factors governing it.
3. Identify various methods of demand analysis and demand forecasting.
4. Analyze cost and its concepts and their classification on different basis.
5. Decide about different market structures and the pricing decisions according to them.
6. Conceptualize profit maximization and policies made and planning done to achieve the goal of profit maximization with customer satisfaction.</td>
</tr>
<tr>
<td colspan="2">Module I: Introduction
Managerial Economics: Definition, scope and relationship with other subjects. Role and responsibility of a managerial economist. Objectives of a firm.</td>
<td>30</td>
<td>1</td>
</tr>
<tr>
<td colspan="2">Module II: Demand Analysis
Elasticity of demand: Concepts, types, measurements of elasticity of demand, implications in decision-making. Demand forecasting: meaning and significance of demand forecasting, methods of demand forecasting, characteristics of a good demand forecasting.</td>
<td>30</td>
<td>1</td>
</tr>
</table>

Module III: Cost Analysis Cost concepts and classification of costs. Cost-output relationship: Short run and Long run. Economies and diseconomies of scale. Cost control and reduction. Pricing decision policies, Pricing Decisions under different market structures: Perfect competition, monopoly, monopolistic competition, oligopoly. Main features of each market structure, price determination and managerial implications. Pricing policies and methods.	**30**	**1**
Module IV: Profit policies and planning Concept, theories of profit, measurement of profit. Break-even analysis: Concepts, methods of estimation, application in profit planning.	**30**	**1**
Suggested Readings: 1. Ahuja, H. L., Business Economics, S. Chand Limited. 2. Mishra and Puri., Business Economics, Himalaya Publishing House. 3. Koutsoyuianni, Modern Micro Economics, Macmillan.		

Course Title: **Quantitative Analysis for Management**

Course Code: **BBA3104** **Course Credit**: **4**

COURSE OBJECTIVE:	To familiarize students with: ❖ Quantitative information and mathematical ideas. ❖ Recognition of patterns through statistical diagrams. ❖ Formulation and solution of linear programming problems. ❖ Probability and its application in business decisions.	**No. of Hours**	**No. of Credits**
LEARNING OUTCOMES:	The students should be able to: 1. Understand the basic concept of QAM and its implementation in various business situations. 2. Evaluate information, both quantitative and qualitative, through sets and Venn diagrams. 3. Present statistical data through diagrams and graphs. 4. Apply and relate decision making through statistical tools and techniques. 5. Recognize problems that linear programming can handle and find optimal solutions subject to some constraints. 6. Sharpen ability to make quality, reasoned business decisions through matrices and probability.		
Module I: Sets and Business Mathematics Set theory, form of writing a set, subset, equal set, operation on set: complement of a set, union, and intersection. Venn-diagram. Diagrammatic and graphical presentation of statistical data: bar diagram, histogram, frequency polygon, frequency curve, ogive curve.		**30**	**1**

Module II: Elementary Statistics Measurement of central tendency: Mean, median, mode, quartile, deciles, and percentile. Measures of dispersion: mean deviation, standard deviation. Business application of statistical tools and techniques. Skewness and Kurtosis.	**30**	**1**
Module III: Matrices and Linear Programming Matrices: Types of matrices, algebra of matrices. Solution of equations. Linear programming: Two variables problem, formulation, solution by graphical method.	**30**	**1**
Module IV: Probability and Correlation Probability: Definition, addition and multiplication rule, conditional probability, Bayes' theorem, Binomial, Poisson and Normal distribution. Correlation and Regression: Scatter diagram, Karl Pearson's coefficient of correlation, rank correlation, simple linear regression, method of least square.	**30**	**1**

Suggested Readings:

1. Tulsian P.C., Business Statistics, S. Chand Publication, New Delhi.
2. Pundir, Mathematical Foundation for Business Administration, PragatiPrakashan.
3. Zameeruddin, Khanna and Bhambri, Business Mathematics, Vikas Publishing.
4. Raghavachari, Mathematics for Management, Tata McGraw Hill, 2004.

Note: 50% of the questions asked will be theoretical.

Course Title: **Fundamentals of Accounting**

Course Code: **BBA3105** **Course Credit**: **4**

<table>
<tr><td>COURSE OBJECTIVE:</td><td>To familiarize students with:
❖ Basic concepts and standards underlying financial accounting systems.
❖ Construction of the basic financial accounting statements as well as their interpretation.
❖ Measurement and reporting of corporate performance.</td><td rowspan="2">No. of Hours</td><td rowspan="2">No. of Credits</td></tr>
<tr><td>LEARNING OUTCOMES:</td><td>The students should be able to:
1. Understand and perceive the development of accounting and purpose of maintaining records.
2. Prepare financial statements of sole proprietor and explain the meaning of certain key terms.
3. Compute depreciation according to different methods of providing depreciation.
4. Explain the meaning and objective of preparing a Bank Reconciliation Statement.
5. Make appropriate accounting entries under Hire purchase and Installment payment system.
6. Understand and make appropriate accounting entries regarding issue, forfeiture, redemption of shares and debentures.</td></tr>
<tr><td colspan="2">Module I: Introduction
Meaning and concepts of financial accounting, users of accounting information, fundamental books of accounting, accounting cycle, journal entries, ledger, cash book: three column.</td><td>30</td><td>1</td></tr>
<tr><td colspan="2">Module II: Financial Statements
Trial Balance: need, importance, limitations. Preparation of trading and P & L Account and balance sheet with simple adjustments.</td><td>30</td><td>1</td></tr>
<tr><td colspan="2">Module III: BRS, Depreciation and Hire Purchase
Bank reconciliation statement. Depreciation: concept, rationale and</td><td>30</td><td>1</td></tr>
</table>

methods of SLM, WDV, SFM. Hire purchase and installment systems.		
Module IV: Company Accounts Issue of shares including forfeiture of shares, issue of bonus shares, issue of Preference Share. Debenture: Redemption of Debenture and its methods. Cash conversion. Sinking fund and miscellaneous Accounts.	**30**	**1**
Suggested Readings: 1. Chaturvedi C. L., Advanced Accountancy, Shree Mahavir Book Depot. 2. Gupta R. L. and Radha Swami M., Financial Accounting, Sultan Chand and Sons. 3. Gupta R. L**.,** Advanced Accountancy, Sultan Chand and Sons. 4. Maheshwari S.N &Maheshwari S.K ,An Introduction to Accountancy, Vikas Publication		

Note: 50% of the questions asked will be theoretical.

Course Title: **Essentials of IT**

Course Code: **BBA3106** **Course Credit**: **4**

<table>
<tr><td>COURSE OBJECTIVE:</td><td>To familiarize students with:
❖ Fundamentals of computer hardware and software.
❖ Advanced concepts such as security, networking, and operating system.</td><td rowspan="2">No. ours</td><td rowspan="2">No. of Credits</td></tr>
<tr><td>LEARNING OUTCOMES:</td><td>The students should be able to:
1. Understand the basic concepts of computer and its evolution.
2. Identify basic input, output & memory devices and their use.
3. Develop a broad understanding of IT and its other interdisciplinary interfaces.
4. Describe the internal components of a computer and establish their working.
5. Understand the concept of operating system and GUI.
6. Understand the importance and relevance of data communication, networking & security.
7. Cater to the needs of effectively managing the business by bridging the gap between managerial practices in vogue and Information Technology.</td></tr>
<tr><td colspan="2">Module I: Basics of Computer and evolution
Evolution of computer. Data, Instruction and Information. Characteristics of computers, Various fields of application of computers. Hardware, Software, Human ware and Firmware. Advantages and Limitations of computer. Block diagram of computer, Function of different units of computer. Classification of computers viz. On the basis of technology: Digital, Analog and Hybrid, On the basis of processing speed and storage capacity: Micro, Mini, mainframe and Super, On the basis of Purpose: General and Special. Different Generation of computers from I to V. Types of software: System and Application. Compiler and Interpreter. Generation of language: Machine Level, Assembly, High Level, 4GL
Data Representation: Different Number Systems like Decimal,</td><td>30</td><td>1</td></tr>
</table>

Binary, Octal and Hexadecimal and their inter conversion: Fixed Point Only. Binary arithmetic: Addition, Subtraction, Multiplication and Division.		
Module II: Input and Output Devices Input and Output Devices: Keyboard, Mouse, Joystick, Digitizer, Scanner, MICR, OCR, OMR, Light Pen, Touch Screen, Bar Code Reader, Voice Input Device, Monitor and its type: VGA, SVGA and XGA, Printer and its type: Impact and Non-Impact with example, Plotter. Computer Memory: Primary Memory, ROM and its types: PROM, EPROM, EEPROM, RAM. Secondary memory: SASD, DASD Concept. Magnetic Disks: Floppy disks, Hard disks, Magnetic Tape. Optical disks: CD ROM and its types: CD ROM, CD ROM-R, CD ROM-EO, DVD ROM Flash memory.	**30**	**1**
Module III: Operating System Concept and GUI Operating System Concept:Introduction to operating system, Function of OS, Types of operating systems. Booting Procedure, Start-up sequence, Details of basic system configuration. Important terms like Directory, File, Volume, Label, Drive name, etc. Introduction to GUI using Windows Operating System: All Directory Manipulation: Creating directory, Sub directory, Renaming, Copying and Deleting the directory. File Manipulation: Creating a file, Deleting, Copying and Renaming a file.	**30**	**1**
Module IV: Concept of Data Communication, Networking and Security Networking Concepts, Types of networking: LAN, MAN AND WAN. Communication Media. Mode of Transmission: Simplex, Half Duplex, Full Duplex, Analog and Digital Transmission, Synchronous and Asynchronous Transmission. Different Topologies. Introduction to Word processor and Spread Sheets. Concepts related to computer security.	**30**	**1**

Suggested Readings:

1. Leon and Leon, Introduction to Information Technology, Leon Tech World.
2. Microsoft Office-2000 Complete, BPB Publication.

3. Sinha Kr. Pradeep, SinhaPreeti., Foundations of Computing, BPB Publication.

Course Title: Organization Behaviour and Principles of Management

Course Code: **BBA3201** **Course Credit**: **4**

COURSE OBJECTIVE:	To familiarize students with: ❖ Topics and concepts in the field of Organizational Behaviour. ❖ Practical implications of various theories of human behaviour at work. ❖ Specific topics such as leadership, motivation, personality, perception, etc	**No. of Hours**	**No. of Credits**
LEARNING OUTCOMES:	The students should be able to: 1. Understand the concept of behaviour at workplace and analyze the work values, relations between attitude and behaviour. 2. Understand the concept of personality, perception, learning and their implication on individual life as well as on workplace. 3. Devise methods to increase motivation and handle emotions in work setting. 4. Understand the management practices of business organizations in the dynamic global environment 5. Comprehend effective management planning and organizing staff 6. Get an understanding of the basic principles of motivation and leadership		
Module I:Introduction to Organization Behavior Concept and nature of Organizational behavior, Contributing disciplines to the field of O.B, O.B. Models, Need to understand human behavior, Challenges and Opportunities. Ability & Values. Attitudes: Formation, Theories, And Personality: determinants and traits.		**30**	**1**
Module II: Interpersonal Behavior and Motivation Learning: Theories and reinforcement schedules. Perception: Process and errors. Interpersonal Behavior: Johari Window, Transactional Analysis: ego states, types of transactions, life positions, applications of T.A. Motivating and Leading: Nature and Importance of motivation, Types of motivation, Theories of motivation: Maslow, Herzberg, X, Y and Z. Leadership Leadership: meaning and importance, Traits of a leader,		**30**	**1**

Leadership Styles: Likert’s Systems of Management, Tannenbaum and Schmidt Model and Managerial Grid.		
Module III: Introduction to Principles Management Concept, nature, process and significance of management. Managerial levels, skills, functions and roles. Management Vs. Administration. Coordination as essence of management. Development of management thought: classical, neo-classical, behavioral, systems and contingency approaches.	**30**	**1**
Module IV: Planning and Organizing Planning: Nature, scope and objectives of planning, Types of plans, Planning process, Business forecasting. MBO. Decision Making: Concept, types, process and techniques. Organizing: Concept, nature, process and significance. Principles of an organization: Span of Control, Departmentation& Types of organization. Authority, Responsibility, Delegation and Decentralization, Formal and Informal Organization.	**30**	**1**

Suggested Readings:

1. Prasad, L.M., Organizational Behaviour, Sultan Chand and Sons, 2003.
2. Stephen P. Robbins, Organizational Behaviour, Prentice Hall of India Pvt. Ltd., New Delhi, 2003.
3. Luthans Fred, Organizational Behaviour, Tata McGraw Hill, New Delhi, 2003.
4. Chabbra T.N. and Singh B.P., Organization Behaviour, Sultan Chand and Sons.
5. Stoner, Freeman and Gilbert Jr., Management, Prentice Hall of India, New Delhi, 2003.
6. Gupta, C.B., Management Concepts and Practices, Sultan Chand and Sons, New Delhi, 2003.
7. Koontz. O Donnel and Weirich, Management, Tata McGraw Hill Publishing Company, New Delhi, 2001

Course Title: **Business Environment**

Course Code: **BBA3202** **Course Credit**: **4**

COURSE OBJECTIVE:	To familiarize students with: ❖ Business scenarios in today's world. ❖ Various policies, laws and their impact on the business. ❖ General issues relating to the economic and non-economic environment of the business. ❖ Global business environment and the natural environment in which the business operates.	**No. of Hours**	**No. of Credits**
LEARNING OUTCOMES:	The students should be able to: 1. Understand and enhance their knowledge about the various types of business environment: Political, Economic, Socio-cultural, Legal, Technological and Global environment. 2. Analyze the framework of economic planning, its importance and contribution in regional, national and international context. 3. Comprehend the role of public sector along with various government regulatory acts and policies regarding business environment including industrial, monetary and fiscal policies. 4. Interpret and highlight the impact of globalization, liberalization and privatization with policies related to foreign companies. 5. Develop the understanding of concepts of financial Institutions and economic policies. 6. Get a deeper understanding towards recent economic trends.		
Module I: Introduction Business Environment: Nature, dimensions and meaning. Components of business environment: economic, political, technological and social environment. Consumerism and consumer protection in India. A brief study of capitalism, socialism and mixed		**30**	**1**

economy.		
Module II: Industrial and Legal Environment Industrial Growth and policy, industrial licensing policy. MRTP. Economic planning: aims, objectives and framework of development planning in India. Legal Environment. India’s Fiscal and Monetary Policies.	**30**	**1**
Module III: Public Sector and Economic Organizations Public Sector: Concept, Rationale, Government Programme, Role of Public Sector in India. Foreign Trade Policies. Development Banks: IFCI, IDBI, SIDBI, IIBI.	**30**	**1**
Module IV: Recent Economic Trends Economic Liberalization, Privatization and Globalization. Foreign investment policy. Export Promotion councils and boards. Import Control. EXIM policy, FEMA, IPR (International and Indian Patent Rights Acts). Anti Pollution Act. Environmental Groups and Bodies. Euro I, II and III Norms.	**30**	**1**

Suggested Readings:

1. Mishra S. K. and Puri V. K., Economic Environment of Business, Himalaya Publication.
2. Paul, Justin., Business Environment Text and Cases, Tata McGraw Hill.
3. Shaikh and Saleem, Business Environment, Pearson, 1st Edition.

Course Title: **Management Accounting**

Course Code: **BBA3203** **Course Credit**: **4**

<table>
<tr>
<td>COURSE OBJECTIVE:</td>
<td>To familiarize students with:
❖ Management accounting concepts related to the management functions of planning, control, and decision making.
❖ Management accounting tools and quantitative techniques that can be used to analyze how business processes consume resources and create value for a firm.
❖ Management accounting data and analytical skills necessary to diagnose complex business problems in accounting context.</td>
<td rowspan="2">No. of Hours</td>
<td rowspan="2">No. of Credits</td>
</tr>
<tr>
<td>LEARNING OUTCOMES:</td>
<td>The students should be able to:
1. Appreciate the usefulness of management accounting in management decision making.
2. Describe the role of management accounting within an organization.
3. Identify the relevant inflows and outflows of funds in different situations and use this information to analyze and make a variety of short-term, operational decisions and long-term decisions.
4. Identify how costs behave and use this information in a range of decisions.
5. State the meaning, objectives and structure of responsibility accounting as divisional performance measurement.
6. Discuss the features of different budgeting systems and undertake budget variance analysis.</td>
</tr>
<tr>
<td colspan="2">Module I: Management Accounting
Meaning, Nature, Scope and Function of Management Accounting, Role of Management Accounting in decision making, Management Accounting Vs Financial Accounting, Tools and Techniques of</td>
<td>30</td>
<td>1</td>
</tr>
</table>

Management Accounting.		
Module II: Financial Statements Analysis Meaning and components of financial statements. Objectives of financial statement Analysis, Methods of financial Statement Analysis: Ratio Analysis, classification of Ratios: Profitability Ratios, Turnover Ratios, Liquidity Ratios, Advantages and Limitation of Accounting Ratios. Fund flow statement, Cash Flow Statement as per Accounting Standard 3.	**30**	**1**
Module III: Marginal and Standard Costing Meaning, Advantages and Limitation, Marginal Costing as a tool for decision making: Make or Buy, Change in product Mix, Pricing Decision, Exploring a New Market, Shut Down Decision. Cost Volume Profit Analysis, Break Even Point. Meaning of Standard cost and Standard Costing, Advantages and Application. Variance Analysis: Material and Labour Variance, Responsibility Accounting.	**30**	**1**
Module IV: Budgeting for Profit Planning and Control Meaning of Budget and Budgetary control, Objectives, Merits and Limitations, Types of Budgets: Fixed and Flexible Budget, Cash Budget, Zero Base Budgeting and Performance Budgeting.	**30**	**1**
Suggested Readings: 1. Khan, M. Y. and Jain, P.K., Management Accounting, Tata McGraw Hill Education. 2. Maheshwari, S. N., Management Accounting, Sultan Chand and Sons. 3. Sharma, R. K., Management Accounting, Kalyani Publishers. 4. Arora, M.N. , Cost and Management Accounting, Vikas Publishing.		

Course Title: Supply Chain Management

Course Code: BBA3204 **Course Credit:4**

COURSE OBJECTIVE:	To familiarize students with: ❖ Develop understanding of basic concepts in Supply Chain Management and allied functions.	**No. of Hours**	**No. of Credits**
LEARNING OUTCOMES:	The students should be able to: 1. The course shall provide a basic understanding of the different aspects of Supply Chain Management with a focus on to create a successful venture with decision- and system-oriented perspective. 2. Understanding the concept of Supply Chain Management terms. 3. Understanding the applications of Supply Chain Management to the business		
Module ISupply Chain Concepts: Concept & Definitions in Supply Chain, Objectives of a Supply Chain, Stages of Supply chain, Cycle view of Supply Chain Process, Decision Phases in Supply Chain Management, Key issues in SCM, Supply Chain Management Framework, Supply Chain Components, Flows in Supply Chain Management, Obstacles of streamlined SCM.		**30**	**1**
Module II: Supply Chain Management Structure: Basic Terms from Supply Chain Management such as –Upstream, Downstream, Information/Material Flow, Push/Pull System, Value added services, Structure of a SC, Push based SC, Pull based SC, Tradeoff between Push & Pull, Identifying appropriate Push & Pull Strategy for SC,		**30**	**1**

Module III Supply Chain Management Building Blocks: Supply Chain Drivers and Obstacles, Resources & capacity Management, Procurement & supplier focus, Inventory Management, Operations Management, Distribution Management in SCM, Bullwhip effect.	**30**	**1**
Module IV: Recent Issues in SCM : Overview of Customer Focus and Demand, Role of Computer / IT in Supply Chain Management, CRM Vs SCM, Outsourcing-basic concept, Future of SCM	**30**	**1**

Suggested Readings:

1. Raghuram G. (I.I.M.A.) - Logistics and Supply Chain Management (Macmillan, 1st Ed.)
2. Krishnan Dr. Gopal - Material Management, (Pearson,New Delhi, 5th Ed.)
3. Agarwal D.K. - A Text Book of Logistics and Supply chain Management (Macmillan, 1st Ed.).
4. Sahay B.S. - Supply Chain Management (Macmillan, 1st Ed.)
5. Chopra Sunil and Peter Meindl - Supply chain Management (Pearson, 3rd Ed.)
6. SarikaKulkarni : Supply Chain Management, Tata Mc- Ashok Sharma Graw Hill Publishing Co Ltd., New Delhi, 2004

Course Title: **Business Mathematics**

Course Code: **BBA3205** **Course Credit**: **4**

COURSE OBJECTIVE:	To familiarize students with: ❖ Important and growing role of Business Mathematics in modern society. ❖ Reading cum practical applications of Business Mathematics in every field of management. ❖ Working knowledge of current trends, interpretation and relation of these trends to different sectors of firms.	**No. of Hours**	**No. of Credits**
LEARNING OUTCOMES:	The students should be able to: 1. Use the basic principles of arithmetic and apply mathematical skills to financial decisions. 2. Apply the concept of ratio and percentage on calculating cost, discount, commission and profit & loss. 3. Explain the use of interest, annuities and present value of money and apply this in risk and decision making. 4. Develop strong problem-solving skills and the ability to handle non-routine problems by applying appropriate concepts and notation. 5. Analyze the procedures for Sets, Matrices and Permutation & Combination. 6. Recognize problems that linear programming can handle and find optimal solutions subject to some constraints. 7. Solve basic differentiation and integration problems.		

Module I: Basic Arithmetic Ratio and Percentage: its application in calculating cost and invoice price, discount, commission and brokerage, Profit & Loss. Progression: Arithmetic, Geometric and Harmonic Progression.	**30**	**1**
Module II: Mathematics of Finance Simple and Compound interest. Concept of present value and amount of money. Types of Annuities, Present value and Amount of an Annuity. Concept, calculation of Perpetuity.	**30**	**1**
Module III: Set Theory Sets Theory: Introduction, Operation on set, Application of Algebra of sets, Cartesian product of two sets, Boolean algebra. Elementary Permutation and Combination.	**30**	**1**
Module IV: Linear Programming and Calculus Linear Programming: Graphical methods of Solution, Problems relating to two variables including the case of mixed constraints, Simplex Methods. Basic operations of Differentiation and Integration.	**30**	**1**
Suggested Readings: 1. Zameeruddin, Khanna and Bhambri, Business Mathematics, Vikas Publishing. 2. Sharma J. K., Business Mathematics: Theory and Application, Ane Books Pvt. Ltd, 2nd Edition. 3. Shukla S. M., Business Mathematics, SahityaBhawan Publication, Agra.		

Course Title: **Business Economics II**

Course Code: **BBA3206** **Course Credit**: **4**

<table>
<tr><td>COURSE OBJECTIVE:</td><td>To familiarize students with:
❖ Basic concepts of macroeconomics.
❖ Preliminary concepts associated with the determination and measurement of aggregate macroeconomic variables.</td><td rowspan="2">No. of Hours</td><td rowspan="2">No. of Credits</td></tr>
<tr><td>LEARNING OUTCOMES:</td><td>The students should be able to:
1. Understand and appreciate the concepts of macroeconomics in theory and practice.
2. Define and measure national income and rates of unemployment and inflation.
3. Use appropriately the marginal efficiency techniques of investment employed in macroeconomic theory.
4. Critically appraise the classical and modern theoretical models of macro market analysis.
5. Understand and apply the concept of economics in the money market.
6. Construct the IS-LM model and establish the relationship between product market and money market.</td></tr>
<tr><td colspan="2">Module I: Concepts of Macro Economics and National Income Determination
Macro Economics: Definitions, importance, growth, limitations of macro-economics, macro-economic variables. Circular flow of income in two, three, four sector economy, relation between leakages and injections in circular flow.
National Income:Concepts, definition, methods of measurement. National income in India. Problems in measurement of national income and precautions in estimation of national income.</td><td>30</td><td>1</td></tr>
<tr><td colspan="2">Module II: Macro Market Analysis
Theory of full employment and income: classical, modern (Keynesian) approach. Consumption function, relationship between saving and consumption. Investment function, concept of marginal</td><td>30</td><td>1</td></tr>
</table>

efficiency of capital and marginal efficiency of investment. National income determination in two, three and four sector models. Multiplier in two, three and four sectors model.		
Module III: Money Market Functions and forms of money. Demand for money: Classical, Keynesian and Friedmanian approach. Measures of money supply. Quantity theory of money. Inflation and deflation.	**30**	**1**
Module IV: Equilibrium of Product and Money Market The IS-LM model, product market and money market, derivation, shift. Equilibrium of IS-LM curve, Application of IS-LM model in monetary and fiscal policy.	**30**	**1**
Suggested Readings: 1. Dwivedi, D. N., Macro Economics, Tata McGraw Hill, 2005. 2. Edward Shapiro, Macro-Economic Analysis, Tata McGraw Hill, 2003. 3. Khanna, O.P. and Jain, T.R., Macroeconomics, F.K. Publications.		

Course Title: Human Resource Management& Development

Course Code: BBA3301 **Course Credit: 4**

<table>
<tr>
<td>COURSE OBJECTIVE:</td>
<td>To familiarize students with:
❖ Importance and function of HR department.
❖ Process of recruitment and selection.
❖ Different training methods used for employees.
❖ Wage determination and welfare activities for employees.</td>
<td rowspan="2">No. of Hours</td>
<td rowspan="2">No. of Credits</td>
</tr>
<tr>
<td>LEARNING OUTCOMES:</td>
<td>The students should be able to:
1. Understand HRM and its objectives and identify its importance and functions in present scenario.
2. Explain manpower planning and personnel policies.
3. List the factors affecting recruitment and sources of recruitment.
4. State the objectives of promotion, demotion and transfer.
5. Describe the basic concepts of different training and development methods used for employees.
6. Understand concept of career planning and counseling.
7. Distinguish between performance appraisal techniques.
8. Identify wage determination & incentive plan and also different welfare activities for employees.</td>
</tr>
<tr>
<td colspan="2">Module I: Introduction
Concept, objectives, importance and functions of HR department. Manpower planning. Personnel policies, programs and procedures.HRD: Meaning, need, mechanism, processes and outcomes,HRD strategies, HRD areas, individual employee, the role, the team, the Organization. HRM matrix. Role of line manager in HRD. Various forms of HRD Organization, HRD departments and their tasks. Trends of issues relating to HRD functions. Task Analysis: Meaning & Uses.</td>
<td>30</td>
<td>1</td>
</tr>
</table>

Module II: Internal Mobility and Staffing Recruitment: Factors affecting recruitment, sources of recruitment. Selection: Process, selection test, interview, group discussion, orientation, placement, promotion, demotion, transfer and job analysis.	**30**	**1**
Module III: Training & Development and Career Counseling Objectives and importance of training. Training methods: on the job training, vestibule training, apprenticeship. Development methods: case study, business games, in basket, role playing, sensitivity training, transactional analysis, special courses, coaching, understudy, position rotation, multiple management, selective readings, special meetings and special projects. Career planning and counseling.	**30**	**1**
Module IV: Performance appraisal, Employee Welfare and Compensation Performance appraisal: objectives, methods and job evaluation. Job analysis: job description and job specification. Welfare activities: housing facilities, canteen, fringe benefits, working environment, health and safety to workers, voluntary welfare scheme for education, social security measures. Wages and salary determination.	**30**	**1**
Suggested Readings: 1. Aswathappa K., Human Resource and Personnel Management, TMH, 5th Edition. 2. Rao V.S.P., Human Resource Management: Text and Cases, Excel Books, 2nd Edition. 3. Ivansevich, Human Resource Management, Tata McGraw Hill, 10th Edition.		

