

MBA Programme

**[MASTER OF BUSINESS ADMINISTRATION]
FULL TIME FOUR SEMESTER PROGRAMME**

APPROVED BY AICTE

**CHOICE BASED CREDIT SYSTEM (CBCS)
AS PER ORDINANCE 14, APPROVED BY CO-ORDINATION COMMITTEE**

PROSPECTUS

**PROGRAMME STRUCTURE, SYLLABUS & SCHEME
(SESSION 2020-21 ONWARDS)**



**DEPARTMENT OF BUSINESS ADMINISTRATION
AWADHESH PRATAP SINGH UNIVERSITY
REWA, MADHYA PRADESH, INDIA**

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IN
BUSINESS ADMINISTRATION
(2020-21)
AWADHESH PRATAP SINGH UNIVERSITY
REWA, MADHYA PRADESH, INDIA

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Acknowledgements to Alumni & Academicians for their valuable inputs

Alumni	Academicians
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**Master of Business Administration (MBA)
Full-Time Four Semester Programme**

**Choice Based Credit System (CBCS)
As Per Ordinance 14, Approved by Co-ordination Committee**

Programme Objectives (POs)

The **MBA Programme** Structure is divided into four semesters spread over two years. The courses are classified as Core Courses, Discipline Centric Electives and Generic Elective Courses. The programme structure has been designed systematically and divided into four semesters. **Semester I** has **Core Courses** focusing on Management Concepts, Business Environment, Accounting, Economics and Quantitative Methods being included to develop **multi-disciplinary foundation** and to build a holistic approach among the participants, while core courses of Communication Skills and ICT & E-Business Fundamentals have been offered for **skill development**. **Semester II** introduces the participants to the different functional areas of management viz. Finance, Human Resource Management, Marketing, Production & Operations Management. One Course each on all the basic functional areas have been designed and placed here to give an insight to the participants on the areas of **specialization** before they choose it in Semester III. A course on Business Legislation is included to acquaint them with laws related to basic business operations. One course on Research Methodology has also been placed here so that the participants could have basic knowledge of research before they go to Corporate World for their Internship during the Summer Break. A **value based course** on Indian Ethos & Ethics Management has been introduced to garnish **sustainability of success** in the long term with the learning's from **Indian values**. **Dual specialization** in MBA Programme is offered with an aim to develop multi skilled products and their better employability. **Semester III & IV** offers **Discipline Centric Elective Courses** on **Marketing, Finance & HRM** as elective **areas of specialization** along with Core Course on Operations Research, MIS and Strategic Management to develop critical thinking, analytical skills, effective communication and integrative approach among the students. **Generic Elective Courses** on Organisational Behaviour & Industrial Psychology, International Business Environment, Entrepreneurship and Managing Banks & Financial Institutions have been introduced to inspire the students to understand human behaviour at work, global perspectives of business, encourage them to establish their own business & start-ups and **value addition** to tap the employment opportunities in Banking & Finance Sector. Case Studies, Class Presentation, Assignment & Co-curricular activities are integral part of the programme to give **practical exposure** to the participants regarding local, regional, national & global developments in the field of business management. Dissertation and Comprehensive Viva Voce are included in the programme structure to assess students' skills to implement the learned concepts into practice and test their comprehension ability.

Programme Specific Objectives (PSOs)

Following six programme specific objectives have been identified as per AICTE Model Curriculum and will be pursued in order to develop desired knowledge, skills, values and attitudes as learning outcomes among the students attending the MBA Programme:

- 1. Business Environment and Domain Knowledge (BEDK):** Economic, legal and social environment of Indian business. Graduates are able to improve their awareness and knowledge about functioning of local and global business environment and society. This helps in recognizing the functioning of businesses, identifying potential business opportunities, involvement of business enterprises and exploring the entrepreneurial opportunities.
- 2. Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI):** Competencies in quantitative and qualitative techniques. Graduates are expected to develop skills on analysing the business data, application of relevant analysis, and problem solving in other functional areas such as marketing, business strategy and human resources.