Course Title: **Marketing Management**

Course Code: **BBA3302** **Course Credit**: **4**

COURSE OBJECTIVE:	To familiarize students with: ❖ All aspects of marketing, including product planning & development, promotion, distribution, pricing and branding. ❖ Theories of the marketing mix variables. ❖ Practical applications of marketing theories in the context of the marketing management.	**No. of Hours**	**No. of Credits**
LEARNING OUTCOMES:	The students should be able to: 1. Understand and appreciate the concept of marketing in theory and practice. 2. Identify different types of marketing environment and the forces which affect the working of the company in short and long run. 3. Understand segmentation and learn different ways of selecting the appropriate target and positioning the product in the market. 4. Discuss different types of product, levels of hierarchy and classification of products along with the concept of branding and its types. 5. Describe the marketing channels, channel dynamics and pricing of the products. 6. Evaluate different promotional strategies and media planning.		
Module I: Introduction and Marketing Segmentation Marketing: Nature, meaning, scope, concepts and orientation towards market. Marketing mix. Customer's value and satisfaction: concepts and delivery. Marketing environment: Needs and trends in macro environment forces. Introduction to strategic marketing. Segmentation: Concept of market Segmentation, Patterns and Process of Segmentation, Segmenting Consumer Markets. Market Targeting. Positioning concept and types.		**30**	**1**
Module II: Concepts of Product and Branding		**30**	**1**

Product: Concepts, Product Level Hierarchy, Classification of Products, Product Mix, Product Line, Product Life Cycle, Product Positioning. Brand: Concept, Challenges, Brand Equity, Brand Repositioning.		
Module III: Marketing Channels and Pricing Nature of Marketing Channels, Channel functions and flows, Channel Design and Management Channel Dynamics. Pricing: objectives, factors influencing pricing, basic methods of pricing and pricing strategies.	**30**	**1**
Module IV: Promotion and Marketing Program Promotion: Promotion Mix. Managing Advertisement: Objectives, Budget, Message. Media planning and Sales Promotion Tools.	**30**	**1**
Suggested Readings: 1. Kotler Philip and Armstrong G., Principles of Marketing, Pearson. 2. Sherlekar S. A., Marketing Management, Himalaya Publishing House. 3. Saxena R., Marketing Management, Tata McGraw Hill.		

Course Title: **Business Law**

Course Code: **BBA3303** **Course Credit**: **4**

COURSE OBJECTIVE:	To familiarize students with: ❖ Essential features of various business laws. ❖ Emerging legal issues in business. ❖ Ethical and logical approaches to deal with business issues and conflicts.	**No. of Hours**	**No. of Credits**
LEARNING OUTCOMES:	The students should be able to: 1. Have sound knowledge of law related to Indian contract act and understand essential features of valid contract. 2. Distinguish between indemnity and guarantee, bailment and pledge and would know about the contingent contracts, remedies for breach of contacts. 3. Describe the sales of goods act with reference to formation of contract of sale and agreement to sell, conditions and warranties, sale of goods by non-owner, delivery of goods. 4. State the nature & definition of companies with their types. 5. Identify the basics of partnership and its formation. 6. Understand the kinds of negotiable instruments and their endorsements.		
Module I: Indian Contract Act Introduction: Nature of contract offer and acceptance, consideration, capacity to contract, free consent, legality of object, agreements declared void, quasi contracts, contingent contracts. Breach of contract, remedies for breach of contract. Indemnity and guarantee. Bailment and pledge. Agency. Performance of contract.		**30**	**1**
Module II: The Sale of Goods Act Formation of contract of sale, and agreement to sell, conditions and warranties, implied conditions, caveat emptor, sale of goods by the non owners, delivery of goods, unpaid seller and his rights, remedies		**30**	**1**

for breach of contract of sale.		
Module III: The Companies Act, 2013 Essential characteristics of a company, types of companies. Memorandum and articles of association. Prospectus. Shares: kinds, allotment and transfer. Debentures. Essential conditions for a valid meeting, kinds of meetings and resolutions. Directors, Managing Directors: their appointment, qualifications, powers and limits on their remuneration, prevention of oppression and mismanagement.	**30**	**1**
Module IV: Partnership Act and Negotiable Instrument Act Nature of partnership, Registration of firm and effect of non-registration, Rights and duties of partners, Position of Minor. Dissolution of firm: Rights and liabilities of partners on dissolution. Negotiable instruments: Kinds, features, Crossing and types of crossing. Payment in due course, holder and holder in due course, privileges of holder in due course. Dishonour of negotiable instrument, discharge of negotiable instruments, banker and customer.	**30**	**1**
Suggested Readings: 1. Kuchhal M. C., Business Law, Vikas Publishing House, New Delhi, 2004. 2. Kapoor N. D., Elements of Mercantile Law, Sultan Chand and Sons, New Delhi, 2003. 3. Gulshan J.J. , Business Law Including Company Law, 13th Edition, New Age International Publisher. 4. Avtar Singh, Principles of Mercantile Law, 7th Edition, Eastern Book Company.		

Course Title: **Production and Operations Management**

Course Code: **BBA3305** **Course Credit**: **4**

COURSE OBJECTIVE:	To familiarize students with: ❖ Different types of Production. ❖ Plant decisions and inventory management. ❖ Appropriate tools and techniques of quality management and control. ❖ Essentials of logistics management.	**No. of Hours**	**No. of Credits**
LEARNING OUTCOMES:	The students should be able to: 1. Explain the strategic role of Production and Operations Management and its competitive advantage for the growth and survival of organizations. 2. Demonstrate the understanding of the facility layouts and location decisions in production system. 3. Identify and forecast the problems involved in inventory management. 4. Implement and use the principles of Material Requirement Planning. 5. Understand the various types of production systems. 6. Apply quantitative techniques to control the quality in organizations. 7. Apply the knowledge of Just-In-Time in production systems. 8. Apply the concepts of operations research in scare resource allocations.		
Module I: Operations Management, Layout and Location decisions Definition and criteria of performance for the production and operations management system. Jobs or decisions of production and operations management. Classification of decision areas. Brief history of the production and operation management function.		**30**	**1**

Layout: Features, basic principles, types, merit and demerits. Optimization in a product/line layout, optimization in a process layout. Application in service industries. Location decision, Behavioral aspects in location planning.		
Module II: Material Management Inventory Control: EOQ, Simple Deterministic Models, ABC analysis, Value analysis/ value engineering. Purchasing research, vendor relations and selection of vendors. Material Requirement Planning (MRP): An overview.	**30**	**1**
Module III: Production Planning and Control, Quality Management Production planning and control: Concept. Assembly line balancing, types of production and production system, maintenance management. Work-study and work design. Productivity and methods of improvement. Quality management as a corporate strategy. Statistical methods and process controls. Control charts, acceptance sampling. Total quality management (TQM): motivation in quality management. ISO 9000 and 14000 series. Just in Time production.	**30**	**1**
Module IV: Introduction to Operation Research Linear programming, Simplex method, Big-M Method, Two Phase Method. Definitions and distinctions between CPM and PERT, Network Diagram and Time Calculations.	**30**	**1**

Suggested Readings:

1. N.J. Aquilano, R.B. Chase and F.R. Jacob, Operation Management for Competitive Advantage, Tata McGraw Hill, 9th Edition.
2. Chary S.N., Production and Operation Management, Tata McGraw Hill, 4th Edition.
3. Manocha R.C., Production and Operation Management, Latest Edition.
4. Gupta S.P., Statistical Method, Sultan Chand, Latest Edition.

Course Title: **Organizational Behavior**

Course Code: **MBA3104** **Course Credit**: **4**

COURSE OBJECTIVE:	To familiarize students with: ❖ Behavior and performance of the people constituting an organization. ❖ Functioning of people and organizations, based on the latest social science research on work, workers, and organizations. ❖ Effective management of relationships with coworkers, managers, subordinates clients and customers.	**No. of Hours**	**No. of Credits**
LEARNING OUTCOMES:	The students should be able to: 1. Understand the Theoretical Framework of OB and display positive attitude at work place. 2. Explain the factors that determine an individual's personality. 3. Interpret the process of perception while judging others & become motivated towards their roles and responsibilities. 4. Analyze & interpret others emotions intelligently in meeting the objectives of the organization as well as themselves. 5. Contrast team with group and work as team players thus realizing the importance of maintaining cordial relations among their colleagues at work place. 6. Analyze the strength of power and will learn how to avoid politics at work place. 7. Understand organizational conflict and remedies to overcome workplace stress. 8. Conceptualize organizational diversity in terms of culture and nature of its business.		
Module I : Introduction to OB, Values & Attitudes and Job Satisfaction Importance of interpersonal skills at workplace, Define OB,		**30**	**1**

Challenges & opportunities for OB, Theoretical Framework for OB. Values and Attitudes:Define Values, Types of values, Dominant values, Values across cultures, Components of attitude, Types of attitudes, Relationship between attitude and behavior, Job satisfaction & measurement, Causes of job satisfaction.		
Module II : Personality, Perception, Attribution, Decision-Making and Learning Personality: Definition and measurement, Explain the factors that determine an individuals' personality, MBTI, Big Five, Holland's theory of personality and other personality traits relevant to OB. Perception, Attribution & Decision-Making: Define perception, Attribution theories, errors and biases in attribution, shortcuts in judging others, individual decision-making, decision- making models, biases & errors in decision-making, individual differences in DM, ethics in DM and creativity. Learning:Relevance of intellectual abilities, Bio graphical characteristics and learning in OB, Concept & theories of learning, Shaping Behavior.	**30**	**1**
Module III : Motivation, Emotions, Group Dynamics, Work Teamsand Leadership Motivation: Elements of motivation, early theories of motivation, contemporary theories namely CET, goal setting, expectancy theory. Application of Motivation: Job Characteristics Model, Job Redesigning, Employee Involvement, Pay programs. Emotions: Define Emotions, Moods, sources of emotions and moods, emotional labour, emotional intelligence, emotions across culture. Group Dynamics & Work Teams: Define Groups, Types of groups, stages of group development, cohesiveness, group decision making, dysfunctional groups. Define Work Teams, benefits of work teams, difference-groups & teams, types of teams, team effectiveness, team and workforce diversity. Leadership:Define Leadership, Theories of Leadership namely Trait, Behavioral, Contingency, Path – Goal and LMX. Types of leaderships like Charismatic, Transformational and Transactional. Ethics & Trust, Effective Leaders.	**30**	**1**

Module IV : Power and Politics at Work, Conflict Management, Organizational System & Dynamics Power & Politics at Work: Define Power, Bases of power, Influencing Tactics, Political Behavior, Dysfunctional uses of power and Impression Management. Conflict Management: Define conflict, Views of conflict namely traditional, human relations and interactionist, resolution of conflict and Grievance handling. Org. Change and Stress Management: Forces stimulates and resists change, approaches of managing org change, ways of creating a culture for change, theories of change, Understanding Stress and Its Consequences, Causes of Stress and Managing Stress. Org. Structure and Org. Culture:Elements of an organization's structure, matrix organization, boundary-less organizations, mechanistic and organic structural models, Behavioral implications of different organizational designs. Define organizational culture, its common characteristics, functional and dysfunctional effects of organizational culture, how culture is transmitted to employees, ethical culture, positive organizational culture, characteristics of a spiritual culture.	**30**	**1**

Suggested Readings:

1. Robbins Stephen P., Organizational Behavior, 12th Edition, Pearson Education.
2. Newstrom John W., Organizational Behavior: Human Behavior at Work, 12th Edition, Tata McGraw Hill.
3. Luthans Fred, Organizational Behavior, 10th Edition, Tata McGraw Hill.
4. Mc Shane L. Steven, Glinow Mary Ann Von & Sharma Radha R. , Organizational Behavior, 4th Edition, Tata McGraw Hill.

Course Title: **Business Statistics**

Course Code: **MBA3105** **Course Credit**: **4**

COURSE OBJECTIVE:	To familiarize students with: ❖ The basic statistical techniques and their applications in managerial decision making. ❖ Various test statistics to test the validity of a claim or assertion about the true value of any population parameter.	**No. of Hours**	**No. of Credits**
LEARNING OUTCOMES:	The students should be able to: 1. Understand the application of statistic in managerial decision making. 2. Analyze the complementary relationship of skewness with measures of central tendency and dispersion in describing a set of data. 3. Determine the validity and reliability of the covariance between two variables and simple linear regression for building models to business data. 4. Compute indexes to measure price changes and quantity changes over time explain and derive link relatives, know the limitation of index number construction. 5. Define the term random variable and probability distribution, Distinguish between discrete and continuous probability distribution. 6. Explain why hypothesis testing is important, know how to establish null and alternate hypothesis about a population parameter. 7. Demonstrate the various test statistics to test the validity of a claim or assertion about the true value of any population parameter. 8. Understand how ‘analysis of variance (ANOVA) can be used to test for the equality of three or more population means.		
Module I : Role of Statistics		**30**	**1**

Applications of statistics in managerial decision making. Measures of Central Tendency: Mean, Median and Mode and their implications. Measures of Dispersion: Range, Mean deviation, Standard deviation, Coefficient of Variation (C.V.), Skewness, Kurtosis		
Module II : Correlation, Regression, Time series analysis and Index Number Correlation: Meaning and types of correlation, Karl Pearson and Spearman rank correlation. Regression: Meaning, Regression equations and their application in Management. Time series analysis: Concept, Application of regression equation, Components of time series - Trend, Seasonality. Moving Averages, Applications in business decisions. Index Numbers: - Meaning, Types of index numbers, uses of index numbers, Construction of Indices - Price, Quantity and Volume - Fixed base and Chain base methods.	**30**	**1**
Module III : Probability and Probability Distribution Probability: Random Variable, Expected Value of random variable, Concept of probability and its uses in business decision-making, Addition and multiplication theorems, Bayes' Theorem and its applications. Probability Distributions: Concept and application of Binomial and Normal distributions.	**30**	**1**
Module IV : Hypothesis Formulation and Testing Hypothesis Testing: Definition & Formulation of Hypothesis Collection of Data:Concept of Sample & Population, Concept of Primary and Secondary Data, Sample Size Determination and Various Types of Sampling Techniques. Properties of Sample: Mean, Standard Deviation, underlying probability distribution. Various Methods of Data Collection. Small sample tests: t-test Large sample test: Z-test	**30**	**1**

Application of F-test and Chi-Square test in different business scenarios. ANOVA.		

Suggested Readings:

1. Beri - Business Statistics , 2nd Edition, Tata McGraw Hill .
2. Srivastava and Rego , Statistics for Management , Tata McGraw Hill.
3. Chandan J. S. , Statistics for Business and Economics , Ist Edition, Vikas Publication 1998.
4. Render and Stair Jr , Quantitative Analysis for Management , 7th Edition , Prentice-Hall.
5. Sharma J. K. , Business Statistics, 2nd Edition, Pearson Education.
6. Gupta C. B, Gupta V. , An Introduction to Statistical Methods , 23rd Edition, Vikas Publication 1995.
7. Levin Rubin , Statistics for Management , 7th Edition , Pearson 2000, New Delhi.

Course Title: **Computer Applications in Management**

Course Code: **MBA3107** **Course Credit**: **4**

COURSE OBJECTIVE:	To familiarize students with: ❖ The application of computers in understanding latest trends in information technology. ❖ The increasing role of management information system in managerial decision making with the help of computers. ❖ Processing, storage and utilization of information.	**No. of Hours**	**No. of Credits**
LEARNING OUTCOMES:	The students should be able to: 1. Understand the basics of computer system. 2. Differentiates various types of operating system and reconcile the concept of internet in their daily lives. 3. Analyse the application of MS word, Excel and power point. 4. Illustrate the components of DBMS & discuss its recent trends. 5. Analyze the role of computer network & its implementation with network security plan 6. Understand the concept of E-commerce & its practical applications. 7. Categories the applications of IT applied in various functional areas of management and artificial intelligence.		
Module I: Introduction to Computers Introduction to computers: Hardware, software, firmware. Generations of Computers, Applications and Classification of Computers. Types of software with examples, Introduction to languages, compiler, interpreter and assembler. Operating System: Definition, Functions, Types and Classification, Elements of GUI based operating system.Internet: Overview of Internet, Architecture & Functioning of Internet, Basic services over Internet like WWW, FTP, Telnet, Gopher etc. , IP addresses, ISPs,		**30**	**1**

URL, Domain names, Web Browsers, Internet Protocols, Search engines, e-mail, Internet Security, threats and prevention.		
Module II : MS-Office and DBMS Use of MS-Office: Basics of MS-Word, MS-Excel and MS-PowerPoint, Application of MS-Office for documentation and making reports, preparation of questionnaires, presentations, tables and reports (Practical). DBMS: Overview of DBMS, Components of DBMS, Recent trends in database, RDBMS MS Access: Overview of MS-Access, Creating tables, queries, forms and reports in MS-Access.	**30**	**1**
Module III : Computer Network Overview of Computer Network, Types of computer networks namely LAN, WAN and MAN. Network topologies, Components of computer networks namely servers, workstations, network interface cards, hub, switches, cables, etc.Network Security and Ethical Challenges of IT Cyber Crimes and Privacy Issues	**30**	**1**
Module IV : Application of Information Technology in Business E-commerce:Introduction, Comparison between Traditional commerce and E-commerce, Advantages & disadvantages of e-commerce. Applications of Information Technology: Information Technology (IT) applied to various functional areas of management, such as Production or Operations, Marketing, Human Resource, Finance and Operations Management.	**30**	**1**

Suggested Readings:

1. Leon , Fundamentals of Information Technology, Vikas Publication.
2. Kakkar D. N. Goyal R. , Computer Applications in Management , 1st Edition , New Age.
3. Shrivastava- Fundamentals of Computer and Information Systems , Wiley Dreamtech.

Course Title: **Material Management**

Course Code: **BBA3402** **Course Credit**: **4**

COURSE OBJECTIVE:	To familiarize students with: ❖ Material management as practiced in manufacturing industries and the service sector. ❖ Make or buy decisions and Purchasing functions. ❖ Inventory control and Issue of Material.	**No. of Hours**	**No. of Credits**
LEARNING OUTCOMES:	The students should be able to: 1. Grasp the concept of Material Management, its terminologies and its association with different subjects. 2. Work on make or buy decisions and various material production issues in the organization. 3. Conceptualize the principles underlying materials requirements planning and purchasing. 4. Identify the principles of Material Handling and concept of value analysis that help to add value to the productivity and minimize the wastage in the organization. 5. Understand the tools and techniques of Inventory control and their usage to ensure lower inventory cost. 6. Critically analyze and discuss the issues regarding Material Variances and Material Productivity.		
Module I: Material Management Meaning, objectives, functions and importance of material management. Planning and budgeting of materials. Types of organizational structure for material management department.		**30**	**1**
Module II: Procurement of Materials Make or buy decisions. Purchasing functions: Meaning, objectives and principles, purchasing process and purchase price analysis. Selection of supplier and computation of Material Turnover Ratio.		**30**	**1**

Procedure of receiving, checking and inspection of materials. Material handling: Meaning, objectives and principles. Value analysis: Concept, objectives and utility.		
Module III: Modification of Materials Inventory control: Meaning, objectives, importance and techniques, ABC analysis, calculation of safety stocks, determination of carrying cost, ordering cost and EOQ. Stores Management: meaning, importance and stores department organization.	**30**	**1**
Module IV: Issue of Materials Printing or receipts and issues of materials. Material Productivity: meaning, factors and measures. Material variances: meaning and simple numerical problems.	**30**	**1**

Suggested Readings:

1. Gopalakrishnan P. and Sundaresan M., Material Management: An Integrated Approach, PHI Learning Pvt. Ltd.
2. Chitale A.K. and Gupta R.C., Material Management: Text and Cases, PHI Learning Pvt. Ltd.
3. McDonald Stan C., Material Management, Wiley.

Course Title: **Financial Management**

Course Code: **BBA3306** **Course Credit**: **4**

COURSE OBJECTIVE:	To familiarize students with: ❖ Financial decisions made by financial managers. ❖ Theories of finance. ❖ Techniques which assist in the decision making process. ❖ Capital Structure for the value maximization of the firm.	**No. of Hours**	**No. of Credits**
LEARNING OUTCOMES:	The students should be able to: 1. Identify financial management techniques with their implications in business. 2. Understand investment and financial decisions to maximize the value of the firm and Shareholder's wealth maximization. 3. Evaluate and make capital budgeting decisions based on NPV, IRR and PI concepts. 4. Understand the relevance of Cost of capital and weighted average cost of capital. 5. Prepare the working capital requirements of different projects and firms. 6. Understand how specific techniques and decision rules can be used to develop Capital structure for an organization. 7. Reconcile the leverage effect of capital mix and impact of leverage.		
Module I: Introduction Nature and scope of financial management, finance function, profit/wealth maximization. Functions of financial managers. Concept of time value of money. Sources of finance: Short Term sources, Long term sources and shares debentures, term loans, GDR, mutual funds, venture capital financing.		**30**	**1**
Module II: Capital Budgeting Meaning, objectives, nature of investment decisions. Pay back methods, net present value method, profitability index, and internal		**30**	**1**

rate of return method.		
Module III: Cost of Capital and Management of Working Capital Introduction, significance, concept, components of cost of capital. Capital Asset Pricing Model. Weighted Average Cost of Capital. Working capital management: meaning, scope, Importance, determinants and sources. Approaches of working Capital Management of Cash, inventories and receivables.	**30**	**1**
Module IV: Capital Structure Capitalization: meaning, importance, Over Capitalization, under capitalization and optimum Capitalization. Capital Structure: meaning, forms and determinants of capital structure, operating and financial leverage, planning the capital structure by EBIT-EPS Analysis.	**30**	**1**

Suggested Readings:

1. Maheshwari S.N., Financial Management, Principles and Practice, Sultan Chand and Sons, 9th Edition 2004.
2. Khan M.Y and Jain P.K., Financial Management, Tata McGraw Hill, 2001, 3rd Edition.
3. Pandey I. M., Financial Management, Vikas Publishing House, Revised Ed., 2003

Course Title: **Sales Management**

Course Code: **BBA3406** **Course Credit**: **4**

COURSE OBJECTIVE:	To familiarize students with: ❖ Basic elements of sales function. ❖ Skills associated with the job of professional selling and role of the sales manager. ❖ Fundamentals of sales management, its structured theories and practical knowledge. ❖ Elements that enable a sales force to be an effective component of an organization's overall strategy.	**No. of Hours**	**No. of Credits**
LEARNING OUTCOMES:	The students should be able to: 1. Comprehend the role of selling in today's highly competitive, dynamics and global market. 2. Develop an understanding of the difference between sales and marketing strategies. 3. Illustrate the role, qualities, duties and function of sales manager. 4. Apply their knowledge to supervise sales force along with selection, training and remuneration of sales force. 5. Develop an understanding of sales force evaluation and describe the concept of sales territories, quotas, reports and sales conferences. 6. Illustrate different types of sales promotion and also explain the integrated approaches to sales promotion and sales demonstration. 7. Identify the buying behaviour pattern of prospective customers and apply this knowledge in handling objections and closing of sales.		
Module I: Introduction		**30**	**1**

Meaning, concept and principles of Sales. Distinction between marketing, selling and retailing. Sales organization: its forms and its relationship with other functionaries of sales department.		
Module II: Sales Force Management Sales Manager: role, qualities, duties and function. Sales force: Types of salesman, Qualities of a good salesman, duties and responsibilities of salesman. Selection and training and remuneration of salesman.	**30**	**1**
Module III: Supervision of Sales Force and Sales Promotion Motivation and evaluation of the sales force, sales territories, quotas and reports, sales conferences and conventions. Sales promotion: Concept, importance, Types of sales promotion, factors influencing sales promotion, integrated approaches to sales promotion. Sales demonstration: its techniques and advantages.	**30**	**1**
Module IV: Sales Prospecting Meaning, characteristics and types of prospects. Buying behaviour and pattern, buyers' motivation and meeting buyers' resistance. Methods of handling objections of the prospects: closing a sale and its techniques, after sale service.	**30**	**1**

Suggested Readings:

1. Donaldson B., Sales Management: Theory and Practice, Palgrave.
2. Jobber David and Lancaster Geoff, Selling and Sales Management, Pearson Education India.
3. Gupta, S.L., Sales and Distribution Management, Excel Books India.

Course Title: **Data Base Management Systems**

Course Code: **IMBA3401/GE37105** **Course Credit**: **4**

COURSE OBJECTIVE:	To familiarize students with: ❖ The evolution of Database Management system. ❖ The importance of database technology in today's environment and to use this technology to manage their own data requirements. ❖ The know-how of database design and their applications.	**No. of Hours**	**No. of Credits**
LEARNING OUTCOMES:	The students should able to : 1. Understand the role of Database management system applicable in an organization. 2. Analyze the role of keys in designing the database. 3. Interpret languages of data and architecture of DBMS. 4. Know the handling of file and normalization of data. 5. Understand and construct the security system relevant to database management system. 6. Categorize the various system devices that apply to database management system.		
Module I : Introduction Data Base Management System: Introduction, Advantages and Disadvantages. Data Models: Network data model, Hierarchical data model, Relational data model. Keys: Primary Key, Foreign Key and Candidate Key. Referential Integrity.		**30**	**1**
Module II : Languages of Data and DBMS Architecture DDL and DML. E-R Diagram. Architecture of DBMS. Data Independence. Schema and Subschema. Functions of DBA.		**30**	**1**

Module III : File Handling Types of files: Sequential files, Random files and Indexed Sequential files. Functional Dependency. Normalization: INF, 2NF, 3NF, BCNF.	**30**	**1**
Module IV: System Devices and Security System Input and Output devices, off-line storage devices, Tapes, Disks, Drums Information System and their Application. Programme Files, Security Consideration in Data Base Management System and performance improvements in Data Base.	**30**	**1**

Suggested Readings:

1. Leon, Alexis. and Leon ,Matthews., Data Base Management System ,Leon Vikas Publishing.
2. Ramakrishnan, R. and J. Gehrke., (2000), Database Management Systems, McGrawHill, Company, Higher Education.
3. Elmasri, R. and S B Navathe.,(2000), Fundamentals of Database Systems, Addison Wesley.

Course Title: **Essentials of Business Communication**

Course Code: **MBA3108** **Course Credit**: **4**

COURSE OBJECTIVE:	To familiarize students with: ❖ The conceptual framework and tools for developing communication which help in achieving a business leadership position ❖ Meaning of communication from a strategic point of view. ❖ Organization and presentation of information to audience of all sizes.	**No. of Hours**	**No. of Credits**
LEARNING OUTCOMES:	The students should be able to: 1. Understand the role and nature of communication in business. 2. Identify the art of projecting one's personality in job-related communication. 3. Understand the evolution of technology of communication and its impact on business. 4. Understand the different nuances of communication and their appropriate use for a particular situation and purpose. 5. Prepare well organized and objective reports. 6. Understand the concept of case study for developing decision making and analytical skills in students. 7. Develop proficiency in presentation skills. 8. Understand the importance and purpose of business meetings, agenda, press release, seminar, conferences and business etiquettes.		
Module I : Introduction to Business &Employment Communication Role of communication, Defining and classifying communication, Purpose of communication, Process of communication, Importance of communication in management, Communication structure in organization, Barriers & gateway in communication, 7 C's of communication. Employment Communication: Writing CVs, Group discussions,		**30**	**1**

Interview, Types of interview, Candidates preparation, Interviewers preparation, Impact of Technological Advancement on Business Communication, Communication networks, Intranet, Internet, E-mails, SMS, Teleconferencing, Videoconferencing.		
Module II : Oral and Written Communication Oral communication: What is oral Communication, Principles of successful oral communication, Two sides of effective oral communication, Effective listening, Non–verbal communication, Body language, Para language. Written Communication: Purpose of writing, Clarity in writing, Principles of effective writing, Writing technique, Electronic writing process.	**30**	**1**
Module III : Business Letters, Reports and Case Method of Learning Introduction to business letters, Types of business letter, Layout of business letter, Writing memos. Report: Purpose of report, Kinds and objectives of reports, Writing reports. Research report writing: Executive summary, Bibliography & References. Case Methods: Understanding the case method of learning, Different types of cases, Overcoming the difficulties of the case method, Reading a case properly namely previewing, skimming, reading, scanning, Case analysis approaches like systems, Behavioral, decision and strategy. Analyzing the case, Dos' and don'ts for case preparation.	**30**	**1**
Module IV : Presentation Skill and Group Communication Presentation Skill: Concept of presentation, Elements of presentation, Designing a presentation, Advanced visual support for business presentation, Types of visual aid, Appearance & Posture, Practicing delivery of presentation. Group Communication: Meetings, Notice, Planning meetings, Objectives, Participants, Timing, Venue of meetings, Leading meetings, Minutes of Meeting. Media management, The press release, Press conference, Media interviews, Seminars, Workshop, Conferences, Business etiquettes.	**30**	**1**

Suggested Readings:

1. P.D. Chaturvedi ,Busines Communication , 1st Edition ,Pearson Education, 2006.
2. M.K. Sehgal & V. Khetrapal , Business Communication, Excel Books.
3. RajendraPal , Business Communication , Sultanchand& Sons Publication.
4. Lesikar RV & Pettit Jr. JD , Basic Business Communication : Theory & Application , 10th Edition , Tata McGraw Hill.

Course Title: **Research Methodology**

Course Code: **MBA3203** **Course Credit**: **4**

COURSE OBJECTIVE:	To familiarize students with: ❖ The research skills required in investigating the research problems with a view to arrive at objective findings, interpretation of data and conclusions of the investigation in the form of systematic reports. ❖ Concept of measurement in empirical systems and its validity and reliability. ❖ Basic statistical tools of analysis for sharper research studies and precautions in preparing the research report.	**No. of Hours**	**No. of Credits**
LEARNING OUTCOMES:	The students should be able to: 1. Identify the relevance and role of research in management. 2. Recognize and distinguish between different kinds of research available. 3. Apply strategies to formulate a research problem. Apprehend the steps needed to be accomplished so as to complete research study. 4. Prepare contents of questions in order to encourage the persons to respond meaningfully to them. 5. Develop ability to determine qualitative and quantitative methods of collection of data and measurement scales. 6. Carry out the coding, editing and tabulation of data. Identify various types of sampling design. 7. Reconcile various types of charts, diagrams and statistical techniques used to analyze data. 8. Prepare and present effective and focused research report.		

Module I : Introduction to Research Methodology Concept and Need of Research and Its Application in Various Functions of Management, Types of Research, Types of Business Problems Encountered by the Researcher, Problems and Precautions to the Researchers. Process of Research: Steps Involved in Research Process. Research Design: Various Methods of Research Design.	**30**	**1**
Module II : Sampling and Data Collection Sampling- Concept & types, Confidence level, Significance of *p*-value. Data collection methods, Preparation of Questionnaire and Schedule, Types of Questions, Sequencing of Questions, Check Questions, Length of Questionnaire, Precautions in Preparation of Questionnaire, Collection of Data, Significance and Reliability of Questionnaire, Measurement scales.	**30**	**1**
Module III : Data Handling and Analysis Coding, Editing and Tabulation of Data. Various Kinds of Charts and Diagrams Used in Data Analysis: Bar and Pie Diagrams and their Significance, Use of SPSS/MINITAB in Data Analysis. Sampling Plan, Confidence level, Significance of *p*-value. Multivariate Analysis: Introduction and Uses. Factor analysis: Characteristics & Uses. Cluster Analysis: Introduction, Types of Clusters, Steps of Clustering, Methods of Clustering. Discriminant Analysis: Introduction, Characteristics & Uses, Steps of Discriminant Analysis. Multiple Regressions: Introduction, Significance of R^2, Beta Coefficient, Multicollinearity.	**30**	**1**
Module IV : Report Preparation Types and Layout of Research Report, Precautions in Preparing the Research Report, Significance of Annexure, References, Drawing Conclusions, Suggestions and Recommendations to the Concerned Persons.	**30**	**1**

Suggested Readings

1. Cooper and Schindler , Business Research Methods, 9th Edition, Tata McGraw Hill.
2. Kothari C R , Research Methodology Methods & Techniques, 2nd Edition, New Age International Publishers.
3. Naresh Malhotra, Market Research, Pearson Education.

Note: In order to supplement theoretical learning with practical examples from real life, students must conduct a market research and submit a report at the end of the semester. A Marketing faculty member will the supervisor for the project and a Statistics/Operations faculty member will be the co-supervisor.

Course Title: **Operations Research**

Course Code: **MBA3204** **Course Credit**: **4**

COURSE OBJECTIVE:	To familiarize students with: ❖ Deeper understanding of the quantitative techniques for improving the quality of managerial decisions. ❖ Generalist approach towards Operations Research.	**No. of Hours**	**No. of Credits**
LEARNING OUTCOMES:	The students should be able to: 1. Understand the need of using operational research for effective decision making. 2. Formulate mathematical models that may be useful in explaining interactive decision-making concepts, where two or more competitors are involved under conditions of conflict and competition. 3. Explain how linear programming helps in business decision making & formulate linear programming problems and interpret such solutions. 4. Explain how transportation problem helps in business decision making and formulate transportation problems and interpret such solutions. 5. Explain how assignment problem helps in business decision making formulate assignment problems and interpret such solutions. 6. Understand how optimal strategies are formulated in conflict and competitive environment. 7. Distinguish between several queuing models and derive performance measures for each of them. 8. Apply replacement policy for items whose efficiency deteriorates with time and for items that fails completely.		

Module I : Introduction to Operations Research & Decision Making Environment Uses Scope and Applications of Operation Research in managerial decision-making. Decision-making under certainty, Uncertainty and risk situations, Decision tree approach and its applications.	**30**	**1**
Module II : Linear Programming, Transportation Problem & Assignment Problem Linear programming: Mathematical formulations of LP Models for product-mix problems, Graphical method of solving LP problems, Simplex method of solving LP problems, Sensitivity analysis, Duality of LP problem. Transportation problem: Various methods of finding Initial basic feasible solution and optimal solution. Assignment model: Hungarian Algorithm and its applications in terms of maximisation and minimisation.	**30**	**1**
Module III : Game Theory & Sequencing Problem Game Theory: Concept of game, Two-person zero-sum game, Pure and Mixed Strategy Games, Saddle Point, Odds Method, Dominance Method and Graphical Method for solving Mixed Strategy Game. Sequencing Problem: Johnsons Algorithm for n Jobs and Two machines, n Jobs and Three Machines, Two jobs and m - Machines Problems.	**30**	**1**
Module IV : Queuing Theory, Replacement Problem & Project Management Queuing Theory: Characteristics of M/M/I Queue model, Application of Poisson and Exponential distribution in estimating arrival rate and service rate, Applications of Queue model for better service to the customers. Replacement Problem: Replacement of assets that deteriorate with time, replacement of assets which fail suddenly. Project Management: Rules for drawing the network diagram, Applications of CPM and PERT techniques in Project planning and control, Crashing of operations.	**30**	**1**

Suggested Readings:

1. Vohra , Quantitative Techniques in Management , 2nd edition ,Tata McGraw-Hill, 2003.
2. TahaHamdy, Operations Research - An Introduction, 7th edition, Prentice-Hall.
3. Kothari , Quantitative Techniques, , 3rd Edition , Vikas Publication, 1996.
4. Sharma J K , Operations Research , 3rd Edition . Pearson.
5. Kapoor V.K. ,Operations Research, 4th Edition, S. Chand.

Course Title: **Corporate Strategic Management**

Course Code: **BBA3501** **Course Credit**: **4**

		No. of Hours	**No. of Credits**
COURSE OBJECTIVE:	To familiarize students with: ❖ The core concepts, frameworks, and techniques of strategic management. ❖ The major initiatives taken by a company's top management involving resources and performance in internal and external environments.		
LEARNING OUTCOMES:	The students should be able to: 1. Understand the basic concept of strategy and its implementation in various business situations. 2. Understand the relevance of business policy and corporate governance. 3. Develop ways to improve a firm's competitive advantage and integrate key functional areas into a unified strategic plan. 4. Enhance understanding of the impact of changes in the external environments on executive decisions. 5. Learn the importance of changes in economic, technological, government, political and social forces on the formulation of a firm's strategy. 6. Understand the intricacies involved in developing different strategies and their impact on various organizations. 7. Develop skills in analyzing corporate portfolio through different techniques.		
Module I: Introduction Business Policy and strategy: Overview, concept & nature of business policy and concept of corporate strategies. Decision levels of strategies: nature and elements. Concept of corporate governance.		**30**	**1**

Module II: Strategic Planning and Management Strategic Planning: Process, importance and 7S framework. Strategic planning for: Multinationals, small businesses, nonprofit organizations and public sector.	**30**	**1**
Module III: Strategy Formulation, Strategic Analysis and Choice Objectives and goals of the organization. ETOP. Competitive analysis. Internal environment, scanning, mission and vision statement, SAP and KSF. Choice of strategy. Business level strategies: generic, cost leadership, differentiation and focus. Multi business strategies: coordination, diversification, venturing and restructuring for national and international companies. Evaluation of alternatives and selection of strategies.	**30**	**1**
Module IV: Corporate Portfolio Analysis and Implementation BCG, Ansoff model, Gap Analysis, GE model. Implementing strategy through business function, implementing strategy through structure. Leadership and Culture.	**30**	**1**

Suggested Readings:

1. Lawrence R.Jauch. andGlueck William F., Business Policy and Strategic Management ,Frank Brothers.
2. Kazmi, Azhar, Business Policy, Tata McGraw-Hill, New Delhi, 2000.
3. Pearce II John A. and Robinson J.R. and Richard B., Strategic Management, AITBS.
4. Wheelen Thomas L., Hunger J. David. andRangaragjanKrish. , Concepts in Strategic Management and Business Policy ,Pearson Education, 1st Ed.

Course Title: **Social Media and Digital Marketing**

Course Code: **BBA3405** **Course Credit**: **4**

COURSE OBJECTIVE:	To familiarize students with: ❖ Social media marketing concept and practices. ❖ Various social media platforms ❖ Digital marketing practices and consumers online engagement.	**No. of Hours**	**No. of Credits**
LEARNING OUTCOMES:	The students should be able to: 1. Understand the concept, scope and functions of Digital Marketing 2. Understand the concept of social media marketing platforms. 3. Identify the different forms of various digital channels to acquire and engage consumers online. 4. Understand search engine optimization. 5. Understand the latest social media practices for marketing and promotion		
Module I: Introduction Social media- meaning and definition, social networking, Social Media Marketing –Introduction, need and objectives, Implement effective social media marketing campaigns, issues in social media marketing..		**30**	**1**
Module II: Engaging Users through Social Media Platforms Introduction to Face book, Twitter, Google +, LinkedIn, YouTube, Instagram and Pinterest; their channel advertising and campaigns, Introduction to Blogging, Create a blog post for your project. Include headline, imagery, links and post, Content Planning and writing.		**30**	**1**
Module III: Digital Marketing Introduction to Digital Marketing: The new digital world - trends that are driving shifts from traditional marketing practices to digital marketing practices, the modern digital consumer and new consumer's digital journey. Marketing strategies for the digital world - latest practices.		**30**	**1**

Module IV: SEO and Current Scenario in Social Media Overview of search engine optimization (SEO), search engine marketing, mobile marketing, video marketing, Understanding the relationship between content and branding and its impact on sales, Online campaign management, Understanding trends in social media marketing – Indian and global context.	**30**	**1**

Suggested Readings:

1. Vandana, Ahuja; Digital Marketing, Oxford University Press India (November, 2015).
2. Eric Greenberg, and Kates, Alexander; Strategic Digital Marketing: Top Digital Experts Share the Formula for Tangible Returns on Your Marketing Investment; McGraw-Hill Professional (October, 2013).
3. Ryan, Damian; Understanding Digital Marketing: marketing strategies for engaging the digital generation; Kogan Page (3rd Edition, 2014).

Course Title: **Financial Analysis & Decision**

Course Code: **BBA3404** **Course Credit**: **4**

COURSE OBJECTIVE:	To familiarize students with: ❖ Knowledge of Financial Decisions and Statement Analysis. ❖ Aspects of Project Financing. ❖ Dividend Decision and its Theories. ❖ Merchant Banking and Venture Capital.	**No. of Hours**	**No. of Credits**
LEARNING OUTCOMES:	The students should be able to: 1. Develop pragmatic approach to concept of capital and financial markets and its operation. 2. Conceptualize a project and conduct feasibility study. 3. Analyze risk and uncertainty aspects of a project. 4. Comprehend the essential aspects of dividend decisions and policies. 5. Analyze recent issues in finance and financial services like merchant banking and venture capital. 6. Understand the concepts of factoring and commercial papers.		
Module I: Financial Statement Analysis and Financial Markets Meaning, objectives, scope, calculation of Ratio analysis, fund flow analysis, cash flow analysis. Meaning, Types, importance of financial markets. Types of securities, marketing of Securities. Underwriting of Capital issues.		**30**	**1**
Module II: Project Appraisal Project finance, project feasibility study, capital investment decision, risk and uncertainty analysis through sensitivity analysis. Non-financial aspects of projects.		**30**	**1**
Module III: Dividend Decisions Dividend policies and decisions: introduction, issues in dividend policy, Walters and Gordon's model, Modigliani and Miller approaches, determinants and types of dividend policy, practical		**30**	**1**

consideration in dividend policy and forms of dividends.		
Module IV: Financial Service and Recent Issues in Finance Merchant Banking: Introduction, functions of merchant bankers. Venture Capital. Factoring. Commercial Papers.	**30**	**1**

Suggested Readings:

1. Pandey I. M., Financial Management, Vikas, 2004, 10th Ed.
2. Van Horne, Financial Management and Policy, Prentice Hall, 2003, 12th Ed.
3. Shapiro, Multinational Financial Management, Wiley Dreamtech.
4. SheebaKapil, Fundamental of Financial Management, Pearson.
5. Khan and Jain, Financial Management, Tata McGraw Hill, 3rd Ed.

Course Title: **MIS & E-Commerce**

Course Code: **BBA3502** **Course Credit**: **4**

<table>
<tr><td>COURSE OBJECTIVE:</td><td>To familiarize students with:
❖ The information systems and information technologies that help in taking right decisions for betterment of an organization.
❖ The concepts of E-Commerce, Networking and Data Communication.
❖ The latest trends of IT and security issues.</td><td rowspan="2">No. of Hours</td><td rowspan="2">No. of Credits</td></tr>
<tr><td>LEARNING OUTCOMES:</td><td>The students should be able to:
1. Understand the role of information system in an organization.
2. Design the physical and information systems according to organizational requirement.
3. Understand the concept of system and design for developing managerial perspective and an informed decision-marking ability.
4. Develop an understanding of the concept of data communication and the requirement of hardware & software systems.
5. Understand the recent trends of networking, E-Commerce and security issues.
6. Identify the emerging trends in IT.</td></tr>
<tr><td colspan="2">Module I: MIS and Decision Making
Information System: Foundation of Information System, Operating elements of Information System, Structure of Information System, Evaluation of Information System, Typical Information Systems including MIS and DSS. Types of Information. Structured and Unstructured decisions.</td><td>30</td><td>1</td></tr>
<tr><td colspan="2">Module II: System Analysis and Design
System: Concept, system concepts applied to MIS, Distinction between physical system and information system. Multiprogramming, Multiprocessing, Real Time systems. Online and distributed</td><td>30</td><td>1</td></tr>
</table>

environments. Design considerations.		
Module III : Data Communication and Networking Data Communication: Fundamental communication concepts, Hardware and Software requirements, Simplex, Duplex, Half-Duplex. Communication Medium: Wired and Wireless. Networking: Concept, LAN, MAN and WAN, Topologies, Types of switching.	**30**	**1**
Module IV: E-Commerce and Recent Trends in IT E-Commerce: Concept, importance, recent trends, problems, internet tools and techniques, legal & security issues of E-Commerce. Emerging trends in IT including ERP and Business Process Re-engineering.	**30**	**1**

Suggested Readings:

1. Agarwala, Kamlesh. N. and Agarwala ,Deeksha., Macmillan, India, New Delhi.
2. Diwan, Parag. and Sharma, Sunil. , E-commerce- A Managers Guide to E-Business, Excel.
3. Javadekar, W.S.(2003),Management Information System, Tata MacGraw Hill Publication.

Course Title: **Accounting & Financial Analysis**

Course Code: **MBA3103** **Course Credit**: **4**

COURSE OBJECTIVE:	To familiarize students with: ❖ Assessment of the performance of a company by undertaking a careful analysis of its financial statements which are the main source of information about firms ❖ Issues surrounding corporate governance, key regulatory frameworks, and an understanding of their impact on financial statements	**No. of Hours**	**No. of Credits**
LEARNING OUTCOMES:	The students should be able to: 1. Understand the impact of accounting standards and regulatory frameworks. 2. Describe the reasons of bookkeeping and the purpose of maintaining the records. 3. Illustrate and demonstrate the preparation of Final Accounts. 4. Discuss trend Analysis of manufacturing, service & banking organizations 5. Reconcile and apply financial statements to evaluate a company's performance. 6. Distinguish between the flow of funds and cash with in and out of the organization.		
Module I : Introduction to Accounting & Financial Analysis Accounting concepts, Conventions and principles, Accounting Equation, International Accounting principles and standards, Comparison of Indian Accounting Standard (IAS), International Financial Reporting Standards (IFRS) and US GAAPs.		**30**	**1**
Module II : Book Keeping and Record Maintenance & Preparation of Final Accounts Introducing to Book Keeping and Record Maintenance:The concept of double entry and fundamental principles, Journal Ledger, Cash Book, Subsidiary Books, Bank Reconciliation Statement, Rectification of Errors, and Journalizing of transactions.		**30**	**1**

Preparation of final accounts: Trial Balance, Profit & Loss Account, Profit & Loss Appropriation account and Balance Sheet, Policies related with depreciation, Inventory and intangible assets like copyright, trademark, patents and goodwill.		
Module III : Interpretation and Analysis of Financial Statement Understanding and Interpreting Financial Statements. Ratio Analysis and interpretation: Solvency ratios, profitability ratios, activity ratios, liquidity ratios, market capitalization ratios. Common Size Statement, Comparative Balance Sheet, Trend Analysis of manufacturing, service & banking organizations.	**30**	**1**
Module IV : Funds Flow Statement & Cash Flow Statement Fund Flow Statement: Meaning, Concept of Gross and Net Working Capital, Preparation of Schedule of Changes in Working Capital, Preparation of Funds Flow Statement and its analysis. Cash Flow Statement: Various cash and non-cash transactions, Flow of cash, Preparation of Cash Flow Statement and its analysis.	**30**	**1**

Suggested Readings:

1. Narayanswami , Financial Accounting: A Managerial Perspective (PHI, 2nd Edition).
2. Mukherjee , Financial Accounting for Management, 1st Edition, TMH.
3. Ramchandran&Kakani, Financial Accounting for Management, 2nd Edition, TMH.
4. Ghosh T. P. , Accounting and Finance for Managers (Taxman, 1st Edition).
5. Maheshwari S.N. &Maheshwari S.K. , An Introduction to Accountancy , 9th Edition, Vikas Publication.
6. Ashish K. Bhattacharya, Essentials of Financial Accounting, PHI, New Delhi.

Course Title: **Marketing Management**

Course Code: **MBA3106** **Course Credit**: **4**

COURSE OBJECTIVE:	To familiarize students with: ❖ The basic concepts and techniques of marketing management and marketing mix elements. ❖ Crucial topics like market segmentation, buyer behaviour, elements of marketing and marketing strategy. ❖ Application skills towards managerial decision-making based on theoretical knowledge.	**No. of Hours**	**No. of Credits**
LEARNING OUTCOMES:	The students should be able to: 1. Understand the concept of marketing & its relevance in today's competitive environment. 2. Develop ability to formulate strategies by getting insight of market segmentation, market targeting and product positioning. 3. Analyze consumer behavior and also the factors determining consumer behavior. 4. Prepare business plans by understanding the process and principle of new product development, product-mix, branding and packaging. 5. Conceptualize the pricing decisions, pricing objectives & policies. 6. Interpret the factors affecting channel distribution, management of channels and current trends in wholesaling. 7. Build-up skills in managing the sales team in a corporate by studying buyer behavior, value perceptions of consumers and post–purchase processes. 8. Learn the concept and importance of TQM, CRM, database marketing, direct marketing, B2B, B2C, B2G marketing.		

Module I : Introduction Scope of marketing, Concepts of markets, Consumer Markets and Industrial Markets, Market measurement and forecasting. Marketing mix, Generic value chain, Marketing Management Philosophies, Marketing Environment, Market segmentation, Levels of Market segmentation, Bases of market segmentation. Market Targeting: Introduction, Procedure. Product Positioning: Introduction, Objectives, Usefulness, Differentiating the Product and Product Positioning Strategy.	**30**	**1**
Module II : Product Decision and Pricing Decision Product: Concept & Definition, Classification of Products; Product Level, New Product Development-Concept and Necessity for Development, Failure of New Products, New Product Planning and Development Process, Product-Mix, Branding and Packaging Decisions, Product Life cycle - Stages and Strategies for Different Stages of PLC. Pricing Decisions, Pricing Objectives, Policies Methods of Setting Price, and Pricing Strategies	**30**	**1**
Module III : Distribution and Promotion Channels of Distribution for Consumer. Industrial Products, Factors Affecting Channel Distribution, Management of Channels, Current Trends in Wholesale and Retailing. Promotion Mix: Advertising-concept, types & objectives, AIDA model, Advertising Budget, Sales Promotion- kinds & techniques, Personal Selling- concept and features, steps involved in personal selling process, Publicity and Public relation	**30**	**1**
Module IV : Consumer Behavior and Current Issues in Marketing Factors determining consumer behavior: cultural, social and personal. Stimulus- response model. Consumer perception, Five stage model- buying decision. The concept of reference Groups, Opinion Leaders and Social Influences, In-group versus out-group influences, Role of opinion leaders in diffusion of innovation and in purchase process. Defining criterion for choice, Overview of the Stages in the choice process.	**30**	**1**

VALS and grouping consumers, Marketing intelligence, TQM, CRM, Database Marketing, Direct marketing, B2B, B2C, B2G marketing, Designing & managing Services for industries, Categories of service mix, Characteristics of services and Service quality. Social media marketing.		

Suggested Readings:

1. Kotler Philip , Marketing Management, Analysis, Planning, Implementations and Control , 12th Edition , Pearson Education.
2. Ramaswamy V.S. and Namakumari S. , Marketing Management: Planning, Implementation and Control, 3rd Edition, Macmillian.

Course Title: **Income Tax Law & Practices**

Course Code: **GE37106** **Course Credit**: **4**

<table>
<tr><td>COURSE OBJECTIVE:</td><td>To familiarize students with:
❖ The fundamental concepts in income tax.
❖ The practical aspect of computing taxable income.</td><td rowspan="2">No. of Hours</td><td rowspan="2">No. of Credits</td></tr>
<tr><td>LEARNING OUTCOMES:</td><td>The students should be able to :
1. Understand the important terms of income tax.
2. Gain an insight to the direct and indirect tax laws in India.
3. Understand about the concept of residential status and the types of residents like individual, HUF, firms and companies.
4. Calculate the income under different heads- Salary, House property, Business & Profession, Capital Gains, Other sources.
5. Identify the deductions available under different sections.
6. Determine the amount of income on which tax has to be calculated.</td></tr>
<tr><td colspan="2">Module I: Introduction to Income Tax and Residential status
Definition of important terms used in Income Tax, Agricultural Income, Gross Total Income, Total Income, Assessee, Assessment year, Previous year. Residential status & Tax liability. Types of Residents: Individual, HUF, Firm & Other Association of Persons & Companies.</td><td>30</td><td>1</td></tr>
<tr><td colspan="2">Module II : Income from Salary
Income from salary, meaning of salary, allowances, perquisites, valuation of perquisites, profit in lieu of salary, deductions u/s 16 (i & ii), provident fund and classification of provident fund, taxable income from salary.</td><td>30</td><td>1</td></tr>
</table>

Module III: Income from House Property, Business & Profession Income from house property: rules regarding computing taxable income from house property, annual value, deduction u/s 24 and calculation of income from house property. Income from business and profession: expenses expressly allowed, expenses expressly disallowed, expenses under certain circumstances, determination of income from business and profession.	**30**	**1**
Module IV: Income from Capital gains and other sources Income from capital gains: meaning, kinds of capital assessed, meaning of transfer, exempted capital gains, calculation of capital gains. Income from Other Sources: Provisions regarding dividend and interest and interest on securities, determination of income from other sources. Assessment of individual, clubbing of income, set off and carry forward of losses, deduction from gross total income (u/s 80c-80u), determination of taxable income.	**30**	**1**

Suggested Readings:

1. Ahuja & Gupta., Systematic Approach to Income Tax.
2. Agarwal, B. K., AyakarVidhanAvamLekhe.
3. Agarwal, B. K., Income Tax Law and Practice.
4. Chandra, Girish., Income Tax.

Course Title: **Labour Laws**

Course Code: **GE37107** **Course Credit**: **4**

<table>
<tr><td>COURSE OBJECTIVE:</td><td>To familiarize students with:
❖ The legal relationship between an employed person, employers and the government, most commonly through a contract of employment.
❖ The major Acts and regulations pertaining to employment practices in India.
❖ The analysis and interpretation of the role of various labor laws.</td><td rowspan="2">No. of Hours</td><td rowspan="2">No. of Credits</td></tr>
<tr><td>LEARNING OUTCOMES:</td><td>The students should be able to :
1. Interpret the labor laws in the right perspective with a special reference to the provisions of the constitution of India.
2. Understand various parties involved and affected by the labour laws in India.
3. Have a broad understanding of the legal principles governing the employment relationship at the individual and collective level.
4. Understand the practical problems inherent in the implementation of labour laws.
5. Examine and interpret decisions of labor boards, grievance arbitrators and the courts.
6. Understand the factual contexts in which legal issues arise and their resolution.</td></tr>
<tr><td colspan="2">Module I : The Factories Act 1948
Definition, Scope, approval of licensing and registration of factories, the inspection staff, health safety, welfare, working-hours of adults, employment of women and young persons, leave with wages, penalties and procedure.</td><td>30</td><td>1</td></tr>
<tr><td colspan="2">Module II : The Payment of Wages Act, 1936
Object, definition, application of the act, deductions, maintenance of registers and authorities, claims.</td><td>30</td><td>1</td></tr>
</table>

Module III : The Workmen Compensation Act, 1923 Object, definition, employer's liabilities for compensation, amount of compensation, appeals. The Trade Union Act, 1926: Object, definitions, registration, right and liabilities of office bearers, change of name, amalgamation, discussion and returns.	**30**	**1**
Module IV : The Industrial Disputes Act, 1947 Scope and object, definition, authority, notice of change, reference settlement of industrial disputes, strikes and lockouts, lay-off and retrenchment. Miscellaneous. Industrial relations: definition and approaches of industrial relations. Industrial conflicts: types and causes of industrial conflicts. Industrial relations policy. Industrial disputes: Preventive measures-bipartite and tripartite bodies, ethical codes, standing orders, grievance procedure, collective bargaining, workers participation in management, settlement machinery.	**30**	**1**

Suggested Readings:

1. Mamoria C.B, Industrial Relation, Himalaya Publication.
2. Sinha ., Industrial Relations, Trade Unions and Labour Legislation ,Pearson Ed.
3. Srivastava, S.C., (2000), Industrial Relations and Labour Laws ,Vikas, 4th Ed.
4. Singh B.D. ,Industrial Relations &Labour Laws, Excel, 1st Ed.
5. Kogent ., Industrial Relations &Labour Laws ,Wiley Dreamtech.