3. **Global Exposure and Cross-Cultural Understanding (GECCU):** Demonstrate a global outlook with the ability to identify aspects of the global business and Cross Cultural Understanding.

4. **Social Responsiveness and Ethics (SRE):** Developing responsiveness to contextual social issues/problems and exploring solutions, understanding business ethics and resolving ethical dilemmas. Graduates are expected to identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethical standards in organizational decision making. Demonstrate awareness of ethical issues and can distinguish ethical and unethical behaviours.

5. **Effective Communication (EC):** Usage of various forms of business communication, supported by effective use of appropriate technology, logical reasoning, articulation of ideas. Graduates are expected to develop effective oral and written communication especially in business applications, with the use of appropriate technology (business presentations, digital communication, social network platforms and so on).

6. **Leadership and Teamwork (LT):** Understanding leadership roles at various levels of the organization and leading teams. Graduates are expected to collaborate and lead teams across organizational boundaries and demonstrate leadership qualities, maximize the usage of diverse skills of team members in the related context.

Programme Structure

SEMESTER – I					
Course Code & Name	Course Type	Theory Paper	Internal Assessment	Maximum Marks	Credits
101 Management Concepts & Practices	CC	60	40	100	4
102 Quantitative Methods	CC	60	40	100	3
103 Managerial Economics	CC	60	40	100	3
104 Business Environment	CC	60	40	100	3
105 Business Communication	CC	60	40	100	3
106 Accounting for Managers	CC	60	40	100	3
107 ICT & E- Business Fundamentals	CC	60	40	100	3
108 Organisational Behaviour & Industrial Psychology*	GE	60	40	100	4
109 Comprehensive Viva Voce	CC			100	4
SEMESTER TOTAL				900	30

SEMESTER – II					
Course Code & Name	Course Type	Theory Paper	Internal Assessment	Maximum Marks	Credits
201 Indian Ethos & Ethics Management	CC	60	40	100	4
202 Research Methodology	CC	60	40	100	3
203 Human Resource Management	CC	60	40	100	3
204 Financial Management	CC	60	40	100	3
205 Marketing Management	CC	60	40	100	3
206 Production & Operations Management	CC	60	40	100	3
207 Business Legislation	CC	60	40	100	3
208 International Business Environment*	GE	60	40	100	4
209 Comprehensive Viva Voce	CC			100	4
SEMESTER TOTAL				900	30

CC: Core Course GE: Generic Elective

*Students may choose this course as a **Generic Elective** or may choose a Generic Elective Course offered in other UTDs at the same level or may choose a Course offered by MOOCs through SWAYAM.

SEMESTER – III					
Course Code & Name	Course Type	Theory Paper	Internal Assessment	Maximum Marks	Credits
301 Operations Research	CC	60	40	100	4
302 A Consumer Behaviour**	DCE	60	40	100	4
302 B Investment Analysis & Portfolio Management**	DCE	60	40	100	4
302 C Employee Relations**					
303 A Sales & Distribution Management**	DCE	60	40	100	4
303 B International Finance**	DCE	60	40	100	4
303 C Human Resource Development**					
304 Entrepreneurship*	GE	60	40	100	4
305 Internship Dissertation & Comprehensive Viva Voce	CC			100	6
SEMESTER TOTAL				700	30

CC: Core Course GE: Generic Elective DCE: Discipline Centric Elective

*Students may choose this course as a **Generic Elective** or may choose a Generic Elective Course offered in other UTDs at the same level or may choose a Course offered by MOOCs through SWAYAM.

Students may choose any four courses as **Discipline Centric Electives from the six courses offered in three choice based specialisations: Marketing, Finance and Human Resource Management (Group A&B or A&C or B&C).