Course Title: **Banking & Insurance**

Course Code: **GE37108** **Course Credit**: **4**

COURSE OBJECTIVE:	To familiarize students with: ❖ The relevant legal banking practices and insurance that can be used to manage the non-speculative risks of individuals and businesses. ❖ The contemporary banking instruments, transactions and various types of insurance products including life, health, property and liability insurance contracts. ❖ The working of insurance industry, its management of markets, and underwriting of contracts in a complex economic and regulatory environment.	**No. of Hours**	**No. of Credits**
LEARNING OUTCOMES:	The students should be able to: 1. Understand the basics of banking law, key statutory provisions and practical understanding of banking laws and policies. 2. Identify the legal issues which arise in large financing transactions. 3. Identify commercial banking and its operations. 4. Understand the concept of insurance, its characteristics, nature, functions and principles. 5. Explain life insurance, its policies & policy conditions, features, legal aspects, methods and procedures of life insurance. 6. Analyze the general insurance organization and marketing of general insurance & its forms.		
Module I: Indian Financial System Structure of India Financial System, Major issues in Indian		**30**	**1**

Financial System, Financial Sector reforms in India, RBI, Monetary Policy, Credit Control.		
Module II: Commercial Banking Commercial Banking, Management of assets and liabilities of Commercial Banking, Regulatory Environment for Commercial Banking in India, Operating Aspects of Commercial Banking.	**30**	**1**
Module III : Life Insurance Organizations Life Insurance Organizations, Regulatory framework, Management of Life insurance business, Nature and types of Life Insurance Policies, Operating Aspects of Life Insurance Companies.	**30**	**1**
Module IV : General Insurance Organizations General Insurance Organizations, Regulatory Framework , Management of General Insurance Business, Nature and types of General Insurance Policies, Operating Aspects of General Insurance Companies.	**30**	**1**

Suggested Readings:

1. Sethi, Jyotsna., and Bhatia, Nishwan., Elements of Banking and Insurance, PHI Learning Pvt. Ltd.
2. Jain, J.N. and Jain, R.K., Modern Banking and Insurance , Regal Publications.

Course Title: **Project Management**

Course Code: **BBA3503** **Course Credit**: **4**

COURSE OBJECTIVE:	To familiarize students with: ❖ The concepts, processes, methods, techniques and tools required for the proper selection and management of each stage of the project. ❖ Techniques of project appraisal and risk control, needed for meeting stakeholder expectations.	**No. of Hours**	**No. of Credits**
LEARNING OUTCOMES:	The students should be able to: 1. Examine the tools and techniques of project management to ensure successful delivery of projects with available resources. 2. Explore the use of Feasibility study and its implications in the selection of best available project. 3. Develop an understanding of technological, financial, Environmental and marketing appraisal of a project. 4. Identify various types of costs involved in the project. 5. Understand the principles of the project lifecycle. 6. Identify different kinds of risk associated with project and use of risk minimization techniques in projects. 7. Critically discuss the issues pertaining to projects and project management and its application in the real world.		
Module I: Introduction to Project Management Introduction to project management, starting a new venture, concept of projects. Characteristics, need and scope of project management. Project financing. Identification of investment opportunities. Preliminary screening and Project formulation. Feasibility study: Pre feasibility and project feasibility. Life cycle phases of project.		**30**	**1**

Module II: Marketing and Technological Appraisal Market and Demand Analysis: Situational Analysis and Specification of Objectives. Collection of Secondary Information, Conduct of Market Survey, Characterization of Market. Demand Forecasting, Uncertainties in Demand Forecasting. Market Planning, Technical Analysis of project: Manufacturing Process/ Technology, Technical Arrangements, Material Inputs and Utilities, Product Mix, Plant Capacity, Location and Site, Machineries and Equipment, Structures and Civil Works, Environmental Aspects, Project Charts and Layouts. Schedule of Project Implementation, Need for Considering Alternatives.	**30**	**1**
Module III: Financial and Socio-Economic Appraisal Financial analysis of projects. Discount rates as project appraisal criteria. Social cost-benefit analysis. Environmental appraisal of projects.	**30**	**1**
Module IV: Risk and Cost Control Project risks: Types of Project risks and measures of Project risks. Risk identification and risk analysis, Cost control. Network Techniques: Development of Project Network, Time Estimation with Simple Practical Problem, Determination of the Critical Path, Resource allocation, Scheduling , PERT Model, CPM Model	**30**	**1**

Suggested Readings:

1. Marwah., Project Management, Wiley Dreamtech.
2. Chaturvedi andJauhari., Project Management, Himalaya Publishing.
3. Chandra, Prasanna. , Project: Preparation, Appraisal, Budgeting and

Implementation, TMH, 5th Ed.

4. Mishra - Project Management, Excel Books.
5. Goyal, B.B., Project Management: A Development Perspective, Deep and Deep.
6. Gopalan., Project Management Core Text Book ,Wiley.

Course Title: **Rural Management**

Course Code: **BBA3601** **Course Credit**: **4**

COURSE OBJECTIVE:	To familiarize students with: ❖ The role of rural sector in the development of the country's economy in recent years. ❖ The rural market, consumers and marketing strategies for the rural sector. ❖ The working of Co-operative Credit Societies and various financial schemes for rural development.	**No. of Hours**	**No. of Credits**
LEARNING OUTCOMES:	The students should be able to: 1. Discuss rural management, its scope and the rural problems & their remedies. 2. Identify the characteristics of rural consumers, their sources and structure of income. 3. Understand the rural financial environment for rural development. 4. Explain the Credit policies, deposits schemes and various credit programmes for rural development. 5. Explain various marketing strategies adopted by rural industry for seeds, fertilizers and other rural products. 6. Understand the working of Co-Operative Credit societies. 7. Illustrate some successful co-operative organizations.		
Module I : Introduction Definition, Scope and Importance of Rural Management. Agriculture and Non-Agriculture sections of Economy. Rural Development problems and Remedies.		**30**	**1**
Module II: Rural Consumer and Rural Finance Consumption theory and Characteristics of Rural Consumers. Village Economy sources and structure of Income. Rural Financial Environment: Organization of rural Credit supply, Credit Planning and Implementation of Credit Programmers for Rural		**30**	**1**

Development, Saving and Deposits. Mobilization in Rural India.		
Module III : Rural Marketing Marketing: Meaning, principles and practice. Rural marketing for Seed, Fertilizers, Pesticides Machinery and other inputs of Rural Industry. Marketing Strategies for rural industry.	**30**	**1**
Module IV: Co-operative Management Co-operation: Meaning, Objectives and Scope. Development of Co-operatives in Rural Area: Co-operative Credit Societies & Co-operative Marketing. Some successful Co-operative organization.	**30**	**1**

Suggested Readings:

1. Kashyap ,Pradeep., Raut, Siddhartha. andBiztantra ., Rural Marketing.
2. GopalSwamy, T.P. , Rural Marketing, Vikas Publishing House, 2/e
3. Barkar, J.W., Agricultural Marketing, Oxford University Press, New York.
4. Mathur., Rural Marketing ,Excel Books.

Course Title: **Company Law**

Course Code: **BBA3605** **Course Credit**: **4**

COURSE OBJECTIVE:	To familiarize students with ❖ Fundamentals of Company Law. ❖ Regulation of share issues and share capital. ❖ Legal and non-legal governance mechanisms which encourage directors to act in their company's interests rather than their own.	**No. of Hours**	**No. of Credits**
LEARNING OUTCOMES:	The students should be able to: 1. Demonstrate knowledge and understanding of company law. 2. List the essential rules relating to Partnerships and Limited Liability Partnerships, and Registered Companies. 3. Exhibit an understanding of the internal structure of a company, its management and control. 4. Understand the nature of different documents for a company and comment on the appropriateness of the company law structure for them. 5. Explain the statutory rules regulating the raising and maintenance of a company's share capital. 6. Distinguish between the different procedures by which a company may be wound up. 7. Explain the legal rules governing the appointment of company's directors.		
Module I : Introduction Meaning, Definition and characteristics of Company, Different Types of Companies, Privileges and Exemptions granted to a Private Company Promotion, Incorporation and Commencement of Business.		**30**	**1**
Module II: Documents Memorandum of Association, Articles of Association, Prospective and Statement in Lieu of Prospectus.		**30**	**1**

Module III : Share Capital Type of shares, Alteration and Reduction in capital, Allotment of Shares, Debentures and its types.	**30**	**1**
Module IV: Directors, Meetings and other Company Affairs Directors: Appointment, Rights, Duties & Liabilities. Meeting: Statutory Meeting, Annual Meetings Resolutions and its types. Prevention and Oppression and Mismanagement in Company Affairs, Winding up of the Company, Company Board.	**30**	**1**
Suggested Readings: 1. Gulshan J.J. - Business Law Including Company Law (New Age International Publisher, 13/e). 2. Kuchhal M.C. - Business Law (Vikas Publication, 4/e).		

Course Title: **Management Information System**

Course Code: **MBA3201** **Course Credit**: **4**

COURSE OBJECTIVE:	To familiarize students with: ❖ The management information system and its application in organization. ❖ The managerial issues relating to information system. ❖ Identification and evaluation of various options in management information system.	**No. of Hours**	**No. of Credits**
LEARNING OUTCOMES:	The students should be able to: 1. Understand the concept and importance of information system at various levels of organization. 2. Compare & interpret different system analysis and development methodologies. 3. Analyze various stages of SDLC and assess the security needs & practices used to develop Information System. 4. Comprehend the building blocks of ERP helps to analyze the basic risk& opportunities of ERP in current scenario. 5. Understand the importance & features of SCM & CRM. 6. Construct the model of E-commerce as a competitive strength for businesses.		
Module I : Introduction to MIS Role of MIS in Organizations, Organization and Information Systems, Changing Environment and its impact on Business, The ITES and its influence. The Organization: Structure, Managers and activities, Data, information and its attributes, Level of people and their information needs, Types of Decisions and information, Information System, Categorization of information on the basis of nature and characteristics. System Analysis and Development Methodologies: Need for		**30**	**1**

System Analysis, Stages in System Analysis, Structured SAD and tools like DFD, Context Diagram Decision Table and Structured Diagram. System Development Models: Water Flow, Prototype, Spiral, RAD, Roles and responsibilities of System Analyst, Database Administrator and Database Designer.		
Module II : Software Engineering and Management System System Development Life Cycle: Sequential Process of software development, Computer Aided Software Engineering (CASE), Tools and the modular approach to software development and Information system audit. Enterprise Resources Planning (ERP): Features, selection criteria, merits, issues and challenges in implementation. Supply Chain Management (SCM): Features and Modules in SCM. Customer Relationship Management (CRM): Phases, Knowledge Management and e-governance. Nature of IT decision: Strategic decision, Configuration design and evaluation information technology implementation plan.	**30**	**1**
Module III : Building e-business Building the e-business backbone: enterprise resource planning, The basics of enterprise resource planning, ERP decision, Enterprise architecture planning, ERP implementation, ERP architecture and toolkit, Evolution, implementation of supply chain management and e-fulfillment, The basics of supply chain management, Internet-enabled SCM, e-supply chain fusion, Management issues in e-supply chain fusion, The continuing evolution of e-supply chains, A roadmap for managers demystifying e-procurement: buy-side, sell-side, net markets and trading exchanges, Evolution of e-procurement models, Evolution of procurement processes, e- procurement infrastructure: integrating ordering, fulfillment, and payment, e-procurement analysis and administration applications, Marketplace enables, A roadmap for e- procurement managers.	**30**	**1**
Module IV : Building E-Commerce Building an E-commerce Website: The Systems Development Life Cycle, Systems Analysis & Planning: Identify Business Objectives,	**30**	**1**

System Functionality and Information Requirements. System Design: Hardware and Software Platforms. Eight Key Elements of a Business Model: Value Proposition, Revenue Model, Market Opportunity, Competitive Environment, Competitive Advantage and Market Strategy. Major Business to Consumer (B2C) Business Models: Portal & e-tailer. Insight on Technology: Search, ads and Apps. The future for Google (and Microsoft): Content Provider, Transaction Broker, Market Creator, Service Provider, Community Provider. Major Business to business (B2B) Business Model: E-distributor & E-Procurement.		
Suggested Readings: 1. Decision Support Systems and Intelligent Systems, Turban and Aronson, Pearson Education Asia. 2. Management Information Systems, Schulthesis, Tata McGraw Hill.		

Course Title: **Operations Management**

Course Code: **MBA3205** **Course Credit**: **4**

COURSE OBJECTIVE:	To familiarize students with: ❖ The strategic significance of operations management in highly competitive global economy ❖ Various principles, concepts, tools and techniques developed in the area of operations management over the years. ❖ Practical applications in real life situation.	**No. of Hours**	**No. of Credits**
LEARNING OUTCOMES:	The students should be able to: 1. Understand and analyze the concepts of operations management, product & process design, analysis, plant location, layout, Scheduling and Material Management. 2. Comprehend the methods of forecasting and illustrate with practical problems. 3. Apply the principles & techniques for planning and control the inventory of the production to optimize/make best use of resources. 4. Understand the importance and functions of inventory and to be able to apply selected technique for its control & management under depended & independent demand circumstance. 5. Develop skills of analyzing and improving quality by utilizing techniques and methods of total quality management, continuous improvement, six-sigma quality, and statistical process control. 6. Understand terminology, methods and tools which are essential for the quality practitioner, planner, and decision-maker.		
Module I : Introduction to Operations Management Operations Management**:** An overview, Definition of operations management, Production Cycle, Classification of Operations		**30**	**1**

Systems, Responsibilities of Operations Manager,The strategic role and Objectives of operations,Operations strategy: The ‘top-down’ and ‘bottom up’ perspective, The market requirements perspective, the operations resources perspective. Plant Location, Plant Layout Planning. Introduction to Operations in Service Industry: Nature of Services, Difference between operations in service and manufacturing industry, major operation management issues and decisions in service industry. Role of Technology in service operations, Service quality gap model.		
Module II : Forecasting & Work Study Definition and Scope of Forecasting, Types and methods of Forecasting, Qualitative & Quantitative Methods, Delphi, Expert Opinion, Brainstorming, Market Survey Methods etc., Regression, Time Series based Method, Exponential smoothening, Box–Jenkins Method, Monitoring and Controlling forecasting models. Work study–Method study, Work Measurement.	**30**	**1**
Module III : Production Planning & Inventory Management Introduction to Planning techniques, Capacity plan, Aggregate plan, Scheduling types & principles, Master production schedule, Inventory Management: Objectives & Factors, Inventory Control Techniques namely ABC, VED, FSN and EOQ analysis, JIT, Kanban.	**30**	**1**
Module IV : Quality Management Basic concepts of quality, Dimensions of quality, Juran’s quality trilogy, Deming’s 14 principles, PDCA cycle, Quality circles, Quality improvement and cost reduction, 7QC tools and 7 new QC tools, Six Sigma, LEAN Six-Sigma, Cost of Warranty, TPM.	**30**	**1**

Suggested Readings:

1. Heizer and Render, Operations Management, , 10th edition, Prentice-Hall.
2. Hill T, Operations Management , Palgrave, 2000.
3. K. Aswathapa , Production and Operations Management , Himalayan Publication.

4. Chary – Production and Operations Management - TMH

Course Title: **Cost & Management Accounting**

Course Code: **MBA3206** **Course Credit**: **4**

COURSE OBJECTIVE:	To familiarize students with: ❖ Cost accounting in Business Scenario with managerial emphasis. ❖ Knowledge about the concept of cost by analyzing the importance of accounting information for managerial decision-making. ❖ The accounting and control of the three main elements of cost, i.e., material, labour and overhead, and also the various methods of costing in different industries have been discussed at length. ❖ Different components of cost that are used in numerous business transactions, different types of costing such as marginal, standard, variance budgeting required for analyzing and interpretation of financial statements.	**No. of Hours**	**No. of Credits**
LEARNING OUTCOMES:	The students should be able to: 1. Identify the various elements of Cost Accounting and Management Accounting. 2. Apply and calculate the cost of material, labor, and overheads, to interpret the application of cost in real world for service and trading Sector. 3. Prepare, solve, and reconcile the basic concepts of budget and marginal costing. 4. Apply the various standards costing techniques to improve managerial decision -making. 5. Demonstrate the modern era accounting such as responsibility accounting. 6. Analyze and interpret the financial statements.		

Module I : Introduction to Cost & Management Accounting Meaning, nature and scope of Management accounting, Role of management accountant, Tools and techniques of management accounting, Distinction between financial accounting, cost accounting and management accounting. Direct vs. Indirect cost, Fixed vs. Variable Cost, Activity Based Costing concept, Job Order Cost Systems, Process Cost System, Normal Loss & Abnormal Loss, Joint Product and By Products, Relevant Cost and Differential Cost. Accounting information and managerial decision making: Basic Cost Terms and Concepts, Tools and techniques of management accounting, Cost concepts objectives of costing system, Cost classification establishing costing system, Relevant Cost, Statement of Cost, Cost Concepts and Classification of costs, Elements of Cost.	**30**	**1**
Module II : Components of Cost Material cost: Purchase procedures, Store keeping and inventory control, Fixing Of minimum, maximum and re-order levels, ABC analysis, Pricing of receipts and Issue of material and accounting thereof, Investigation and corrective steps for Stock discrepancies, Accounting and control of wastage, Spoilage and defectives. Labour cost: Classification of labor costs, Payroll procedures, Labor analysis, Monetary and non-monetary incentive schemes, Measurement of labor efficiency and productivity, Labor turnover and remedial measures, Treatment of idle time And overtime. Overheads: Nature, classification, collection, allocation, apportionment, absorption and control of overheads, Allocation, apportionment, re-apportionment and absorption of overhead costs. Cost Accounting Standards, Inventory Management, Cost Audit, Activity Based Costing, Application of Costing concepts in the Service and Trading Sector.	**30**	**1**
Module III : Marginal Costing, Standard Costing, Variance Analysis & Budgeting Marginal Costing:Break Even Analysis, Cost - Volume - Profit Analysis, Managerial Application of CVP Analysis and cost-: decision making, BEP Charts, P/V Charts, Cash B.E.P charts and	**30**	**1**

decision-making, simulated BEP analysis, Marginal costing and decisions regarding product mix, make or buy decisions, and dropping of product. Application of BEP in decision making. Standard Costing and variance analysis:Types of standards, determination of standards, variance analysis disposal and reporting of variances to management. Manufacturing standards for material, labor, and overhead. Price/rate and usage/efficiency variances for materials, labor and overhead. Further subdivision of total usage/efficiency variances into mix and yield components. Fixed overhead variances. Interpretation, interrelationship, significance and application of these variances. Budgeting**:** Budget Concepts and preparation of fixed and flexible budgets, Time series analysis including moving totals and averages, treatment of seasonality. Fixed, variable, semi-variable and activity-based categorizations of cost and their application in projecting financial results. Unit Budgetary control – preparation of various types of budgets, advantages and limitations, budgetary control reports to management.		
Module IV : Responsibility Accounting & Analysis and Interpretation of Financial Statements Responsibility accounting: basic principles, centers of control, responsibility reporting, implementation, organizational aspects & benefits and Responsibility centers: Cost center, profit center and investment center. Transfer pricing: profit as a measure of performance: transfer pricing methods, benefits of transfer pricing: international transfer pricing. Analysis and interpretation of financial statements**:** nature, objectives, types and tools of financial statement analysis. Cash flow statements and fund flow statement: classification preparation and usefulness. Operating ratios: interpretation and analysis.	**30**	**1**

Suggested Readings:

1. Lall, B.M. and I.C. Jain, Cost Accounting: Principles and Practice, Prentice Hall, New DELHI.
2. Homgren, Charles T., George Foster and Srikant M. Dallar, Cost Accounting: A Managerial Emphasis Prentice Hall, New Delhi.
3. Anthony, Robert, Management Accounting, Tara pore – wale, Mumbai.

4. Homgren, Charles T., Gary L Sundem, and William D. Statton, An Introduction to Management Accounting, Prentice Hall, New Delhi.
5. Pandey, I.M. Management Accounting, VIKAS publications, New Delhi.
6. Horngren, Foster &Dater , Cost Accounting: A Managerial Emphasis (Pearson).

Course Title: **Financial Management**

Course Code: **MBA3207** **Course Credit**: **4**

COURSE OBJECTIVE:	To familiarize students with: ❖ The theory and practice of Corporate Finance in the light of agency problems and conflict of interest among corporations' stakeholders. ❖ Various options for sourcing and utilization of funds and determination of risk associated in term of cost and benefits. ❖ Capital Structure for the value maximization of the firm. ❖ The key issues related to dividend policy and their implications for the value of the firm.	**No. of Hours**	**No. of Credits**
LEARNING OUTCOMES:	The students should be able to: 1. Understanding of Investment, Financing decisions to maximize the value of the firm and Shareholder's wealth maximization. 2. Understand the concept of risk and return and calculate future and annuity values. 3. Evaluate and make capital budgeting decisions based on NPV, IRR and PI concepts. 4. Understand and calculate Cost of Equity of companies. 5. Understand how specific techniques and decision rules can be used to develop best capital structure for any organization. 6. Understand the concept of leveraging and apply it to analyze profitability of companies. 7. Understand the relevance of Dividend decision. 8. Understand the concept and importance of Working Capital Management and use of derivatives.		
Module I : Introduction to Financial Management Concept of Financial Management, Traditional Financial		**30**	**1**

Management Vs Modern Financial Management, Functions of Financial Management, Objectives of financial Management Profit maximization vs. Wealth maximization, Methods of Financial Management. Time Value of Money.		
Module II : Investment Decisions (Long Term & Short Term) Appraisal of project, Concept of Capital Budgeting:, Process & Techniques of Capital Budgeting and its applications. Risk and Uncertainty in Capital Budgeting. Overview of Working Capital Decision: Concept, Components, factors affecting working capital requirement.	**30**	**1**
Module III : Financial Decisions& Capital Structure Decision Leverage Analysis: financial, operating and combined leverage along with implications. EBIT-EPS Analysis & Indifference Points. Long-term sources of finance, Valuation of equity shares, Preference shares, debentures and bonds. Cost of Capital, Cost of equity & Preference shares, Debentures, Retained earnings, Weighted average cost of capital and its implication. Concept and Approaches of Capital Structure decision: NI, NOI, Traditional and Modigliani Miller Approach,.	**30**	**1**
Module IV : Dividend Decisions and Derivatives Dividend Decision: Concept of retained earnings and plough back of profits. Relevance and Irrelevance Theories of dividend decision: Walter’s Model, Gordon’s Model and Modigliani Miller Model, Factors affecting dividend decision. Derivatives: Concept of Options & Futures, uses of derivatives.	**30**	**1**

Suggested Readings:

1. Pandey I M, Financial Management, 9th Ed, Vikas, 2004.
2. Van Horne, Financial Management and Policy, 12th Ed, Pearson Education, 2003.
3. Knott G , Financial Management , Palgrave, 2004.
4. Khan and Jain, Financial Management, 3rd Ed, Tata McGraw Hill.
5. R P Rustagi , Financial Management, 2nd revised ed, Galgotia, 2000.

6. Damodaran , Corporate Finance –Theory & Practice, Wiley, 1st Ed.

Course Title: **Supply Chain Management**

Course Code: **MBA3301** **Course Credit**: **4**

COURSE OBJECTIVE:	To familiarize students with: ❖ The critical elements of Logistics and Supply Chain Management processes. ❖ Basic concept, philosophy & objectives and recent issues of supply chain management. ❖ Usage ofinventory management models and IT tools in supply chain management. ❖ Value addition in SCM and concept of demand chain management.	**No. of Hours**	**No. of Credits**
LEARNING OUTCOMES:	The students should be able to: 1. Identify the relevance, role and basic concepts of supply chain management, various value flows and key issues in supply chain management 2. Describe logistic management, different models including distribution and warehouse management. 3. Develop ability to understand purchasing policies and various vendor management techniques. 4. Calculate various costs, associated with inventory, EOQ, buffer stock, lead time. 5. Apply various techniques of inventory management. 6. Illustrate the role of IT in supply chain management and Customer relationship management. 7. Conceptualize themselves with various concepts like benchmarking, outsourcing and demand chain management.		
Module I : Introduction to Supply Chain Management Basic Concept, Philosophy & Objectives of Supply Chain Management, Essential features of Supply Chain Management,		**30**	**1**

Cycle view of SCM, Various flows like cash, value and information in SC, Pull & Push system, Supply chain Drivers & Obstacles, Key Issues in SCM and Benefits. Discuss case-examples of SCM		
Module II : Logistics Management, Purchase and Vendor Management Logistics Management: Logistics as part of SCM, Logistics costs, Different models, Logistics sub-system, Inbound and outbound logistics, Bullwhip effect in logistics. Reverse Logistics. Distribution and warehousing management, Cross docking, Milk-run, Super stores. Discuss Case of Mumbai's Dabbawallah Purchase & Vendor management: Centralized and Decentralized purchasing, Functions of purchase department and purchase policies. Use of mathematical model for vendor rating/ evaluation, Single vendor concept.	**30**	**1**
Module III : Inventory Management Concept of Inventory Management, Various costs associated with inventory, Various EOQ models, Buffer stock (trade- off between stock out / working capital cost), Lead time reduction, Re-order point / re-order level fixation, Exercises –numerical problem solving, ABC, SDE / VED Analysis, Just-In-Time & Kanban System.	**30**	**1**
Module IV : Recent Issues in SCM Role of Computer &IT in Supply Chain Management, CRM Vs SCM, Bench-marking concept: Features and Implementation, Outsourcing basic concept, 3 PL, 4 PL, Value Addition in SCM, Concept of demand chain management.	**30**	**1**
Suggested Readings: 1. Raghuram G. (I.I.M.A.) - Logistics and Supply Chain Management (Macmillan, 1st Ed.) 2. Krishnan Dr. Gopal - Material Management, (Pearson,New Delhi, 5th Ed.) 3. Agarwal D.K. - A Text Book of Logistics and Supply chain management (Macmillan, 1st Ed.).		

4. Sahay B.S. - Supply Chain Management (Macmillan, 1st Ed.)
5. Chopra Sunil and Peter Meindl - Supply chain management (Pearson, 3rd Ed.)
6. Ballou, Ronald H: Supply Chain Management: Pearson Education

Course Title: **Strategic Management**

Course Code: **MBA3302** **Course Credit**: **4**

COURSE OBJECTIVE:	To familiarize students with ❖ The major initiatives taken by a company's top management on behalf of owners, involving resources and performance in internal and external environments. ❖ The core concepts, frameworks, and techniques of strategic management, which will allow students to understand what managers, must do to make an organization – be it a for-profit or a non-profit one – to achieve superior performance.	**No. of Hours**	**No. of Credits**
LEARNING OUTCOMES:	The students should be able to: 1. Describe the basic concepts of strategic management and its application. 2. Illustrate the various role of strategy in business organisation. 3. Explain company's mission and vision with certain criteria's and describes the factors in the remote environment. 4. Evaluate various corporate strategies for environmental auditing. 5. Apply different perspectives for making meaningful comparison to assess a firm's internal strengths and weaknesses. 6. Explain the grand strategies that decision makers use as building blocks in forming their company's competitive plan.		
Module I : Introduction to Strategic Management Introduction: Strategic Management, Evolution of Strategic Management, , Corporate Strategy, Concept of Strategic Management, Basic Model of Strategic Management, Mission, Vision and Objectives, , Strategic Decision Making, Role of Strategic Management in Marketing, Finance, HR and Global		**30**	**1**

Competitiveness. Impact of globalization, Impact of Internet and E-Commerce on Strategic Management.		
Module II : Environmental Scanning and Internal Analysis Environmental Scanning: SWOT Analysis, TOWS Matrix, ETOP Study, OCP, SAP Scanning, Industry Analysis, Competitive Intelligence, Corporate Analysis, Resource based approach, Value-Chain Approach, Scanning Functional Resources, Strategic Budget and Audit. Core competency, Competitive Advantage. Strategic Positioning and Portfolio Analysis: BCG Model, GE 9 Cell, Porters 5 Force Model and Porters Diamond Model,	**30**	**1**
Module III : Types of Strategies and Strategy formulation Various Corporate Strategies: Growth/ Expansion, Diversification, Stability, Retrenchment & Combination Strategy. Corporate Restructuring, Mergers & Acquisitions, Strategic Alliances. Process of Strategic Planning, Stages of corporate development, , Corporate Strategy, Corporate Parenting, Functional Strategy, Strategic Choice.	**30**	**1**
Module IV: Strategic Implementation Strategy Implementation through structure, Strategy Implementation through Human Resource Management, Strategy Implementation through values and ethics. Mc Kinsey's 7S Model, Organization Life Cycle, Strategy Evaluation and Control, Strategic Information System.	**30**	**1**

Suggested Readings:

1. Lawrence R.Jauch., Glueck William F. - Business Policy and Strategic Management (Frank Brothers)
2. Pearce II John A. and Robinson J.R. and Richard B. - Strategic Management (AITBS)
3. Wheelen Thomas L., Hunger J. David and RangaragjanKrish - Concepts in Strategic Management and

   Business Policy (Pearson Education, 1st Ed.)

Course Title: **International Business**

Course Code: **MBA3303** **Course Credit**: **4**

COURSE OBJECTIVE:	To familiarize students with ❖ The domains of knowledge in the area of international. ❖ Complex nature of international trade and business activities. ❖ Economic, geographical, historical, legal and political factors that make international business significantly different from domestic business activities.	**No. of Hours**	**No. of Credits**
LEARNING OUTCOMES:	The students should be able to: 1. Understand Global Business and how to analyse the business environment of a foreign market. 2. Identify the business opportunities and provide action oriented plans to maximize opportunities that arise. 3. Evaluate various entry strategies and co-ordinate the firm and the foreign market, in choosing between these strategies. 4. Analyze the practical aspects of international institutions. 5. Obtain knowledge about international business environments and cross cultural differences. 6. Identify and analyze major international business environment factors. 7. Formulate adaptation strategies and design implementation plans in international business contexts.		
Module I : Introduction to International Business Meaning, nature and significance of international Business, Drivers of International Business, Players in international business, MNCbenefits and problems to host country and home country, Globalization, Strategies in globalization, Challenges of international business.		**30**	**1**

Module II International Business Theories and Trade policy Mercantilism, Absolute Advantage Theory, Comparative Cost Theory, Hecksher-Ohlin Theory, Product Cycle Theory, Instruments of Trade Policy: Tariffs, Subsidies, Import Quotas, Voluntary Export Restraints, Administrative Policy, Anti-dumping Policy.	**30**	**1**
Module III : International Institutions UNCTAD, Its Basic Principles and Major Achievements, World Bank, IMF, Role of IMF for developing countries in recent years and origin of AIIB,NDB.ADB, IBRD, Features of IBRD. GATT, WTO, Role and Advantages of WTO with special focus on India.	**30**	**1**
Module IV : World Market Environment and Foreign Market Entry strategies Definition of International Marketing, International Dimensions of Marketing, Domestic v/s International Marketing, Process of Internationalization, Benefits of International Marketing and World Market Environment. Political Environment: Political Systems, Political Risks, Indicators of Political Risk, Analysis and Measures to minimize Political Risk. Legal Environment: Legal Systems, Legal Form of Organization, Multiplicity of Legal Environment, Bribery, Branch v/s Subsidiary, Counterfeiting, Gray Market. Cultural Environment: Culture and its Characteristics, Influence of Culture on Consumption, Thinking, Communication Process and Cultural Universals. Exporting, Licensing, Joint Ventures, Strategic Alliances, Acquisitions, Franchising, Assembly Operations, Management Contracts, Turnkey Operations, Free Trade Zones.	**30**	**1**

Suggested Readings:

1. Agarwal Raj - International Trade (Excel, 1st Ed.)
2. Hill C.W. - International Business (TMH, 5th Ed.)
3. Onkvisit .S,Shaw.J - International Marketing (Pearson, 3rd Ed.)

Course Title: **Rural Marketing**

Course Code: **MBAMK301** **Course Credit**: **4**

COURSE OBJECTIVE:	To familiarize students with: ❖ The potential differences and similarities between urban and rural Indian markets. ❖ Effective implication of rural marketing techniques for consumable and durable inputs in rural economy. ❖ Rural credit sources, unique to rural India.	**No. of Hours**	**No. of Credits**
LEARNING OUTCOMES:	The students should be able to: 1. Identify the relevance, role and basic concepts of rural marketing, size & structure of rural markets and factors influencing rural marketing. 2. Describe various communication media, credit sources available at rural India. 3. Develop an understanding of rural market indexes and also marketing of consumables and durables. 4. Identify the consuming pattern, the need and wants of the rural consumer and some of the challenges and opportunities that the rural market holds for the Companies. 5. Illustrate the role of regulated markets, cooperative marketing & processing societies in marketing of agricultural produce. 6. Conceptualize themselves with various concepts like rural marketing mix, segmentation and market research in a real market environment		
Module I: Introduction to Rural Marketing Rural Marketing: nature, definition, scope & importance in India, Size & structure of rural markets. Factors influencing rural marketing: Socio-cultural factors, population, occupation, literacy level, land distribution & use. Development programmes, infrastructure, communication media, credit availability, local		**30**	**1**

requirements, Rural Market Index: Thompson index.		
Module II : Marketing Strategies and Tactics Market strategies & tactics with reference to rural markets, Product marketing & service marketing in rural India, Product planning, Communication media & message, Distribution channels, Market research with special reference to seeds, fertilizers, farm equipments, new techniques, agricultural output & other services. Marketing of consumables & durables.	**30**	**1**
Module III : Marketing of Agricultural Product Marketing of agricultural produce in regulated markets, Cooperative marketing & processing societies, Rural Industry: Marketing of rural industry, cottage industry, and artisan products, Problems in rural marketing, Consumer education & consumer movement in rural India, Role of government & NGOs in rural marketing.	**30**	**1**
Module IV : Marketing Research Marketing Research, Major techniques of Market Research, Methods of Collection of Information, Dissemination of Market Information, Advantages of Market Report and Market Report, Introduction to Rural Financing, Sources of Finance, Requisites of a Good Finance System, National Level Credit Agency- NABARD, Functions of NABARD, Schemes and Patterns of NABARD.	**30**	**1**
Suggested Readings: 1. Rural Marketing, PradeepKashyap& Siddhartha Raut, Biztantra. 2. Rural Marketing, T.P. GopalSwamy, Vikas Publishing House,2/e.		

Course Title: **Sales and Distribution Management**

Course Code: **MBAMK302** **Course Credit**: **4**

COURSE OBJECTIVE:	To familiarize students with ❖ The knowledge and skills needed to manage the sales force and distribution functions in a business organization so as to help gain a competitive advantage. ❖ Sales Management, Sales Process, role of distribution channels and management of channel partners.	**No. of Hours**	**No. of Credits**
LEARNING OUTCOMES:	The students should be able to: 1. Develop an understanding of the concepts, attitudes, techniques and approaches required for effective decision making in the areas of Sales and Channel management. 2. Evaluate the techniques of sales forecasting and prepare sales budget. 3. Illustrate the practicing manager's problems and dilemmas. 4. Develop skills critical for generating, evaluating and selecting sales and channel members and developing strategies to deliver value. 5. Analyze how various distribution channels operate and suggest tactics for effectively managing each of them. 6. Recommend the various ways of effective after sales services and customer retention.		
Module I : Introduction to Sales Management Selling a part of marketing, Role of Sales Manager, Sales Management Process, Concept of Personal Selling, Sales Management and Salesmanship, Personal Selling, Process of Personal Selling, Qualities of a Successful Salesman, Goals in Sales Management, Goal Setting Process in Sales Management, Analyzing Market Demand and Sales Potential, Techniques of Sales Forecasting, Preparation of Sales Budget, Formulating Selling		**30**	**1**

Strategies.		
Module II : Sales Distribution and Channel Design Distribution Objective/Strategy, Interface between Sales force and Channel, Channel Design, Importance & types of channels like Primary Distributors, specialized & participants. Distributor's selection & appointment, Managing distributor & his team, Training of ground team.	**30**	**1**
Module III : Channel Management Managing the Channel support Members, Channel Dynamics, Channel Power, Channel Conflict and Conflict Resolution, Channel Evaluation, Sales Management Module, Territory Allocation, Managing Accounts, Effective Selling, Salesman Recruitment, Compensation and Motivation of Sales Force, Supervisory Styles, Sales Organization, Evaluation and Control of Sales Personnel.	**30**	**1**
Module IV : Reporting and Data Collection Reporting & data collection methods, Management of outbound supply chain, Damages & expiries, Concept selling in services industry, After sales services, Customer retention methodology, Alternate channels, Industry wise channel classifications & functioning.	**30**	**1**

Suggested Readings:

1. Donaldson B - Sales Management : Theory and Practice (Palgrave).
2. Jobber David and Lancaster Geoff - Selling and Sales Management (Pearson Education).

Course Title: **Marketing of Services**

Course Code: **MBAMK303** **Course Credit**: **4**

COURSE OBJECTIVE:	To familiarize students with: ❖ The characteristics of services and their implications on design and delivery. ❖ Various elements of service mix along with the role of service marketing in financial and telecom sector. ❖ In-depth understanding of international service marketing aspect.	**No. of Hours**	**No. of Credits**
LEARNING OUTCOMES:	The students should be able to: 1. Explain the concept of service marketing, nature, scope and its importance. 2. Describe how customer relationship management (CRM), creates an environment that achieves excellence in service industry. 3. Develop the understanding of customer expectations and their zone of tolerance. 4. Explain the service mix elements of product, price, place, promotion, processes, physical evidence, and people along with their unique challenges. 5. Apply their service marketing knowledge in providing various financial services related to banking and insurance. 6. Identify the major trends affecting the service marketing in international scenario along with the various driving forces.		
Module I: Introduction to marketing of Services Difference between Product and Services Marketing, Characteristics of Services Classification of Services, Paradigms in Services Marketing. Importance of Customer Relationship Management: Specific for Service Industry, Service Marketing System: Service Quality.		**30**	**1**
Module II : Service Level, Segmentation, Targeting, Positioning,		**30**	**1**

Pricing and Distribution Understanding Customer Expectations and Zone of Tolerance, Segmentation and Zone of Tolerance, Targeting and Positioning of Services, Services Marketing Mix, Augmented Marketing Mix, Developing the Service Product/ Intangible Product, Service Product Planning, Service Pricing Strategy, Services Promotions, Services Distributions, Physical Evidence, Role of Communication in Service Marketing, People and Internal Communication, Process of Operations and Delivery of Services, Role of Technology in Services Marketing.		
Module III : Marketing of Financial Services Marketing of Financial Services, Deciding the Service Quality, Understanding the Customer Expectations, Segmenting, Targeting and Positioning of Financial Services, Devising Financial Services, Marketing Mix Strategies with Special Reference to Credit Cards, Home Loans, Insurance and Banking, Marketing of Telecom/ Insurance Services.	**30**	**1**
Module IV : International Marketing of Services International Marketing of Services, Recent Trends in international marketing of services, Principal Driving Force in Global Marketing of Services, Key Decisions in Global Marketing, Services Strategy and Organizing for Global Marketing.	**30**	**1**

Suggested Readings:

1. Baron S and Harrisk - Services Marketing: Text and Cases (Palgrave, 2nd Ed.).
2. Payne Adrian - The Essence of Service Marketing (Prentice Hall of India).

Course Title: **Consumer Behavior**

Course Code: **MBAMK307** **Course Credit**: **4**

COURSE OBJECTIVE:	To familiarize students with: ❖ Basic knowledge of marketing. ❖ The conceptual and theoretical understanding of behavioral aspects of consumers and their strategic implications to marketers.	**No. of Hours**	**No. of Credits**
LEARNING OUTCOMES:	The students should be able to: 1. Identify the major individual, social and cultural factors that affect consumers' decision making process; 2. Identify and analyze the internal processes related to consumer behavior. 3. Establish and analyze how consumer behavior (models) can be useful in choosing marketing strategies. 4. Explain and analyze the major stages which consumers usually go through when making a consumption-related decision. 5. Analyze and evaluate consumer behavior from a sustainable perspective according to existent theories and research. 6. Develop and formulate marketing strategies based upon analyses of consumer behavior and assessment of the role of consumption in society. 7. Critically assess and evaluate different consumer research method.		
Module I : Introduction to Consumer Behavior Meaning, scope and characteristics of organizational markets, Industrial markets and its features, Types of industrial buying decision process, Meaning and scope of consumer Behavior, Level of analysis in consumer Behavior, Relationship between consumer Behavior and Behavioral sciences, Applications of consumer		**30**	**1**

Behavior in different areas of marketing, Motivation and consumer behavior.		
Module II : Motivation and Perception Motivation: theories and their application, Measurement of motivation and motivation research. Perception: Meaning and application of perception, Application of absolute and differential threshold in consumer Behavior, Meaning and nature of personality.	**30**	**1**
Module III : Theories of personality Theories of personality and their application in Consumer Behavior, Self-concept and consumer research, Attitudes and their characteristics, Different models of attitudes, Measurement of attitudes.	**30**	**1**
Module IV : Consumer Decision Making Process Structure and process and communication, Audience and source dimensions in consumer communication, Medium and source dimensions, Consumer decision making views, Consumer decision making process.	**30**	**1**
Suggested Readings: 1. Leon G. Schiffman and Keslie, L. Kam K.: Consumer Behavior, PHI, New Delhi. 2. Batra&Kazmi: Consumer Behavior, Excel Books, New Delhi. 3. Kotler, Keller, Koshy and Jha: Marketing Management, Pearson Education.		

Course Title: **International Marketing**

Course Code: **MBAMK308** **Course Credit**: **4**

COURSE OBJECTIVE:	To familiarize students with: ❖ Fundamental concepts in managing international marketing operation. ❖ Major types of decisions and problems facing marketers in an increasingly dynamic and competitive global environment.	**No. of Hours**	**No. of Credits**
LEARNING OUTCOMES:	The students should be able to: 1. Demonstrate knowledge and understanding of contemporary theories and their applications in the research field of international marketing. 2. Analyze and assess internal and external international business environment and derive managerial decisions on company's governance. 3. Identifying the suitable modes of foreign market entry. 4. Develop skills in analyzing diverse international marketing situations, identifying marketing opportunities and threats and understanding organizational ability to respond to them. 5. Understand the process of strategic marketing planning and its applications to the global customers and markets. 6. Interpret the Export-import procedure and formalities their documentation.		
Module I : International Marketing Definition and scope of International Marketing, Bases of international trade, Methods of entry, Major international economic institutions and trading blocks, WTO and sectoral impacts.		**30**	**1**

Module II : Foreign Market and Pricing Foreign market identification, Product decisions, Price and non-price factors, Pricing decisions and methods.	**30**	**1**
Module III : International Promotion and Distribution International promotion, Cross-cultural dimensions of advertising, Distributional channels, Institutional infrastructure for exports.	**30**	**1**
Module IV: Import and Export Procedures EXIM policy and export assistance, Export-import procedure and formalities, Export finance, Export documentation, Import documents, Negotiation of documents, Outline of import procedures.	**30**	**1**

Suggested Readings:

1. Terpstra&Sarathi: International Marketing, Hardcourt Asia, 8th Edition.
2. Caterora& Graham: International Marketing, Pearson Education, 2000.
3. Keegan, Warren J.: Global Marketing Management, Pearson Education, 2007.
4. Nabhi Jain: How to Start Import, Jain Book Depot, 2007.

Course Title: **Management of Financial Institutions & Services**

Course Code: **MBAFM301Course Credit**: **4**

COURSE OBJECTIVE:	To familiarize students with: ❖ Strategies, policies and practices of major financial institutions in India and their various financial services. ❖ The wealth management products and the most effective ways to use them. Importance of wealth management, financial planning and insurance.	**No. of Hours**	**No. of Credits**
LEARNING OUTCOMES:	The students should be able to: 1. Analyze the regulation of Indian financial system and assess the global impact on these institutions. 2. Discuss various financial & non-financial avenues available for investing, depending on different investment objectives. 3. Evaluate the conceptual skills in understanding the working of different financial institutions. 4. Appreciate the role of RBI and analysis of the structure, operations and control of NBFCs. 5. Analyze the importance of wealth management, financial planning and insurance. 6. Enhance your understating of wealth management products and the most effective ways to use them. 7. Recognize the rational for, and content of, current reforms to financial services regulations.		
Module I : Financial System and Markets Financial System and Markets: Constituents and functioning, Regulation of money and credit, Techniques of regulation and rates, Major Issues in Indian Financial System. Financial sector reforms in		**30**	**1**

Indian Financial System.		
Module II : Management of Banking and Non-banking Financial Institutions Banking Industry in India, Central Banking and Role of RBI as a Central Bank: Structure, Functions and working reforms, BASEL accord, Banking terms and terminology: Capital Adequacy, CRR, SLR, SWIFT etc. Income RecognitionNorms: Fixed income portfolio liability & structure, Combination of the two capital adequacy norms, Liquidity Management, Asset Liability Management: Gap analysis, Management of Non- performing assets, Strategies for making commercial banks viable. Developmental Financial Institutions (DFIs) in India namely IFCI, SIDBI & IIBI Investment Institutions: LIC, GIC & Mutual Funds. Specialized Financial Institutions: EXIM Bank, NABARD, RRBs, State Level Institutions, and NBFCs: Their status, types, working and strategies for commercial viability.	**30**	**1**
Module III : Financial Market Money Market: Call Money Market, Treasury Bills Market, Commercial Bills Market, Certificates of Deposits (CDs), International Certificate of Deposits (ICDs) and Commercial Papers(CPs) Capital Market: New Issues Market & Secondary Market, FI Bonds, PSU Bonds & Corporate Bonds Foreign Exchange Market in India	**30**	**1**
Module IV : Other Financial Services Securitization: concept, nature, scope and their implications, Securitization of auto and housing loans, Securitization in India. Leasing and Hire Purchase: Industry, size, scope and parties involved, Evaluation of lease transaction, Types of lease and their implications.	**30**	**1**

Hire purchase and lease: differences and implications for the business. Other financial services: Factoring, Forfeiting, Venture Capital and Plastic Money: concept, working and uses of each.		

Suggested Readings:

1. Fabozzi - Foundations of Financial Markets and Institutions (Pearson Education, 3rd Ed.).
2. Khan M Y - Financial Services (Tata McGraw Hill, 1998).
3. Machiraju H R - Indian Financial System (Vikas, 2004).
4. Bhole L M - Financial Institutions and Markets (Tata McGraw-Hill, 3rd edition, 2003).
5. Srivastava, R.M & Nigam Divya - Management of Financial Institutions (Himalaya, 2003) .

Course Title: **Advanced Financial Management**

Course Code: **MBAFM302** **Course Credit**: **4**

COURSE OBJECTIVE:	To familiarize students with: ❖ Theory and practice of corporate finance, issues of interest of stakeholders and agency problems. ❖ Tools and techniques for interpretation of business information and application of financial theory in financing related decisions.	**No. of Hours**	**No. of Credits**
LEARNING OUTCOMES:	The students should be able to: 1. Understanding of Investment, Financing decisions to maximize the value of the firm and Shareholder's wealth maximization. 2. Understand the concept of risk and return and calculate future and annuity values. 3. Evaluate and make capital budgeting decisions based on NPV, IRR and PI concepts. 4. Understand and calculate Cost of Equity of companies 5. Understand how specific techniques and decision rules can be used to develop best capital structure for any organization. 6. Reconcile the leverage effect of capital mix and impact of leverage. 7. Understand the relevance of Dividend decision. 8. Understand the concept and importance of Working Capital Management and the use of derivatives.		
Module I : Introduction to Advanced Financial Management and Advanced Financial Appraisal Management's role and responsibility towards stakeholders, Conflicting stakeholder interests, The role and responsibility of senior financial executive/advisor.		**30**	**1**

Financial strategy formulation: Financial Forecasting & its Techniques, Financial Planning Process. Advanced investment appraisal: Discount Cash Flows Techniques, Net Present Value with Inflation and taxation, Capital Rationing, Risk and Uncertainty Monte Carlo Simulation, Value at Risk (VAR), Internal Rate of Return (IRR), Modified Internal Rate of Return (MIRR)		
Module II : Capital Decision and Enterprise Performance Appraisal Modes of Capital: Fundamentals of Equity Shares; and Issue Procedures, Term Loans, Debentures / Bonds, Seed capital, Angel Investment, Venture Capital and Private Equity. Hybrid Financing Instruments: Preference Share Capital; ConvertibleDebentures Bonds; Warrants; and Options. Enterprise performance measurement systems like Balanced Score Card, EVA & V.A.R analysis.	**30**	**1**
Module III : Treasury and Designing Capital Structure Corporate Tax and Treasury Management, Integrating Tax Planning and Treasury Management Designing Capital Structure: Profitability Aspect; Liquidity Aspect; Control; Leverage Ratios for other Firms in the Industry; Consultation and Investment Bankers and Lenders; Maintaining Maneuverability for Commercial Strategy; Tax Planning; and Capital Structure Practices in India.	**30**	**1**
Module IV : Financial Management of Public Sector Undertakings (PSUs): Peculiarities of PSUs with Focus on Accounting and Finance; Financial Decisions in PSUs; Memorandum of Understanding (MoU) in PSUs; and Disinvestment in Public Sector Enterprises.	**30**	**1**

Suggested Readings:

1. Stern, Joel, M., and Chew, Donald, H., (2003) -The Revolution in Corporate Finance, 4e, Blackwell Publishing ISBN 1-40510-781-2.
2. Buckley, Adrian, Multinational Finance, 5e, - F T Prentice Hall ISBN 0-27368209-1.
3. Chisholm, Andrew, M., An Introduction to Capital Markets – products, strategies

and participants, Wiley Finance ISBN 0-471-49866-1.

4. Koller, Tim, Goedhardt, Marc, and Weasels, David,(2005) -Valuation measuring and managing the value of companies, Wiley. ISBN 0-471-70221-8.
5. I Demirang and S Goddard, Financial Management for International Business, -McGraw Hill, ISBN 0077078691.
6. Ryan, Bob (2006), Corporate Finance and Valuation,- Thompson Press, ISBN 978-1-84480-271-5.
7. IM PANDEY – Financial Management – VIKAS PUBLISHING.
8. Van Horne financial management - Prentice Hall.
9. Wider and regular reading of articles in the Student Accountant and finance journals are encouraged.

Course Title: Capital Markets & Financial Instruments

Course Code: MBAFM303 Course Credit: 4

COURSE OBJECTIVE:	To familiarize students with ❖ The history of Indian capital market along with their working and detailed study about the regulatory body governing the capital market. ❖ Shares lending scheme and capital market theory along with the market intermediaries and their working in primary and secondary market. ❖ Bond market and money market and instruments used in it, along with the working of credit rating agencies.	**No. of Hours**	**No. of Credits**
LEARNING OUTCOMES:	The students should be able to: 1. Identify the working of Indian capital market and process for issue of shares in primary market. 2. Demonstrate the various capital market instruments. 3. Illustrate the working of stock exchange which helps them to analyze the importance of various procedures and stock exchange intermediaries involve in it. 4. Apply the various mechanisms in stock exchange to have better set of decision making skills. 5. Compare that which type of money market instruments will be most appropriate in different conditions. 6. Identify the relevance of credit rating agencies and their role in India.		
Module I : Indian Capital Market, Shares and Trading Indian capital markets: Development Since 1991, Traditional and Emerging (ECB, ADR, GDR). Capital Market in India, Primary Market in India and its Operations. Instruments involved in Primary		**30**	**1**

market.SEBI – Regulation of Market and Control, Secondary Markets: Stocks Exchanges in India-National Stock Exchange (NSE), Bombay stock Exchange (BSE), Stock Holding Corporation of India (SHCIL), Over the Counter Exchange of India(OTCEI) Shares and trading: Share Lending Scheme, Book Building, Reverse book building, Buy back of shares,Private placements of shares		
Module II : Capital Markets and Intermediaries Capital Market Theory: Introduction, Concept, Role, Importance, Evolution in India, etc., Regulations in India, Types of firm's Interface with Investors, Types of Scripts Issue of Capital: Process, Regulations, Legalities, Pricing of Issue, Methods of Issue, and Road-show. Primary and secondary market Intermediaries: Commercial Banks, Development Banks, Custodians, Merchant Bankers, Issue Managers, Rating Agencies, etc., Secondary Market System and Regulations in India, Stock Exchanges in India: History and development and importance listing of Scripts, On-line Trading, Managing Shareholder Relations. Depositories: Growth, Development, Regulation, Mechanism,	**30**	**1**
Module III : Share Market Instruments: Stock Exchange Trading Mechanism, Basics of Pricing Mechanism, Settlement Process, Carry Forward, Badala Transaction, Automated Lending and Borrowing Mechanism Inside Trading, Circular Trading, Price Rigging, etc. Players on Stock Exchange: Investors, Speculators, Market Makers, Bulls, Bears, Stags. Stock Indices, Role of FIIs, MFs and Investment Bankers, Regulations and Regulatory Agencies (Primarily SEBI).	**30**	**1**
Module IV : Bond Market Instruments and Credit Ratings Bond Market in India: Government Bond Market and its Interface with Capital Market, Debt Market in India, Interface between Stock Market and Bond Market in Primary and Secondary Markets.	**30**	**1**

Credit rating: concept & types, Functions & limitations, Profile of Indian Rating Agencies, Merchant Banking, Functions & Roles of Merchant Banking and SEBI guide lines on it.		

Suggested Readings:

1. Relevant text of SEBI guidelines.
2. Merchant Banking & Securities Management - M.A.Kohak.
3. Khan, M. Y., Indian Financial System-Theory and Practice, TMH.
4. Bhole, L. M.,: Financial Markets and Institutions, TMH.
5. Nayak and Sana,: Indian Financial System and Financial Market Operations, Rabindra Library.
6. Gurusamy; Financial Services, TMH.
7. Pathak, B.,: Indian Financial System, Pearson.

Course Title: **Project Appraisal & Financing**

Course Code: **MBAFM307** **Course Credit**: **4**

COURSE OBJECTIVE:	To familiarize students with: ❖ An overview of financing the long-term projects. ❖ Capital budgeting principles and practices that help in estimating capital requirements. ❖ Project analysis, appraisal and the various means of financing the capital projects. ❖ The growing concern for infrastructure development and infrastructure financing practices – Indian as well as global.	**No. of Hours**	**No. of Credits**
LEARNING OUTCOMES:	The students should be able to: 1. Construct on current understanding of the fundamentals of project finance. 2. Analyse the most recent trends shaping the current and future international project finance marketplace. 3. Reconcile techniques for designing and using project financing spreadsheet models. 4. Interpret how leading project financiers, including Multilateral development Banks (MDBs) and Export Credit Agencies (ECAs) construct and utilize project financing models. 5. Evaluate advanced techniques for risk modelling and quantification. 6. Interpret how to design project finance models for Public Sector Comparison (PSCs) and Value-For-Money (VFM) benefits of project financing proposals. 7. Evaluate how to apply financial modelling to the renegotiation of concession contracts and financial restructuring. 8. Apply and learn the live projects and demonstrate to manage the new project by creating project proposal.		

Module I : Introduction to Project Appraisal and Financing Project and Project Finance, Difference between Project Finance and Conventional Finance, Project Finance in India, The Importance of using project Finance, Identification and Feasibility Studies, Preliminary Screening, Analysis namely Market, Technical, Financial, Economic & Environmental Analysis. Global Experience: Equator Principle A framework for FIs to manage environmental and social issues in Project Finance.	**30**	**1**
Module II : Cost Estimation & Appraisal Criteria Estimation of Cost of Project, Estimation of Cash Flows of the Project, Elements of the cash flow stream, Basic principles of cash flow estimation, Cash flows for a replacement project, Biases in Cash Flow estimation, Factors affecting the cost of the project Project Appraisal through NPV and IRR, Financial Estimates and Projections, Projection of Profit, Projection of Cash Flow Statement, Projection of Balance Sheet, Project Risk Analysis, Monte Carlo Simulation, Scenario and Sensitivity Analysis, Analysis of Risk by Financial Institutions.	**30**	**1**
Module III : Project Financing &Non Financial Appraisal SEBI guidelines on Project Financing in India, Sources namely Equity, Debentures and Term Loans from Financial Institutions, Lease and Hire Purchase Financing: Financial and Leveraged lease, Benefits to Lessor and Lessee, Evaluating a financial Lease Proposal, Depreciation Tax Shield, Salvage value with ref. to Tax laws. Social Cost Benefit Analysis, UNIDO Shadow Pricing and Little and Mirlees Approach	**30**	**1**
Module IV : Infrastructure and Power Project Financing Need and Features of Infrastructure Finance, Complexities in Valuing Large Projects, Regulatory dilemmas in Infrastructure financing, Infrastructure in India-present scenario. Project Finance Contracts: Public-Private-Partnership, SPV, BOOT, BOT etc, and Government Support, Financial Modeling, Return to equity: Sponsors and Lenders Concerns, Concession Agreement, Risk Mitigation, Financing of Power Projects, Financing of	**30**	**1**

Telecommunication Projects.		

Suggested Readings:

1. Chandra, Prasanna, Projects (Planning, Analysis, Selection, Financing, Implementation and Review),Fifth Edition, reprint(2004), Tata Mcgraw-Hill Publishing Company Limited, New Delhi (CFM-TMH Professional Series in Finance).
2. Finnerty, John D; Project Financing (Asset-Based Financial Engineering), John Wily & Sons, Inc., New York,(1996).
3. Padmalatha Suresh (ed.); Project Finance- Concepts and Applications; ICFAI University Press, Hyderabad, (2006).
4. Pandey, I.M. ;Financial Management , 9th Ed. (2005) Second reprint, Vikas Publishing House Pvt. Ltd. , New Delhi.

Course Title: International Financial and Forex Management

Course Code: **MBAFM308** **Course Credit**: **4**

COURSE OBJECTIVE:	To familiarize students with: ❖ The ways by which corporations manage cash flows generated in their international trading operations while addressing the various forms of risk related with international businesses. ❖ The application of economic theory to real-world economic problems in international economics that are relevant to economics, international relations, and business administration students, as well as others.	**No. of Hours**	**No. of Credits**
LEARNING OUTCOMES:	The students should be able to: 1. Analyze financial decisions of globally operated businesses on the basis of critical reflection on conceptual and practical knowledge regarding the functioning of the foreign exchange market and international financial markets and instruments. 2. Understand balance-of-payments, price, and income adjustments under fixed, flexible, and gold standard exchange rate regimes. 3. Understand today's current monetary system, which developed after the Bretton Woods Agreement collapse. 4. Analyze the history of international monetary systems, including its recent developments. 5. Evaluate and apply technical knowledge to appraise the distinctive nature of international financial management decisions and emphasize the significance of managing foreign exchange exposure. 6. Recommend the tools to analyze international monetary and exchange rate policies for developed and developing economies.		
Module I : Introduction to IFM		**30**	**1**

International Financial Management: An overview, Importance, nature and scope, International Business Methods, Recent changes and challenges in IFM.		
Module II: International Monetary System Balance of Payments (BoP), Fundamentals of BoP, Accounting components of BOP, Factors affecting International Trade flows, Agencies that facilitate International flows, Indian BoP Trends. International Monetary System: Evolution, Gold Standard, Bretton Woods's system, IMF Objectives & function. SDR allocation and SDRs of India	**30**	**1**
Module III : Forex market Function and Structure of the Forex markets, Determination of Foreign exchange, Gustav's Theory of Exchange rate Mechanism, Spot & Forward rates of Exchange, Foreign exchange quotations, Process of arbitrage, Factors influencing exchange rates. Managing Foreign exchange Risk: Interest rate parity, Purchasing Power Parity, International Foreign Risk exposure: Transactions & Translation. Overview of the other markets – Euro currency market, Euro credit market, Euro bond market, Measuring exchange rate movements, RBI as the Exchange Controller, Exchange rate systems in India,	**30**	**1**
Module IV : Hedging Techniques and International Financing Netting: Bilateral & Multi-Lateral, Swaps: Interest Rate Swap & Currency Swap. Hedging in Derivative Markets International Financing: Equity, Bond financing, parallel loans, International Cash management, Accounts receivable management, Inventory management, Payment methods of international trade, Trade finance methods, Export – Import bank of India, Recent amendments in EXIM policy, regulations and guidelines.	**30**	**1**

Suggested Readings:

1. Alan C.Shapiro: Multinational Financial Management, John Wiley, 2012.
2. Sharan.V: International Financial Management 5Th Ed.PHI2012.
3. MadhuVij: International Financial Management, Excel, 2012.
4. Ephraim Clark: International Finance, , Second Edition, Thomson.

5. P.G.Apte: International Financial Management, TMH 2012.
6. S.EunChoel and Risnick Bruce: International Financial Management, TMH, 2012.

Course Title: **Industrial Relation &Labour Legislations**

Course Code: **MBAHR301** **Course Credit**: **4**

COURSE OBJECTIVE:	To familiarize students with: ❖ The Industrial relations framework prevalent in the country. ❖ The importance of the maintenance of Industrial peace and efforts to reduce the incidence of Strikes and Lockout and Industrial Strike. ❖ Knowledge of how to deal with employment relations with employees when they negotiate as individuals, as members of a union and when such negotiations are highly restricted by a strong legal framework.	**No. of Hours**	**No. of Credits**
LEARNING OUTCOMES:	The students should be able to: 1. Understand the framework for analysis of industrial relations problems, which will include several variables that one needs to take into account for a proper diagnostic analysis, particularly at the enterprise level. 2. Identify and address labor disputes that they may encounter in the field. 3. Equipped with comprehensive knowledge and practical skill to interpret the trade union activities with a special reference to the provision to the constitution of India which are having direct and indirect relevancy to the labor laws. 4. Apply the conceptual background for dealing with the problems and issues related to working conditions & benefits and thereby will be able to suggest remedies wherever possible. 5. Develop understanding of the several related factors that will be considered for employee's provident funds and assess the regulation for the same.		

	6. Understand the managerial perspective that is needed to understand the industrial relations issues arise in the factory set up, and generate alternatives for decision making. 7. Evaluate the concept of wages and issues that explain the complexity of their computation and its impact on the working of the IR system. 8. Apply industrial laws in the field of labor relations and management.		
Module I : Introduction to Industrial Relation and Labour Legislation Main sources of Labor law, Principles of labor law, Classification of various labor laws, New values impacting labor laws. Industrial Employment (Standing Orders) Act, 1946:Meaning and rationale of standing orders, General assumptions of the Act about employment conditions**,** Schedule to the IESO Act, Salient features of the Act, Key definitions under the Act, Submission & certification of the draft standing orders, Operational aspects, Labourcourt‟s interventions in standing order matters, Central Model standing orders, Rights & liabilities of employers & employees under Standing Orders Act. The Contract Labor (Reg. and Abolition) Act 1970 : Objects, Salient features, Definitions, Registration of establishments, Licensing of contractors, Welfare Provisions, Payment of wages to contract workers, Rights/duties of employers and employees, Judicial decisions, Concept of sham contracts, Obligations and rights of employers and employees under the act. Contract of Employment:Contract of employment and contract for employment, Duties of employers and employees towards each other, Determining the terms of a contract of employment.		**30**	**1**
Module II : The Trade Unions Act, 1926 and Industrial Disputes Act, 1947 The Trade Unions Act, 1926:Association rights before the Trade Unions Act**,** Logic of union formation, major aspects of the Trade Unions Act, Salient features of the TU Act, Definition of trade union, workman, and trade dispute, Registration of unions & and its		**30**	**1**

effect; cancellation of registration, Rights & liabilities of a registered Trade Unions—Civil and criminal immunities of trade unions/members, Industrial Disputes Act, 1947:Background of the IDA, Structure of the IDA, Objectives of the IDA, salient features of the IDA, Government's major powers under the IDA, Dispute prevention & adjudicatory mechanism, Judicial and quasi-judicial bodies, Conciliatory and adjudication mechanisms under IDA, Constitution and functioning of dispute prevention bodies and adjudicatory bodies, Role of a works committee, II Schedule & the III schedule, Procedure & powers of Authorities under the Act, Difference between conciliation, administration, adjudication, and arbitration, Settlements under the IDA: 12 (3) and 18 (1) settlements, activities covered by the term industry, protection given by the IDA , contract labourers covered by IDA. Meaning of 'Industry', Evolution of the term through judicial interpretation, Who is a workman, Meaning of 'industrial dispute', Who can espouse an ID?, What does any person mean under the definition, Meaning of the term 'appropriate government under the Act, What is meant by reference, The procedures for making reference?, Implications of reference (S. 10 (3), Concept of voluntary arbitration, Procedure for refereeing to arbitration, Is arbitration a suitable method for deciding industrial disputes?, How are the methods of conciliation and arbitration functioning in India?, Definition of award, Operation of settlement & award, Forms of report & award, Commencement of award, Disciplinary action and its judicial review, Strikes and Lockouts, Layoff, retrenchment, closure— Administration of the Act—Rights and duties of employers/employees— Compensation payable— Permission provisions. Miscellaneous provisions of the IDASections 9-A, 9-B, 11-A, 17-B, 29, 33, 33-A 33 C (2), 34, 36.		
Module III : Industrial Laws Related to Employee's Benefits & Welfare The Apprentices Act, 1961:Object of the Act, Contract of Apprenticeship, Novation of Contract of Apprenticeship, Period of training, Termination of Contract of Apprenticeship, Obligation of Employers, Obligation of Apprentice, Payment to Apprentice,	**30**	**1**

Employers' Liability, Apprentices are training not workers, Health, safety, working hours and etc. Shops and Establishments Act, 1953**:** Object of the Act, Registration of Establishment, Working Hours, Interval of Rest and Spread over etc, Employment of Children and Young Persons, Leave with Wages, Wages, Notice of Discharge and Dismissal. The Employees' Provident Funds and Miscellaneous Provisions Act, 1952:Exempted Establishments, Employee Family Pension Scheme, Employees' Deposit Linked Insurance Scheme, Mode of Recovery of Money due from Employers, Protection against Attachment, Priority of Payment of Contribution over other Debts, Employer not to Reduce Wages etc., Liability in Case of Transfer of Establishment. The Employees' State Insurance Act, 1948:Contributions, Administrative arrangements, Benefits- Sickness Benefit, Maternity Benefit, Disablement Benefit, Dependants Benefit, Medical Benefit, Funeral Benefit, Administration of Disablement Benefit. Provision of Medical Treatment by State Government, Penalties. The Factories Act, 1948:Important definitions of Factory, Manufacturing Process, Occupier, Health, Safety, Provisions relating to Hazardous Processes, Welfare, Working Hours of Adults, Employment of Young Persons Annual Leave with Wages, Important Case Laws decided by the Apex Court.		
Module IV : Industrial Laws Related to Social Security The Minimum Wages Act, 1948, The Payment of Wages Act, 1936:Concept of wages, Constitutional Mandate, Fixing Of Minimum Rates of Wages, Procedure of Fixing & Revising Minimum Wages and etc., Fixation of Wage Period, Permissible Deduction from the Wages, Deductions for Absence from Duty, Deductions for damage or Loss, All other permissible Deduction, Important Case Laws decided by the Apex Court, The Maternity Benefit Act, 1961: Objective, applicability, conditions for claiming benefits, types of benefits in different cases, penalty for contravention of act. Payment of Gratuity Act, 1972:Objective, Compulsory Insurance of Employer's Liability for Gratuity, Recovery of Gratuity, Cognizance of Offence, Protection of Gratuity against Attachment.	**30**	**1**

The Workmen's Compensation Act, 1923:Objective of the Act Definitions- Dependant, Employer, Wages, Workmen, Workmen's compensation, Employer's liability for compensation, Amount of compensation, Procedure for compensation.

The Payment of Bonus Act, 1965:Computation of Gross Profit and Available Surplus Disqualification for Bonus, Payment of Minimum / Maximum Bonus, Set-on and Set-off of Allocable Surplus, Reference of Disputes under the Act, Penalty Special Provision with respect to Payment of Bonus Linked with Production or Productivity.

Suggested Readings:

1. P.L. Malik (2009) Handbook of Labour and industrial Law, Eastern Book Company.
2. Singh B.D. - Industrial Relations (Excel, 1st Ed.).
3. Lucknow Mamoria CB, Mamoria, Gankar - Dynamics of Industrial Relations (Himalayan Publications, 15th Ed.).
4. Sinha - Industrial Relations, Trade Unions and Labour Legislation (Pearson Education, 1st Ed.).
5. Srivastava SC - Industrial Relations and Labour Laws (Vikas, 2000, 4th Ed.).
6. VenkataRatnam – Industrial Relations (Oxford, 2006, 2nd Ed.).

Course Title: **StrategicHuman Resource Planning**

Course Code: **MBAHR302** **Course Credit**: **4**

COURSE OBJECTIVE:	To familiarize students with: ❖ An understanding of the essential elements of human resource planning in an organization. ❖ Quantitative as well as qualitative techniques of forecasting HR demand and supply. ❖ The role of job analysis, succession planning, career management etc. within the human resource planning context.	**No. of Hours**	**No. of Credits**
LEARNING OUTCOMES:	The students should be able to: 1. Demonstrate an understanding of the nature and importance of HR planning and its implications for both short-term and long-term workforce planning in an organization. 2. Understand the importance of aligning HR practices with organizational strategy. 3. Assess and adapt the traditional and contemporary techniques for forecasting HR demand and supply in an organization. 4. Demonstrate the ability to analyze the role of cultural management in workforce planning. 5. Evaluate the basics of job analysis and develop a model for hurdle free selection. 6. Apply various methods in valuation of human resources and human resource audit as a diagnostic tool to gauge the current status of people in an organization. 7. Critically evaluate the strategic dynamics of Merger &Acquisition and the human resource issues involved in it.		
Module I : Introduction to HRP Introduction of HRP, Activities and steps involved in HR planning, Business plan and factors influencing requirements of Human Resources, Linking HR planning to strategic planning, Aligning HR Strategy to Business Strategy, HR effectiveness, Role of HRP		**30**	**1**

Manager, Productivity of people, Work study.		
Module II : Man Power Planning and Forecasting Manpower profiling and competency profiling, Manpower planning at macro level, Forecasting HR needs, Forecasting models and applications, Determining HR demand, Ascertaining HR supply: Replacement Analysis, Markov Models, Career/ succession planning, Advanced Manpower Planning - Use and Applicability of Statistical and Mathematical Models in Manpower Planning namely Cohort Analysis & Census Analysis, Impact of HRMS on HR planning, HR outsourcing.	**30**	**1**
Module III : HRP and Job Analysis, Recruitment and Selection Measurement Issues in recruitment and selection, Vocational choice, Fitment & careers, career anchors, Employee career management. Job analysis: Applications & Employer branding. Selection Measurement: basic concepts, types, applications, Interviewing skills, Assessment and development centers, Best practices in recruitment.	**30**	**1**
Module IV : HR metrics, issues in M&A and managing redundancy Concept of HR accounting and audit, Understanding the Strategic Dynamics of Mergers & Acquisitions, Cultural issues in mergers, HR issues in M&As, HR Role in Managing M&A, HR Competencies in Managing M&A, Recent Trends in HR Planning.	**30**	**1**

Suggested Readings:

1. Monica Belcourt- Kenneth J.M'cDey, Strategic human resource planning (Cengage Learning Inc.).
2. Dipak Kumar Bhattacharyya, Human resource planning, 3rd edition, Excel Books.
3. Lewis R. Aiken, Garry Growth, Marnut - Psychological Testing and Assessment (Pearson).
4. Lilly M. Berry- Employee Selection (Cengage Learning Inc.).

Course Title: **Team building, Leadership & Counseling**

Course Code: **MBAHR303** **Course Credit**: **4**

COURSE OBJECTIVE:	To familiarize students with: ❖ In-depth knowledge of leadership, team and team-building and counseling approaches to become a professional human resource manager. ❖ Knowledge of positive leadership skill and real counseling tradition for entrants in the industries.	**No. of Hours**	**No. of Credits**
LEARNING OUTCOMES:	The students should be able to: 1. Analyze leadership concept, styles and theories of leadership and new approaches of leadership. 2. Comprehend a clear role of effective leadership for organizational development. 3. Get an idea towards Group and Team and their role in achievement of organizational objectives. 4. Develop effective models of team building for effective organizational functioning. 5. Understand the importance of Role for leader and facilitator. 6. Reconcile Leadership skills and effective leadership for optimum use of human resources. 7. Thorough knowledge of emergence and growth of counselling and its success for employees' motivation.		
Module I : Leadership Leadership:Meaning, Concepts and Myths about Leadership. Components of Leadership: Leader, Followers and situation. Leadership styles, Transition in leadership Theories, Trait theories, Managerial Grid, Contingency Theories, Heresy and Blanchard's Situational Theories, Attribution Theory of leadership, Charismatic Theory of Leadership, Transitional versus transformational		**30**	**1**

leadership, Visionary leadership, importance of leadership for organizational development.		
Module II : Groups, Teams and Their Leadership Groups: Nature, Group Size, Stages of Group Development, Group Roles, Group Norms & Group Cohesion. Teams, Effective Team Characteristics and Team Building, Ginnetts Team Effectiveness, Leadership Model, Team Members roles, Benefits of Teams, Team building issues, Motives of team building, Team development process, Stages of team development, Team vision, Team building, Skills useful in Team building, Contemporary issues in managing teams, Life Cycle of a team, Team Cohesiveness, Team in organizations, Team work for effective organizational functioning, Team Leadership and Facilitator, Natural Leaders, Team leaders qualities, Leadership in operation, Dimensions of leadership, The team facilitation process, Role, Responsibilities& Skills of facilitators.	**30**	**1**
Module III : Leadership Skill Basic Leadership Skills, Building Technical Competency, Advanced Leadership Skills, Team Building for Work Teams, Building High Performance Teams, Team learning and appreciative inquiry, Basic premises about leadership effectiveness, Nature of Executive leadership, Patterns of leadership effectiveness.	**30**	**1**
Module IV : Emergence & Growth of Counselling Emergence & Growth of Counselling, Factors contributing to the emergence, Behavioristic Approaches to Counselling, Humanistic Approaches to Counselling, Rogers Self Theory Counselling Process: Steps in Counselling Process, Modern Trends in Counselling, Role of a Counsellor and Model of Counselling.	**30**	**1**

Suggested Readings:

1. Hughes, Ginnett, Curphy - Leadership, Enhancing the Lessons of Experience (Tata McGraw Hill, 5th Ed.).
2. Singh Kavita - Counselling Skills for Managers (PHI, 1st Ed.).
3. Yukl G - Leadership in Organizations (Pearson, 6th Ed.).

4. West Michael - Effective Team Work (Excel Books, 1st Ed.).
5. Sadler Philip - Leadership (Crest Publishing House).
6. Fundamentals of Organizational Behavior / Stephen P. Robbins, Nancy Langton By Robbins, Stephen P., 1943-, Stephen P. Robbins, Nancy Langton Published by Pearson Education Canada, 2001.
7. Rao S N - Counseling and Guidance (Tata McGraw Hill, 2nd Ed.).
8. Welfel, Patternson - The Counselling Process, A Multi theoretical Integrative Approach. (Thomson India, 6th Ed.).

Course Title: **Organization Planning & Design**

Course Code: **MBAHR307** **Course Credit**: **4**

COURSE OBJECTIVE:	To familiarize students with: ❖ The view that in a competitive environment, a business organization's success depends very much on careful acquisition and deployment of productive assets i.e. employee competencies and commitments. ❖ The most contemporary and up-to-date account of how the changing environment affects the way managers design and change organizational structure to increase organizational effectiveness.	**No. of Hours**	**No. of Credits**
LEARNING OUTCOMES:	The students should be able to: 1. Understand the most contemporary and up-to-date account of how the changing environment affects the way managers design and change organizational structure to increase organizational effectiveness. 2. Apply the theoretical organizational theories and concepts to "work smarter" and increase performance. 3. Develop understanding of the strategic and organizational challenges that confronts managers. 4. Interpret how the design challenges can be met by implementing new forms of organizational structure by using the most suitable techniques and practices. 5. Develop an understanding of the vital role played by ethics in pursuing the organizational goals leading to long-run organizational effectiveness. 6. Analyze how global expansion strategies allow an organization to seek new opportunities to take advantage of its core competencies to create value for		

	stakeholders. 7. Recommend the ways in which the challenges of the organization structure must be addressed simultaneously if a high performing organizational structure is to be created.		
Module I : Introduction to Organizational Planning and Design Organization: Nature & Scope, various definitions, components & structure of organization, Evolution of Organization theory. Organizational Theories, Definition of Organizational Effectiveness, Importance & approaches to organizational Effectiveness: the goal attainment approach, the system approach, the strategic approach.		**30**	**1**
Module II : Organizational Structure Design and configurations of organization, Basic challenges of Organizational design, Differentiation Structures, Integration Structures, Centralization Structures, Decentralization Structures, Standardization Structures, Mutual adjustment Structures, Mechanistic Structures, Organic Structures, Technological and Environmental Impacts on Design, Importance of Design, Success and Failures in design, Implications for Managers, Design of organization and elements in their internal situation, Authority and control, Specialization and coordination, Organizational design and strategy in a changing global environment, Organizational design competencies and technology.		**30**	**1**
Module III : Power, Politics, Conflict and Culture Managing Power, politics and conflict, Organizational culture, Strong and Weak Cultures, Types of Cultures, Importance of Culture, Creating and Sustaining Culture, Culture and Strategy, Implications for practicing Managers.		**30**	**1**
Module IV : Change Management Meaning, Forces for Change, Resistance to Change, Types and forms of change, Evolutionary and Revolutionary change, Change process, Organization Development, HR functions and Strategic Change Management, Implications for practicing Managers, Organizational life cycle, Models of transformation, Models of Organizational Decision making, Organizational Learning,		**30**	**1**

Innovation, Entrepreneurship and Creativity HR implications.		

Suggested Readings:

1. Gareth R.Jones, ‘Organisational Theory, Design & Change’, Pearson Education, 2004.
2. MadhukarShukla, ‘Understanding Organisations – Organisational Theory & Practice in India’, Prentice Hall of India, 2005.
3. Adrian ThornHill, Phil Lewis, Mike Millmore and Mark Saunders, ‘Managing Change: A Human Resource Strategy Approach’, Wiley, 2005.
4. Robbins, ‘Organisation Theory: Structure Design & Applications’, Prentice Hall of India, 2005.

Course Title: **Retention Management & Employees Engagement**

Course Code: **MBAHR308** **Course Credit**: **4**

COURSE OBJECTIVE:	To familiarize students with: ❖ A broad understanding of what is meant by employee retention & employee engagement, including how it can be linked to and yet be distinguished from other related concepts. ❖ Components of retention & employee engagement and the processes through which high levels of engagement can be secured and sustained within an organization, with special reference to the comprehensive application of human resources (HR) policies, strategies and practices.	**No. of Hours**	**No. of Credits**
LEARNING OUTCOMES:	The students should be able to: 1. Understand the concepts of retention, turnover & employee engagement. 2. Identify the reasons & challenges involved in employee retention. 3. Diagnose the problem of employee turnover & devise the plan to retain the employees for the benefits of company. 4. Identify the attributes of employee engagement & managing employee engagement activities. 5. Develop strategies for employee engagement for betterment of individual as well as organization. 6. Assessing the global trends involved in employee engagement		
Module I : Introduction to Retention Retention: Definitions, Nature & Importance of employee retention. Retention as a critical issue. Key elements of retention: compensation, growth, environment, relationship & support. Challenges of employee retention & retention success mantras.		**30**	**1**

Module II : Employee Turnover & Managing Retention Employee Turnover: Meaning & Nature. Negative impact of turnover to the organization & individuals. Attrition rate, Turnover cost calculation, Attrition rate in different sector of India. Managing Retention: Key drivers to attract & retain employee, Retention strategies, Mangers roles in Retention & Developing retention plan.	**30**	**1**
Module III : Employee Engagement Employee Engagement: Definitions & origin. Employee Engagement drivers. Types & attributes of Employee Engagement. Employee Engagement activities. Managing employee satisfaction.	**30**	**1**
Module IV : Practices of Employee Engagement Measuring Engagement & Strategies of Employee Engagement. Handling non-engaged employees. Employees Scheduling. Creating culture of Employee Engagement. Models of Employee Engagement & Trends in Global.	**30**	**1**

Suggested Readings:

1. Managing Employee Retention: A Strategic Accountability Approach (Improving Human Performance), Jack J. Philips & Adele O. Connell, Elsevier Butterworth Heinemann.
2. Keeping Your Valuable Employees, Suzanne Dibble, Wiley & Sons Inc.
3. Employee Engagement, DebashishSengupta, s. Ramadoss, Biztantra.

Course Title: **Entrepreneurship Development**

Course Code: **MBA3401** **Course Credit**: **4**

COURSE OBJECTIVE:	To familiarize students with: ❖ The concept of entrepreneurship by analysing the nature, process, barriers, stages and opportunities available. ❖ The scope and methods of international entrepreneurship.	**No. of Hours**	**No. of Credits**
LEARNING OUTCOMES:	The students should be able to: 1. Define entrepreneur, Entrepreneurial motivation, stages and the skills required to be a successful entrepreneur. 2. Describe examples of entrepreneurial business and actual practice, both successful & unsuccessful and explain the role & significance of entrepreneurship as a career, in the firm and in society. 3. Explain the theories that will help students to illustrate the process of creativity and entrepreneurial plans. (With the help of case study and suitable examples). 4. Describe the various stages faced by an entrepreneur. 5. Prepare project report and present business plan to prospective investors. 6. Demonstrate the opportunities and institutional support for new ventures available with examples from real world. 7. Analyse the sources of finance available for an entrepreneur. 8. Identify the opportunities available internationally.		
Module I : Introduction to Entrepreneurship Definition of Entrepreneur, Characteristics of an Entrepreneur, Functions of an Entrepreneur, , Entrepreneurial motivation and Barriers, Classification of Entrepreneur, Role of Entrepreneurs in		**30**	**1**

economic development. Family and Non Family Entrepreneur: Role of Professionals, Professionalism vs family entrepreneurs. Concept of Entrepreneurship, Theories of Entrepreneurship, Internal and External Factors influencing entrepreneurship, Stages in entrepreneurial process, Development of Entrepreneurship in India. Role of Woman entrepreneur.		
Module II : Creativity and Entrepreneurial Plan Creativity: Creative Performance, Creative Problem Solving: Heuristics, Brainstorming, Synaptic, Value Analysis. Entrepreneurial Plan: Idea Generation, Screening and Project Identification,. Feasibility Analysis: Economic, Marketing, Financial and Technical. Project Report Project Implementation: Evaluation, Monitoring and Control.	**30**	**1**
Module III : Sources of finance and Institutional Support Debt or equity financing, Role of Commercial Banks, Venture Capital: Nature and Overview of venture capital, Venture capital process, Locating venture capitalists. Institutional support for new ventures, Supporting Organizations, Incentives and facilities, Financial Institutions. Small scale Industries, Govt. Policies for SSIs.	**30**	**1**
Module IV : International Entrepreneurship Opportunities International Entrepreneurship Opportunities: The nature of international entrepreneurship, Importance of international business to the firm, International versus domestics' entrepreneurship, Stages of economic development.	**30**	**1**
Suggested Readings: 1. S.S. Khanka, Entrepreneurial Development, S. Chand 2. Sangeeta Sharma, Entrepreneurship Development, PHI Learning 3. Vasant Desai, The Dynamics of Entrepreneurial Development and Management, Himalaya Publishing House 4. Bridge S et al- Understanding Enterprise: Entrepreneurship&Small Business (Palgrave, 2003)		

Course Title: **Corporate Governance, Values & Ethics**

Course Code: **MBA3402** **Course Credit**: **4**

COURSE OBJECTIVE:	To familiarize students with: ❖ In depth knowledge of corporate governance and the need for business ethics to ensure sustained business growth& stability. ❖ Analysis and study of corporate values & ethics and their critical understanding of impact & importance in Business.	**No. of Hours**	**No. of Credits**
LEARNING OUTCOMES:	The students should be able to: 1. Illustrate the importance of corporate values and governance. 2. Analyze the role of SEBI for corporate disclosure and investor protection in India. 3. Develop conceptual skills of the value system, corporate governance and traditional approach so that student can relate to other aspects of the organization. 4. Critical analysis and principles of ethics by demonstrating a critical understanding of the importance of business ethics in corporate. 5. Reconcile the value system based on Indian scriptures and tradition. 6. Comprehend & analysis of Intellectual property rights, application of IPR. Critical analysis and principles of corporate social responsibility. CSR in Indian scenario		
Module I : Introduction to Corporate Governance & Investor Protection: Basics of Corporate Governance, Need of corporate governance, Evolution of Corporate Governance system worldwide, Corporate Governance in India, Corporate Governance Issues, Code of Corporate Practices, Role of SEBI on Corporate Disclosure & Investor Protection in India.Relevant case studies must be discussed e.g. Enron Scandal, Satyam Scandal, Insider trading scandal like Raj Rajaratnam&Rajat Gupta.		**30**	**1**

Module II : Board of Directors, CSR & IPR Board of Directors, Types of Directors & composition of Board, Role of Board (BoD) in Corporate Governance, Corporate Social Responsibility, Need and significance of CSR, Growth and sustainability with CSR, Laws and regulations related to CSR, Corporate Social Reporting, Laws & regulations relating to Corporate social reporting. Intellectual property rights: Intellectual property, Laws & regulations relating to IPR like designs, patents, trademarks, copy rights.	**30**	**1**
Module III : Values-impact on Business Values and their characteristics, Types of Values, Values and Behavior, Developing value system in Organizations. Indian Value System and Values, Management lessons from Indian scriptures and traditions namely Geeta, Ramayana, Mahabharata, Upanishads and Vedas, Bible and Quran.	**30**	**1**
Module IV : Ethical-impact on Business Business Ethics, Features of Ethics, Ethical theories and approaches, Ethical Issues in Capitalism and market systems, Ethics and social responsibility. Ethical issues in functional areas of marketing, finance, human resource and Information Technology, with Discussions related contemporary Business cases.	**30**	**1**

Suggested Readings:

1. S.S. Iyer - Managing for Value (New Age International Publishers, 2002)
2. Laura P Hartman AbhaChatterjee - Business Ethics (Tata McGraw Hill, 2007)
3. S.K. Bhatia - Business Ethics and Managerial Values (Deep & Deep Publications Pvt.Ltd, 2000)
4. Velasquez – Business Ethics – Concepts and Cases (Prentice Hall, 6th Ed.)
5. Neeru Dr. Vasishtha – Business Ethics & Values-Taxmann's II ed.

Course Title: **Product & Brand Management**

Course Code: **MBAMK304** **Course Credit**: **4**

COURSE OBJECTIVE:	To familiarize students with: ❖ Basic principles of product management and to develop an understanding of the brand concept. ❖ Framework for managing brand equity and distinguishing different ways to leverage and measure brand equity. ❖ Variables that drive the success of brands and product lines and the interrelationships among these variables.	**No. of Hours**	**No. of Credits**
LEARNING OUTCOMES:	The students should be able to: 1. Compare and construct the elements of a managing a product and brand. 2. Appraise the rationale behind new product development &new service development processes, including innovation, research and testing. 3. Establish criteria for 'good management practice' to develop and maintain sustainable brands. 4. Identify the framework and understand variables that drive the success of brands and product lines and the interrelationships among these variables. 5. Comprehend the relationship between consumers and brands and the cognitive processes used for decoding and interpreting brand values and personality. 6. Provide comprehensive framework for managing brand equity and distinguish different ways to leverage and measure brand equity.		
Module I : Introduction to Product & Branding An Introduction to branding, Corporate Strategy and Product Policy,		**30**	**1**

Product classifications on the basis of durability & tangibility, consumer goods, Industrial goods. Product line Decisions, Product Life Cycle and Marketing Strategies.		
Module II : New Product Development Techniques of Idea Generation and Screening, Concept Development and Testing, Test Marketing, Launching and Tracking New Product Programmes, Organizing for New Products.	**30**	**1**
Module III : Branding Introduction to Brand Management and Crafting of Brand Elements, Consumer Brand Knowledge & positioning, Brand Identity, Personality and Brand Associations, Managing Brand Architecture and Brand Portfolios.	**30**	**1**
Module IV : Brand Equity Tools for Building Brand Equity, Leveraging Brand Equity, Brand Equity Models namely Brand Asset Valuation, Aaker Model, Brand Resonance, Brands, Measurement of Brand Equity.	**30**	**1**

Suggested Readings:

1. Brand Management- Harish V Verma, 2/e, Excel Book
2. Best Practice Cases in Branding: Lessons from the World‟s Strongest Brands, by Kevin Keller, Prentice Hall

Course Title: **Retail Management**

Course Code: **MBAMK305** **Course Credit**: **4**

<table>
<tr><td>COURSE OBJECTIVE:</td><td>To familiarize students with:
❖ A comprehensive understanding of the theoretical and applied aspects of retail management.
❖ Importance of retailing to the overall economy and what opportunities exist in the field.</td><td rowspan="2">No. of Hours</td><td rowspan="2">No. of Credits</td></tr>
<tr><td>LEARNING OUTCOMES:</td><td>The students should be able to:
1. Analyze the Modern Retailing Concepts and will be able to link it to cases to understand the present Retailing Trends.
2. Analyze and apply the concepts of shopping environment, retail formats, functions, retail operation and promotion.
3. Understand the importance of retailing to the overall economy and what opportunities exist in the field.
4. Demonstrate understanding of consumer behavior.
5. Identify methods of planning, buying, and managing inventory.
6. Demonstrate the retail Store operations, retail Store Design & Visual Merchandising.
7. Evaluate the supply chain management with its practical implications.</td></tr>
<tr><td colspan="2">Module I : Introduction to Retail Management
Significance of retail industry, Marketing retail equations, New role of retailers, Indian retail scenario and its future prospects, Theories of retail development, Concept of retail life cycle, Classification of retail stores, The role of franchising in retail, The factors influencing retail shopper, Consumer decision making process, Changes in the Indian consumer, The use of market research as a tool for understanding markets and consumers.</td><td>30</td><td>1</td></tr>
</table>

Module II : Store Location & Pricing The importance of store locations, Types of locations, Steps involving in choosing a location, Trade areas and their evaluation, Evaluation of a retail location, Measures of Financial Performance, The strategic profit model, Measures of retail performance, The concept of retail pricing and the factors affecting price, Elements of retail price, Developing a pricing strategy, Adjustment to retail price, Gross Margin Return on Investment (GMROI).	**30**	**1**
Module III : Retail Merchandising The concept of merchandising, Evolution of merchandising function in retail, The process of merchandising buying, Procedure for selecting vendors and building partnerships, Concept of own brand and manufacturers' brand, Concept of category management, Role of Pvt. Labels, Retail Communication, The concept of retail marketing mix, Segmentation Targeting and Positioning. Role of POP in retail, Branding, The concept of customer service, Gaps in customer service, Methods and tools available for encouraging loyalty, Role of retail sales person and Selling process.	**30**	**1**
Module IV : Retail Store Operation, SCM & Role of IT Retail Store Operations, Retail Store Design & Visual Merchandising, The relationship between store image and store design, Components of exterior and interior, Consideration for selecting layout, Visual merchandising in retail. Supply Chain Management: The concept of SCM, Retail logistics, and Reverse logistics. Retail Management (IT) - Role and importance of IT, Application of IT, Customer Relationship Management (CRM) and HR in Retail.	**30**	**1**

Suggested Readings:

1. Retail Management by Rosemary Varley, Mohammed Rafiq-Palgrave Macmillan
2. Retail Management by Chetan Bajaj-Oxford Publication

Course Title: **Digital and Social Media Marketing**

Course Code: **MBAMK306** **Course Credit**: **4**

COURSE OBJECTIVE:	To familiarize students with: ❖ The knowledge about how to set up a digital marketing platform. ❖ Digital marketing tools and planning a digital marketing campaign. ❖ Social Media Marketing and its Role.	**No. of Hours**	**No. of Credits**
LEARNING OUTCOMES:	The students should be able to: 1. Analyze and apply the concepts of WAP, dynamic campaign management and its testing, 2. Describe SEO and many other digital marketing tools to develop a successful marketing campaign. 3. Develop an understanding of Consumer engagement, key metrics across different stages of the consumers' online journey and finally online lead generation and retention. 4. Conceptualize the environment of in-game advertising, content distribution and delivery, Ad serving, tagging, analyzing and reporting for market attention. 5. Reconcile mobile applications and consumer usage behavior for mobile marketing. 6. Illustrate the role of Search Engine Optimization, Google ad word, social media management for capturing distinctive market image for digital enterprise. 7. Familiarize with the techniques of social media marketing and social networking.		
Module I : Introduction to Digital Marketing **Module I : Introduction to Digital Marketing** The Digital Marketing Landscape, Role, scope &context of digital marketing, Emerging trends, Technology shifts, The online ecosystem, Role of digital marketing in B2B & B2C marketing, The		**30**	**1**

digital consumer: Online consumer definition & types, Audience segmentation and profiling, Consumer online usage and behavior, Emerging trends and patterns in digital consumption. Consumer engagement: meaning and implication.		
Module II : Digital Strategy Planning Key elements in digital planning, Planning process namely acquisition, development & retention. Key metrics across different stages of the consumers' online journey, Key digital channel selection, Online lead generation vs. retention. Online Advertising: Content & Format, Display advertising, Online Video: trends, adoption & consumption, Monetization, In Game advertising, Ad serving, Tagging, analyzing and reporting. E-mail Marketing: Principles and best practices, Trigger marketing, Contact strategy.	**30**	**1**
Module III : Mobile-Marketing and Search Engine Optimization Mobile Marketing: The 3rd screen, Landscape & trends. Mobile advertising: WAP & mobile search, Mobile applications and consumer usage behavior, Role of the service provider, publisher & consumer. Search Engine Optimization: Process and methodology, Long tail in SEO, Link building, Key word analysis, Process and optimization, Search Engine Marketing: Paid versus natural Search, SEM landscape, Landing pages and their importance in conversion analysis, Google vs. Bing vs. Yahoo, Search Methodology.	**30**	**1**
Module IV : Social Media Marketing Social Media, Social Networking, Social Media Marketing, Social Media: Adapt or Die, Social Media & e-PR - Online reputation management, Tracking & Monitoring platforms, Content seeding, How to use blogs, Forums and discussion boards, Blogs, Forums and communities, Viral campaigns and the social graph. Role of Face book, Twitter, LinkedIn, Google in Social Media Marketing.	**30**	**1**

Suggested Readings:

1. AhujaVandana-Digital Marketing, Oxford University Press (2017)
2. A Complete Guide To Search Engine Optimization – Deepak bansal
3. Grienstein and Feinman- E-commerce –Security, Risk Management and Control

(TMH)

Course Title: **Green Marketing and Sustainable Development**

Course Code: **MBAMK309** **Course Credit**: **4**

COURSE OBJECTIVE:	To familiarize students with: ❖ Fundamentals of Green Marketing ❖ To familiarize the student with Green technologies ❖ The Governance mechanism which encourage the manager to act in public interest rather than for profit goals.	**No. of Hours**	**No. of Credits**
LEARNING OUTCOMES:	The students should be able to: 1. Demonstrate knowledge and understanding of Green Marketing. 2. Exhibit an understanding of the scope and extent of Green Marketing 3. Understand the nature of different forms of green marketing and different technology used. 4. Examine challenges faced in the implementation of Green Marketing in face of competition. 5. Understanding the applications of Green Marketing in Brand Management		
Unit I Meaning and Definition of Green Marketing, Scope of Green Marketing, Holistic Marketing, Role of Product Designing and Packaging in Green Marketing in International Promotion		**30**	**1**
Unit II : Characteristics of Green Product, Advertising and Postioning strategy for Green Product, The popularity of Green Marketing and Brand (Enforcement), Initiative by Mcdonald's towards Green Marketing.		**30**	**1**
Unit III :		**30**	**1**

Green Warehousing, The biodegradable and recyclable product, The Digital Ticket by Indian Railway, The Green IT Project by SBI and Green Channel counters, The wind Project of SBI, The steps in Green marketing and Introduction of Lead Free points.		
Unit IV : Green Marketing and Sustainable Development, Coca Cola Sustainability Report 2012. The Green Marketing initiative in Hotel Industry, The Biogas Power Plants, Eco friendly Rickshaws and use of CNG in Automobile Industry, Various forms of Green Marketing and challenges faced in Green Marketing.	**30**	**1**

Suggested Readings:

1. Green Marketing Manifesto by John Grant
2. Green Marketing Management by Robert Dahlstrom
3. Marketing Management by Arun Kumar and N Meenakshi-Vikas Publishing House Pvt Ltd

Course Title: **Integrated Marketing Communication**

Course Code: **MBAMK310** **Course Credit**: **4**

COURSE OBJECTIVE:	To familiarize students with ❖ Different elements of Integrated marketing communications and basics of marketing communications. ❖ The role of E-Commerce in Marketing Communication.	**No. of Hours**	**No. of Credits**
LEARNING OUTCOMES:	The students should be able to: 1. Appreciate and use of the range of tools available for marketing communications. 2. Get an understanding of the basic principles of planning and execution in Integrated Marketing Communications. 3. Evaluate the functions of advertising agency and understand how effective advertisement made. 4. Develop a managerial perspective and an informed decision-marking ability for effective and efficient tackling of promotional situations. 5. Evaluate the role of E-Commerce in Marketing Communication and their practical implication in marketing field. 6. Apply Sales Promotion schemes with different marketing strategies and to identify relationship between Sales promotion and advertising.		
Module I : Introduction to Integrated Marketing Communication Integrated Marketing Communication (IMC), Marketing Communication, Objectives of Marketing Communication, Factors contributing to IMC, Participants in IMC, IMC Promotion Mix, IMC Management & Planning Model, and Challenges in IMC.		**30**	**1**

Module II: Advertising Management Advertising Management: Meaning, Nature and Scope of Advertising. Advertising: Classification and types of advertising, Advertising appropriation, Advertising campaigns, Process of Advertising, Customer and Competitor Analysis, STP Strategies for Advertising. Advertising Agencie: their role, functions, organization, Remuneration, client agency relationship, account Planning, Hoarding Contractors, Printers, etc., Management of Advertising Agencies, Role of Advertising in Natural Development, Testing of Advertising Effectiveness, Preparation and Choice of Methods of Advertising Budget, Ethical and Social Issues in Advertising.	**30**	**1**
Module III : Message Designing Message Design:The Creative concept development, The creative processes of the different forms of IMC, AIDA model Considerations for creative idea Visualization, Creative planning, Creative strategy development, Communications appeals and execution, Message strategy design considerations, Source of the message, Message integration, Advertorials and Infomercials. Evaluation of Creative Strategy/work, Campaign Planning: Message Creation, Copywriting and Role of Creativity in Copywriting.	**30**	**1**
Module IV : Media Management and Emerging Concepts and Issues in Marketing Communications Media Management: Media Types and their characteristics, Setting Media objectives, Considering key media concepts, Media planning, Media Strategy, Media buying, Cross media concept, Media research, Sponsorship, POP, Supportive Communication, Role of E-Commerce in Marketing Communication, Corporate Communication. Public Relations: Types of PR. Sales Promotion: Different types of Sales Promotion, Relationship between Sales promotion and advertising. Publicity: Types of Publicity, Relationship between advertising and publicity, Personal Selling, Direct marketing and direct response methods and Event Management.	**30**	**1**

Suggested Readings:

1. Siraj M Joseph &Rahtz Don R : Integrated Marketing Communication – A

Strategic Approach, Cengage Learning

2. Kenneth Clow& Donald Baack : Integrated Advertising, Promotion, and Marketing Communications, Pearson Education, Limited
3. Borden &Marshall : Advertising Management; MV Taraporevala Sons' Co Pvt. Ltd, Richard D Irwin Inc. Homewood, Illinois.
4. Chunawala&Sethia : Foundations of Advertising Theory & Practice; Himalaya Publishing House
5. Copley Paul : Marketing Communications Management Concepts & theories, Cases and Practices; Butterworth- Heinemann Publication
6. Duncon : Integrated Marketing Communications, Tata McGraw Hills

Course Title: **Derivatives**

Course Code: **MBAFM304** **Course Credit**: **4**

<table>
<tr><td rowspan="1">COURSE OBJECTIVE:</td><td>To familiarize students with:
❖ The analysis of derivatives in financial markets.
❖ Main features of the most commonly used financial derivatives and how to use them for the management of risk.</td><td rowspan="2">No. of Hours</td><td rowspan="2">No. of Credits</td></tr>
<tr><td>LEARNING OUTCOMES:</td><td>The students should be able to:
1. Understand and explain the nature of derivatives and describe the trading mechanisms and the key variables that determine their market values.
2. Classify and compare the different types of derivative instruments.
3. Describe the main features and mechanisms of commodity markets.
4. Identify the price derivative securities using mathematical models and numerical methods.
5. Identify and critically evaluate the nature and extent of a company's exposure to stock price risk, commodity price risk, currency risk, interest rate risk and credit risk.
6. Evaluate the techniques that can be used to hedge the foreign exchange risk.
7. Apply futures strategies for long and short hedge funds.</td></tr>
<tr><td colspan="2">Module I : Introduction to Derivatives
Introduction to derivatives, Brief History of Derivatives, Definition of Derivative Securities, Meaning and purpose of derivatives, Forward contracts, future contracts, options, swaps and other derivatives, Type of traders, Trading future contracts, Specification of the future contracts, Operation of margins, Settlement and regulations.
Sources of Financial Risk: Credit vs. Market, default risk, foreign exchange risk, interest rate risk, purchasing power risk etc.,</td><td>30</td><td>1</td></tr>
</table>

Systematic and non-systematic risk. Derivatives Market in India: Present position in India - regulation, working and trading activity, Structure of Indian Stock Markets, Trading an Index, Conditions necessary to Improve the Market Structure in India and Policy Intervention current topics in risk mgt value at risk, Credit derivatives & options on debt instruments exotic options, Free-range, Path-dependent, Shouts & ladders.		
Module II : Commodities Derivatives Commodities derivatives, Regulatory structure of Commodities Derivatives Markets in India, Issues in Agricultural Commodities Markets, Issues in Non-Agricultural Commodities Markets, Commodities Derivative Exchanges and design of the markets, issues related to product Design and contract specifications, Issues related to Spot price and present practices of commodities exchanges, Clearing House operations and Risk Management Procedures, Delivery Related Issues like delivery centers, deliverable varieties, As saying Issues related to monitoring and surveillance by Exchanges, Regulator Role of intermediaries in Commodities Markets, Basis Risk and its importance in pricing, Agricultural Commodity Futures trading pattern in Exchange – Case study, Non- Agricultural Commodity Futures trading pattern in Exchange – Case study, International commodity indices and as an investment tool for investors, Commodity Options on Futures and its mechanism, Internationally traded Commodities based ETFs, Commodities as a New Asset Class, Essential Commodities Act and role of state governments, Warehousing Act Bill and its implications.	**30**	**1**
Module III : Pricing of Derivatives Options' pricing, Types of options, Structure of Derivative Markets, Forwards, Futures, Options, Swaps, etc., Examples of more Sophisticated Derivatives Option trading, Margins, Valuation of options, Binomial Option Pricing Model, Black-Scholes model for Call Options, Valuation of put options, Index options, Option markets-exchange traded options, over-the-counter options, quotes, trading, margins, clearing, regulation and taxation, Warrants and convertibles, Currency, Stocks and Explaining Cash Market Microstructure and Derivative Markets, Reasons for Trading, Risk	**30**	**1**

Management, Speculation and Arbitrage. Derivation and Models for Option prices: Definitions and Terminology, Continuous-Time Models, Pricing by Arbitrage, Pricing restrictions on calls, Upper bound, lower bound American bonds puts, Put –Call parity, Box spreads using Europeans options, Relationship between Futures and Spot Price (cost of carry and reverse cost of carry), Difference between Futures and Forward Price, Futures on Dividend-paying Assets.		
Module IV : Hedging the Risk Hedging the risk, Risk Analysis and Management, Risk Measurement and Management Framework, Option's Delta, Gamma, Vega, Theta, Rho, Hedging with Future. Derivatives Disclosure: T - Bill, Bond Note futures contract Euro dollar cash future markets short, long hedge, Hedge ratio choosing between strip and stack hedge interest rate swaps plain vanilla fixed for floating interest rate swap currency swap, Equity index ,credit risk in swap, Using swap to manage risk, Accounting Issues in Derivatives.	**30**	**1**

Suggested Readings:

1. Chance, Don M: An Introduction to Derivatives, Dryden Press, International Edition.
2. Chew, Lilian: Managing Derivative Risk, John Wiley, New Jersey
3. Das, Satyajit: Swap & Derivative financing, Probus.
4. Hull, J.: Options: Futures and other Derivatives, Prentice Hall, New Delhi
5. Kolb, Robert W: Understanding Futures Markets, Prentice Hall Inc., New Delhi

Course Title: Securities Analysis & Portfolio Management

Course Code: **MBAFM305** **Course Credit**: **4**

COURSE OBJECTIVE:	To familiarize students with: ❖ Stock markets of India, its terminology, types of securities, the determinants of the price Behavior of securities, evaluation of fair price, and a conceptual insight to the valuation of securities. ❖ Investment decisions related to financial assets, the risks and the returns involved. ❖ The functioning of securities market alongside the theories and concepts involved in portfolio management.	**No. of Hours**	**No. of Credits**
LEARNING OUTCOMES:	The students should be able to: 1. Describe the concept of Security, derivatives and mutual funds. 2. Evaluate role of SEBI with regard to Secondary Markets & Credit rating services 3. Analyze the advantages and disadvantages of investing in security markets. 4. Measure risk and return and analyze RBI guidelines for credit & market risk. 5. Apply valuation models to estimate the value of stocks and bonds. 6. Calculate how financial derivatives like futures and options are valued. 7. Prepare a portfolio that meets an investor's risk and return objectives and satisfies investment constraints.		
Module I : Introduction and Regulatory Framework Introduction and regulatory framework, Securities: Investor Vs Speculator, Types of securities namely equity based and debt based Derivatives, Mutual funds, Various securities and their Characteristics, Objective of the Security Analysis, Functions of an Organized Security Market, Mechanics of Security Trading. Securities markets: Various Types of Security Markets and their		**30**	**1**

Functions. Stock Exchanges: Listing of securities, Trading and operational mechanism of stock exchanges, Settlement and clearing, Online trading, Dematerialization, Depositories and Depository participants. Role of SEBI with regard to Primary Market & Secondary Market, Internet trading and WAP enabled trading, Online surveillance, Trading practices on NSE, BSE and OTCEI.		
Module II : Risk and Return Concept of Risk, Measures of risk and return, calculation, trade off, systematic and unsystematic risk components. Nature of Stock Markets: EMH (Efficient Market Hypothesis) and its implications for investment decision, Credit Risk (NSE, BSE, NCDEX, CCIL), RBI guidelines for credit & market risk, Fundamental Approach to Equity valuation – economy, industry and company analysis, Technical analysis vs fundamental analysis, Dow theory	**30**	**1**
Module III : Valuation Valuation concepts: Yield to Maturity; different approaches to valuation, Valuation of Convertibles & Warrants, Bond Management Strategies, Valuation of Future & option, Estimation of Net asset value of mutual funds. Valuation of Equity: Nature of equity instruments, Equity Valuation Models, Technical Approach to Equity valuation – overview of concept & tools used, Valuation of Debentures/Bonds: nature of bonds, valuation, Bond theorem, Term structure of interest rates, Duration, Valuation of Derivatives (Options and futures): concept, trading, valuation.	**30**	**1**
Module IV : Portfolio Management Portfolio Analysis and Selection: Portfolio concept, Portfolio risk and return, Beta as a measure of risk, calculation of beta, Selection of Portfolio: Markowitz's Theory, Single Index Model, Capital market theorem, CAPM (Capital Asset Pricing Model) and Arbitrage Pricing Theory, Building Fixed Income Security Portfolio, Performance evaluation of existing portfolio, Sharpe and	**30**	**1**

Treynormeasures of Performance Evaluation, Finding alternatives and revision of portfolio, Portfolio Management, Mutual Fund Industry.		

Suggested Readings:

1. Kevin –Security Analysis and Portfolio Management –PHI
2. Jack Clark Francis - Management of Invest, McGraw Hill
3. Elton & Gruber - Modern Portfolio Theory and Investment Strategy, Willey
4. Shape Alexander Ballen - Investment, Eastern Economy Ed
5. Donald E. Fisher and Ronald J. Jordan, “Securities Analysis and Portfolio Management”, Prentice Hall, New Delhi
6. Sourain, Harry. “Investment Mangement”, Prentice Hall of India

Course Title: **Corporate Restructuring & Business Valuation**

Course Code: **MBAFM306** **Course Credit**: **4**

COURSE OBJECTIVE:	To familiarize students with: ❖ An insight to fundamental concepts in Corporate restructuring through mergers & acquisitions and its business valuation. ❖ Relevant business strategies for growth, funding and valuation ❖ Accounting, legal and taxation aspects and applications to the scope of business expansion in a global corporate world.	**No. of Hours**	**No. of Credits**
LEARNING OUTCOMES:	The students should be able to: 1. Apply the concepts of corporate mergers and acquisitions for business growth. 2. Illustrate the integrative models and process involved in mergers & defensive measures against acquisitions. 3. Develop ability to identify and illustrate the aspects for corporate valuation. 4. Conceptualize the accountability involved in mergers and acquisitions 5. Explain the various legislative and valuation measures on Joint Ventures as a business strategy. 6. Describe the basic concepts and characteristics of corporate restructuring & PSUs. 7. Evaluate the relationship between capital structure and the cost of capital and the value of the firm. 8. Analyze and prepare application of Capital Budgeting to various phases of business.		
Module I : Business Expansion Strategies &Corporate Restructuring Business Expansion strategies: Organic vs. Inorganic, Green Ocean vs. Blue Ocean, Greenfield vs. acquisitions, History of merger and		**30**	**1**

acquisition, Forms of Corporate Restructuring: Expansion, Mergers and Acquisitions, Tender Offers, Joint Ventures, Sell Offs, Spinoffs, Split offs, Split-ups, Divestitures, Equity Carve outs, Corporate Control, Premium Buybacks, Standstill Agreements, Amendments, Proxy Contests, Changes in Ownership Structures, Share Repurchases, Exchange Offers, Leveraged Buyout and Going Private. Anti-takeover strategies: Golden Handcuffs, Golden Parachute, Poison Pill, White Knight, Golden Handshake etc		
Module II : M&A and FDI Merger & Acquisition Concept: Types of Merger, Factors affecting Mergers & Acquisitions. Theory of Merger's like Efficiency Theories (Differential efficiency, Inefficient Management), Synergy Theory (Operating Synergy, Financial Synergy, Pure Diversification, International M&As: Reasons having International Mergers & Acquisitions, Recent cases related to International M&As. Government Policy for international M&A related to Exchange Rates, Political and Economic Stability, Differential Labor Costs, Productivity of Labor. FDI policy and norms in India, Allowable FDI in various sectors in India, Licensing requirements etc.	**30**	**1**
Module III : Sell-Offs and Divestitures & Divestment of PSU and Leveraged Buyouts Sell-Offs and divestitures: Definition and examples, Background on divestitures, Financial effects of divestitures, Analysis of divestitures, Motives for divestitures, Case Illustrations of Spinoffs and Divestitures, Voluntary liquidations and takeovers, Joint Ventures: Joint Ventures as a business strategy, Joint Ventures and Complex Learning, Tax Aspects of Joint Ventures, International JVs, Rationale for JV, Reasons for Failure of Joint Ventures, Antitrust Policy. Divestment of PSU and Leveraged Buyouts: General Economic and Financial Factor, Illustration of an LBO: Element of a typical LBO operation, The Nature of cash, Share Repurchases, Cash Tender	**30**	**1**

Offers to Repurchase, The Theories behind Share Repurchase, Tax Aspects of Exchange Offers, Empirical Evidence on Exchange Offers.		
Module IV : Capital Budgeting, Valuation Tools and Techniques Definitions for valuation Analysis, Application of Capital Budgeting to various phases of business: No Growth Case, Constant Growth, Supernormal Growth Increasing the Value of the Organization, Alternative measures of investment rate, Total Capitalization EBIT Measure, Operating Assets NOI Measure, Calculation of the Cost of Capital, Cost of Equity, Cost of Debt, and Cost of Preference. Capital Asset Pricing Model, Bond Yield, Plus Equity Risk Premium, Average Investor's Realized Yield, Dividend Growth Model, Valuation tools and techniques: Discounted Cash Flows, Leverage Buy Out, Comparative valuation, Operating and financial metric based valuation, Trading and transaction comparable, Dividend discounting	**30**	**1**

Suggested Readings:

1. Mergers & Acquisitions Weston, Fred. McGraw Hill 2001
2. The Complete Guide to Mergers and Acquisitions: Process Tools to Support M&AIntegration at Every Level, 2 ndGalpin, Timothy J. / Herndon, Mark. JosseyBass2007
3. Five Frogs on A Log: A CEO's Field Guide to Accelerating the Transition in Mergers,Acquisitions, and Gut Wrenching Change, 1st eFeldman, Mark L / Spratt, Michael Frederick.New York: Harper Business 1999
4. Harvard business review on mergers andacquisitionsBoston: Harvard Business School Press 2001
5. Barbarians at The Gate: The Fall of RJRNabisco, 1 steBurrough, Bryan / Helyar, John.New York: Harper & Row; 1990. xvi, 528 p.,32 p of plates ISBN: 0060161728.
6. CollinsBusiness 2008 MergersWhatCan Go Wrong and How toPrevent it, 1 steGaughan, Patrick A. Wiley Finance 2005
7. Damodaran on Valuation, 2nd e Damodaran, Ashwath. John Wiley 2006M&A and Corporate Restructuring, 4 th e Gaughan, Patrick A. Wiley 2007

Course Title: **Corporate Risk Management & Insurance Management**

Course Code: **MBAFM309** **Course Credit**: **4**

<table>
<tr><td>COURSE OBJECTIVE:</td><td>To familiarize students with
❖ Risk management techniques in Insurance and brief details about various products and investment in Insurance Industry.
❖ Current and potential risk management strategies and the different options for alternative methods of risk transfer with evaluating tools for corporate risk management</td><td rowspan="2">No. of Hours</td><td rowspan="2">No. of Credits</td></tr>
<tr><td>LEARNING OUTCOMES:</td><td>The students should be able to:
1. Identify potential financial obligations of the client.
2. Examine the characteristics of existing insurance coverage.
3. Determine the client’s risk management objectives and the client’s tolerance for risk exposure.
4. Determine the client’s willingness to take active steps to manage financial risk.
5. Evaluate the potential opportunities and constraints and assess information to develop strategies.
6. Analyzes current and potential risk management strategies.
7. Identify the different options for alternative methods of risk transfer.
8. Identify the various evaluating tools for corporate risk management.</td></tr>
<tr><td colspan="2">Module I : Introduction to Corporate Risk Management and Insurance Management
Types of risk facing businesses and individuals, Risk management, Risk Management process, Methods of business risk management, Risk identification, Evaluating the frequency and severity of losses, Risk reduction through pooling independent losses, Pooling arrangement with correlated losses, Insurers as managers of risk</td><td>30</td><td>1</td></tr>
</table>

pooling arrangement.		
Module II : Risk aversion and Risk Management Risk aversion and demand for insurance by individual, Firm characteristics affecting risk retention (reduction) decisions, Evidence on business risk reduction decisions, Aggregated or disaggregated risk management.	**30**	**1**
Module III : Alternative Risk Transfer Description of alternative risk transfer (ART), Loss sensitive contracts, Finite risk contracts, Captive insurers, Multiline/multi trigger insurance policies, Contingent financing arrangement.	**30**	**1**
Module IV : Analysis tools used in Corporate Risk Management Risk management tools, Calculating frequency and severity of losses from historical data, Using entire probability distributions, Correlation analysis, Using discounted cash flow analysis.	**30**	**1**

Suggested Readings:

1. Harrington E. Scott and Niehaus R. Gregory, Risk management and insurance, McGraw Hill Education New Delhi 2004
2. Dorfman S. Mark, introduction to risk management and insurance Prentice hall India 2005
3. George E. Rejda, Principles of Risk Management and Insurance, Addison Wesley; 10 edition 2007
4. Emmett J. Vaughan, Therese M. Vaughan, Essentials of Risk Management and Insurance, Wiley; 2 edition 2002
5. Jr., C. Arthur C Williams, Peter C Young, Michael L. Smith,Risk Management & Insurance, McGraw-Hill/Irwin; 8 edition

Course Title: **Behavioral Finance**

Course Code: **MBAFM310** **Course Credit**: **4**

COURSE OBJECTIVE:	To familiarize students with: ❖ The theories of finance and investment focused on financial tools to characterize and quantify wealth creation and its associated risks. ❖ Tools that assist investors to compute asset price and make investment decisions. ❖ Psychological influence of investor behaviors and the behavioral biases that people have when making purchasing or investing decisions.	**No. of Hours**	**No. of Credits**
LEARNING OUTCOMES:	The students should be able to: 1. Analyze the new field of behavioral finance with the major implications of human psychology for financial decision-makers and for financial markets. 2. Discuss the major concepts and topics of behavioral finance and to be able to apply these concepts. 3. Gain insight into some of the underlying reasons and biases that cause some people to behave irrationally (and often against their best interests). 4. Understand the theory based on notion that investors behave in a rational, predictable and an unbiased manner. 5. Understand the basic theories and strategies that make us aware of behavioral finance and investing. 6. Know how to become more aware of the influences on investment decisions from investor’s and speculator’s perspectives to meet financial objectives. 7. Interpret systematic approach of using Behavioral factors in corporate decision-making.		

<table>
<tr><td></td><td>8. Analyze neurophysiology of risk-taking, Personality traits and risk attitudes in different domains.</td><td></td><td></td></tr>
<tr><td colspan="2">Module I : Introduction to Behavioral Finance
Behavioral Finance: Nature, Scope, Objectives and Significance & Application, History of Behavioral Finance, Psychology: Concept, Nature, Importance, The psychology of financial markets, The psychology of investor Behavior, Behavioral Finance Market Strategies, Prospect Theory, Loss aversion theory under Prospect Theory & mental accounting—investors Disposition effect.</td><td>30</td><td>1</td></tr>
<tr><td colspan="2">Module II : Building Blocks of Behavioral Finance
Building block of Behavioral Finance, Cognitive Psychology and limits to arbitrage, Demand by arbitrageurs, Definition of arbitrageur, Long-short trades, Risk vs. Horizon, Transaction costs and short-selling costs, Fundamental risk, Noise-trader risk, Professional arbitrage, Destabilizing informed trading (positive feedback, predation), Expected utility as a basis for decision-making, The evolution of theories based on expected utility concept.</td><td>30</td><td>1</td></tr>
<tr><td colspan="2">Module III : Rationality and Demand by Average Investors
Elsberg's paradoxes, Rationality from an economics and evolutionary prospective, Different ways to define rationality: dependence on time horizon, individual or group rationality, Herbert Simon and bounded rationality. Demand by average investors: Definition of average investor, Belief biases, Limited attention and categorization. Non-traditional preferences: prospect theory and loss aversion, Bubbles and systematic investor sentiment.</td><td>30</td><td>1</td></tr>
<tr><td colspan="2">Module IV : External Factors and Investor Behavior & Behavioral Corporate Finance
External factors and investor Behavior, Fear & Greed in Financial Market, Emotions and financial markets, Geomagnetic storm, Statistical methodology for capturing the effects of external influence onto stock market returns.
Behavioral corporate finance, Empirical data on dividend presence or absence, Ex-dividend day behavior, Timing of good and bad corporate news announcement, Systematic approach of using</td><td>30</td><td>1</td></tr>
</table>

Behavioral factors in corporate decision-making, Neurophysiology of risk-taking, Personality traits and risk attitudes in different domains.		

Suggested Readings:

1. Finding Financial Wisdom in Unconventional Places (Columbia Business School Publishing)
2. Bisen, Pandey-Learning Behavioral Finance(Excel Books)
3. A History of Financial Speculation: Edward Chancellor
4. Forbes- Behavioral Finance (Wiley India)
5. The Little Book of Behavioral Investing (Montier)
6. The Psychology of Persuasion (Collins Business Essentials)

Course Title: **Compensation and Benefits**

Course Code: **MBAHR304** **Course Credit**: **4**

COURSE OBJECTIVE:	To familiarize students with: ❖ Conceptual framework of compensation and understanding of the nature of industrial employee's compensation package. ❖ Basic principles regulating different components and their role in the compensation package.	**No. of Hours**	**No. of Credits**
LEARNING OUTCOMES:	The students should be able to: 1. Understand basic compensation concepts and the context of compensation practice also Interpret the historical perspective on compensation and its various theories. 2. Explain the difference between strategic & tactical compensation. 3. Analyze the various components of pay model and its various components. 4. Design characteristics of a pay structure, pay policy, design of pay grades and their relationships to internal worth and market value. 5. Explain the various kinds of employee services, paid time off, protection programs and the role of discretionary benefits in strategic compensation also they will understand the various kinds of incentives programs used by organizations. 6. Demonstrate and design performance appraisal instruments best suited for particular organizations and the impact of performance of trade unions on wage determination and its role. 7. Differentiate between the components of executive core compensation & executive benefits.. 8. Analyze the wage policy in India and will be aware & act according to the government		

	regulations prevailing nationally.		
Module I : Introduction to Compensation and Benefits Role of compensation in organization, Economic and Behavioral theories related to compensation, Strategic perspectives of compensation, Compensation as motivational tool, Compensation policy, Pay Model, Internal alignment, Job analysis, Evaluating work by job evaluation.		**30**	**1**
Module II : Competitiveness and Pay Structure Person based structure, Defining competitiveness, Designing pay levels, mix and pay structure, Employee contribution, Compensation differentials, Administrating compensation package.		**30**	**1**
Module III : Components of Compensation Package Understanding different components of compensation package like fringe benefits, incentives and retirement plans, Pay for performance plans, Performance appraisal, Employee benefits, Compensation of social group, Union role of wage and salary administration.		**30**	**1**
Module IV : Compensation of Special Group Compensation of special group: Corporate Directors, Chief Executives & Senior Managers, Components of executive compensation package, Compensation of professionals and knowledge workers, R&D staff, Sales compensation plan, International compensation, Statutory provisions governing different components of reward system, Working of different institutions related to reward system like wage boards, Pay commissions, Role of trade unions in compensation management, Tax planning.		**30**	**1**

Suggested Readings:

1. Milkovich, George T and Newman J.M., Compensation, Tata McGraw Hill.
2. Henderson, R.O., compensation Management, Pearson Education.
3. Martocchio, J.J., Strategic Compensation, Pearson Education.
4. Armstong, M and Murlis H, Reward Management, Kogan Page, UK.
5. Singh, B.D., Compensation Reward Management, Excel Books, New Delhi.

Course Title: **Strategic Human Resource Management**

Course Code: **MBAHR305** **Course Credit**: **4**

<table>
<tr>
<td>COURSE OBJECTIVE:</td>
<td>To familiarize students with:
❖ The knowledge and skills that they can use to effectively manage human resources to achieve organizational goals by adopting a strategic approach to human resource management.
❖ The global human resources environment in which the organization operates along with its assessment.</td>
<td rowspan="2">No. of Hours</td>
<td rowspan="2">No. of Credits</td>
</tr>
<tr>
<td>LEARNING OUTCOMES:</td>
<td>The students should be able to:
1. Demonstrate an advanced understanding of the goals of strategic HRM and apply this understanding in practical situations.
2. Understand issues on how HR function can create an alignment with business strategy and contributes to business performance
3. Identify and describe general principles of strategic management.
4. Operate as a ‘strategic partner’, helping their organization to analyze its external environment and internal capabilities and develop strategies.
5. Analyze the existing training & development process of various organizations and develop effective model for the same.
6. Recommend the strategic appraisal system based on performance.
7. Design, analyze and restructure compensation management system, policies and strategies.
8. Develop means of evaluating human resources and the effectiveness of HR practices.</td>
</tr>
<tr>
<td colspan="2">Module I : Introduction to Strategic HRM
Introduction to Strategic HRM:Definition, need and importance, Introduction to business and corporate strategies, Integrating HR</td>
<td>30</td>
<td>1</td>
</tr>
</table>

strategies with business strategies, Developing HR plans and policies, Nature of strategic planning, HR's role as a strategic partner, The changing role of HR management, New HR management practices, Strategy formulation and implementation, Importance of HR to strategy, International strategy, HR contributions to strategy, Strategy driven role behaviors and practices, Integration of strategy and HR planning, HR manager and strategic planning, Strategic role of HR planning, Investment perspective of HR: HR investment considerations, , investments in job- secure workforces, Ethical implications of employment practices, Nontraditional investment approaches.		
Module II : Human Resource Environment & Recruitment and Retention Strategies HR environment: technology and organizational change, management trends, demographic trends, trends in the utilization of HR, international developments, HR legal environment: equal employment opportunity, compensation, employee relations, labor relations and collective bargaining, Strategic impact of the legal environment. Recruitment and Retention Strategies: Effective utilization of HR, Selection of employees, Executive education, Flexi timing, Telecommuting, Quality of work life, Work- life balance, Employee empowerment, Employee involvement, Autonomous work teams special implementation challenges, Reward and development systems.	**30**	**1**
Module III : Training and Development Strategies & Performance Management strategies Training and Development Strategies: The training process five step training and development process, Training techniques, Managerial development and training techniques evaluating the training efforts, Creating team based organizations, Creating learning organization, Competency mapping, Multi-skilling Succession planning, Cross cultural training. Performance Management strategies: The appraisal process, Appraisal methods, Appraising performance: problems and solutions, Performance appraisal in practice, The role of performance appraisals in managing performance, Defining key result areas	**30**	**1**

(KRA), Result based performance, Linking performance to pay, Merit based promotions.		
Module IV : Reward and Compensation Strategies & Retrenchment Strategies Reward and Compensation Strategies: Basic aspects of compensation, Factors in determining pay returns, Establishing pay rates, Current trends in compensation, Current issues in compensation management, Performance based pay, Skill based pay, Team based pay, Broad banding, Profit sharing, Executive compensation, Variable pay. Retrenchment Strategies: Rightsizing, Voluntary retirement schemes (VRS), HR Outsourcing, Early Retirement plans, Project based employment Impact and evaluation of HR practices, Performance impact of HR practices, HR evaluation, Evaluating strategic contributions of traditional areas, Evaluating strategic contributions in emerging areas, Corporate Strategy and Career Systems, Matching culture with strategy.	**30**	**1**

Suggested Readings:

1. Strategic HRM – Jeffery Mello, Thompson publication, New Delhi
2. Strategic HRM – Charles Greer, Pearson education Asia, New Delhi
3. Strategic HRM - Michael Armstrong, Kogan page, London
4. Strategic HRM – Agarwal, Oxford university press, New Delhi
5. Human resource management – Garry Dessler, PHI, New Delhi

Course Title: **Human Resource Development**

Course Code: **MBAHR306** **Course Credit**: **4**

<table>
<tr>
<td>COURSE OBJECTIVE:</td>
<td>To familiarize students with:
❖ The knowledge of the concept of HRD its strategic role and importance in an organization.
❖ Various forms of HRD organization and steps in its planning and implementation.
❖ HRD mechanisms employed to achieve goals at individual, group and organizational levels.
❖ Role of training and development as a key intervention for addressing the needs at all levels.</td>
<td rowspan="2">No. of Hours</td>
<td rowspan="2">No. of Credits</td>
</tr>
<tr>
<td>LEARNING OUTCOMES:</td>
<td>The students should be able to:
1. Explain the concept of HRD- its Evolution, objectives, benefits and challenges.
2. Distinguish between HRD and HRM and the role of HRD at the macro and micro level.
3. Demonstrate an understanding of the strategic role of HRD in developing the individual, team and organizational effectiveness.
4. Formulate HRD strategies that attract, develop, and retain the best human capital and talent.
5. Develop and administer the HRD system in an organization.
6. Design and implement workplace learning and performance interventions to achieve employee and organizational goals.
7. Demonstrate the practical knowledge of the training design, implementation and evaluation process.</td>
</tr>
<tr>
<td colspan="2">Module I : Introduction
Introduction HRD: Concept, Overview, Objectives, Challenges,</td>
<td>30</td>
<td>1</td>
</tr>
</table>

Benefits of HRD, Evolution of HRD, HRD at Micro and Macro Level, HRD and HRM, Areas of HRD, HRD and Individual Role, Team and Organization Effectiveness, Designing HR systems: Development and Administration of HRD Systems, HRD Strategies, HRD practices in some Indian organizations, Need for HRD in Indian Industries.		
Module II : Recent Trends in HRD Role of Line Managers in HRD, Various HRD Organizations, HRD Department: Functions, Features, Objectives and Essential Components, Trends of Issues in HRD, Task Analysis, Contextual Analysis, Activity Analysis, Task Delineation, Competency Analysis, Performance Analysis, Discrepancy Analysis, Job Analysis.	**30**	**1**
Module III : Behavior and HRD Interventions Concept, Meaning & Objectives of HRD Interventions, types of HRD Interventions, HRD mechanisms, Processes and outcomes, HRD Matrix Determinants and Approaches to Personality Development, Stress and Coping, Improving Group Performance, Building Effective Teams, Managing Dissatisfaction, Concept and Process of Counselling and Mentoring, Management of Performance and Potential, Career management and Planning, Organizational Development, Training and Employee Development, Rewards, Knowledge Management, Building Knowledge Management system for HRD. HRD for Workers, HRD and Change Management, HRD Climate and Culture, Contemporary challenges and HRD.	**30**	**1**
Module IV : Training, and Strategic interventions in HRD sectors & Groups Introduction to training, Training Needs Assessment, Evaluation of training programme. HRD Sectors&Groups: Health, Education,Technical&Vocational education, Science & Technology, Environment and Empowerment of women	**30**	**1**
Suggested Readings:		

1. Human resource development, P C. Tripathi, 3rd edition, Sultanchand sons
2. HR Development by UdaiPareek
3. T V Rao, *Human resource development*, *Experiences*, *Interventions*, *Strategies*, Sage Publications

Course Title: **Performance Management**

Course Code: **MBAHR309** **Course Credit**: **4**

COURSE OBJECTIVE:	To familiarize students with: ❖ This course is designed to help the students to understand the necessary knowledge about performance management and contemporary methods for administering compensation and rewards in practices.	**No. of Hours**	**No. of Credits**
LEARNING OUTCOMES:	The students should be able to: 1. Demonstrate knowledge of Performance management and Appraisal 2. Apply the various measurement metrics to performance appraisal 3. Conduct performance reviews and take action 4. Analyze the basis of team performance and make use of the contemporary tools & techniques in appraisal 5. Apply the rewards-tangible and intangible for pay performance		
Module I: Introduction to Performance Management System Meaning, Uses and purpose of Performance Management, Performance management as an integrative process, Performance management, not performance appraisal, Performance management and its challenges in current scenario, Performance management as a system and process, Establishing performance criterion of developing an effective appraisal system (Defining capability requirements, performance indicators and key result areas). **Refer to ET cases**.		**30**	**1**
Module II: Measuring Performance: Measurement issues, Classification of metrics, 360 degree Performance Appraisal, MBO and Performance analysis for Individual and organizational development. Managing Performance Throughout the Year: The continuous process of performance management, Updating objectives and work		**30**	**1**

plans, Managing continuous learning, Conducting Performance Reviews, Improving Performance and Taking action, Feedback, Coaching, Counseling **(Refer to ET cases)**		
Module III: Managing Team performance and contemporary issues in performance appraisal Managing Team Performance: Purpose and process, Team and team working objectives, Team work plans, Team performance reviews, Team rewards, Team and individual performance. Contemporary Issues: Potential appraisal, Competency mapping & its linkage with Career Development and Succession planning, Balance score card: Introduction and Applications, Advantages and limitations..	**30**	**1**
Module IV: Reward system and compensation Job evaluation: Methods of job evaluation, Inputs to job evaluation. Performance Management and pay: The link between performance management and pay, Approaches to contingent pay at individual and group level- merit pay, bonus, incentive plans, gain sharing, profit sharing, ESOPs.	**30**	**1**

Suggested Readings:

1. Michael, Armstrong (1999). Performance Management. Kogan Page
2. T V Rao : Performance Management and Appraisal Systems: HR Tools for Global Competitiveness.
3. Robert Bacal (2012), Performance Management, 2nd Edition, McGraw Hill Publication

Course Title: HR Analytics

Course Code: **MBAHR310** **Course Credit**: **4**

COURSE OBJECTIVE:	**To familiarize students with:** ❖ The exciting new field of HR Analytics ❖ The exponential use of data in the HR field for better decision making ❖ The need for more data-driven HR policies and practices for improving organizational outcomes.	**No. of Hours**	**No. of Credits**
LEARNING OUTCOMES:	**The students should be able to:** 1. Demonstrate understanding in the field of HR Analytics- its strategic orientation and future prospects. 2. Apply new thinking associated with advances in analytics for human resource decisions 3. Measure the impact of HR analytics on business outcomes 4. Demonstrate knowledge of software applications in HR analysis 5. Analyze data for talent acquisition, engagement and retention 6. Apply analytics for optimizing compensation benefits		
Module I : Introduction Challenges and opportunities with optimal decision making and how analytics can help, Understanding HR Analytics- characteristics, strategic orientation and future prospects, Big data era and HR analytics, Business strategy-HR Analytics-Competitive advantage integration, Skills needed in HR analytics team, Articulating business value of HR programs: Linking HR analytics to business outcomes, Measuring HR programs for business results linkages, Industry examples of measuring HR programs impact.		**30**	**1**
Module II : Competing through Workforce analysis Software applications, Analytics, and HR decisions: Software options		**30**	**1**

and optimal HCM practice, ERP software, Talent analytics, SAS Business Intelligence, Talent scorecard. Becoming more competitive using organization structure, organization shaping and employee growth, measuring the softer aspects of organization structure, organization demographics and succession planning.		
Module III : Module 3: Talent Acquisition, Engagement and Retention Analysis Acquiring talent: Business levers of talent acquisition, Traditional measures, emerging measures of talent acquisition, opportunity cost of Cycle time, Validity of hiring specifications, Importance of quality of hire, Talent acquisition for predictable joining and performance. Talent engagement & Retention: Business levers of Employee engagement, traditional measures of engagement, measuring attrition, employee retention, predictive modeling for attrition analysis.	**30**	**1**
Module IV : Optimizing Compensation and Benefits for high performance Business levers of compensation & Benefits, Organization structure and Cost of Management, Traditional measures, Valuing benefits using the CTC statement, Portfolio management of Benefits, tailoring variable pay to performance based on data.	**30**	**1**

Suggested Readings:

1. Ramesh Soundararajan, Kuldeep Singh, *HR Analytics: Leveraging Data for Competitive Advantage*, Sage Publication
2. James C. Sesil, *Applying advanced Analytics to HR Management Decisions*, Pearson publication, 2018
3. D. K. Bhattacharyya, *HR analytics: Theories and Applications*, Sage Publication