SEMESTER – IV					
Course Code & Name	Course Type	Theory Paper	Internal Assessment	Maximum Marks	Credits
401 Strategic Management	CC	60	40	100	3
402 Management Information System	CC	60	40	100	3
403 A Integrated Marketing Communication**	DCE	60	40	100	4
403 B Project Appraisal & Finance**	DCE	60	40	100	4
403 C Compensation & Benefits Management**					
404 A International Marketing**	DCE	60	40	100	4
404 B Taxation**	DCE	60	40	100	4
404 C Organisational Change & Development**					
405 Managing Banks & Financial Institutions*	GE	60	40	100	4
406 Comprehensive Viva Voce	CC			100	4
SEMESTER TOTAL				800	30
GRAND TOTAL				3300	120

CC: Core Course GE: Generic Elective DCE: Discipline Centric Elective

*Students may choose this course as a **Generic Elective** or may choose a Generic Elective Course offered in other UTDs at the same level or may choose a Course offered by MOOCs through SWAYAM.

Students are required to continue with two specialisations: Marketing, Finance and Human Resource Management (Group A&B or A&C or B&C) chosen by them in III Semester and take four courses as **Discipline Centric Electives.

Credit Distribution

SEMESTER	CORE COURSES	ELECTIVE COURSES		COMPREHENSIVE VIVA /DISSERTATION	TOTAL CREDITS
		GENERIC	DISCIPLINE CENTRIC		
Semester I	22	04	00	04	30
Semester II	22	04	00	04	30
Semester III	04	04	16	06	30
Semester IV	06	04	16	04	30
TOTAL	54	16	32	18	120

Scheme of Examination

1. Semester End Theory Paper: Each theory paper of 60 marks will have following questions.

Type of Questions	Number of Questions	Marks allotted to each Question	Total Marks
Short Answer Type	5	4	20
Long Answer Type	5	8	40

There will be two questions of each type from each unit of syllabus in all the question papers.

2. Internal Assessment: The internal assessment of 40 marks shall be based on two Written Tests of 20 marks each and one Test of 20 marks based on Assignment, Presentation & Class Participation of the student with following details. Marks will be awarded on the basis of best of the two Test Scores.

Type of Assessment	Marks	Remarks
Class Test	20 Marks	Two assessments of 20 Marks Each on the basis of evaluation of Answer scripts of the student.
Assignment	05 Marks	Assessment based on Written Assignment submitted by the student within due date on the allotted topic.
Presentation	10 Marks	Assessment based on Oral Presentation given by the student within due date on the allotted topic.
Class Participation	05 Marks	Assessment based on attendance and active participation of the student in the class debates, discussions, quiz etc.

The University Teaching Department reserves all rights to make necessary changes in the above Internal Assessment valuation system in case of any contingencies.

Computation of Letter Grade, Grade Points, Credit Points, SGPA & CGPA

1. Grade Letter & Grade Points

The grade letter and grade points will be assigned as per the following table:

Letter Grade	Grade Points	Description	Range of Marks (%)
O	10	Outstanding	90-100
A+	9	Excellent	80-89
A	8	Very good	70-79
B+	7	Good	60-69
B	6	Above Average	50-59
C	5	Average	40-49
P	4	Pass	35-39
F	0	Fail	00-35
Ab	0	Absent	Absent

2. Credit Points

The credit points will be computed by multiplying course credit with grading points in each course. Total Credit Points of the semester will be calculated by adding the credit points of all the courses of the concerned semester.

3. SGPA

Semester Grading Point Average will be calculated by dividing the total credit points of the semester by sum of credits allotted to that semester:-

SGPA (Si) = $\sum(C_i \times G_i) / \sum C_i$ (SGPI will be expressed up to two decimal places by rounding off).

4. CGPA

Cumulative Grading Point Average will be calculated by by taking the ratio of total credit points scored by the student and sum of total credits in all courses studied till the semester end. CGPA will be expressed up to two decimal places by rounding off.

An illustration of computing letter grade, grade points, credit points, SGPA & CGPA:

Course Code	Course Title	Credits	Grade	Grade Point	Credit Points (Credits x Grade Point)
101	Management Concepts & Practices	4	B+	7	4×7 = 28
102	Quantitative Methods	3	A	8	3×8 = 24
103	Managerial Economics	3	C	5	3×5 = 15
104	Business Environment	3	B+	7	3×9 = 27
105	Communication Skills	3	B+	7	3×7 = 21
106	Accounting for Managers	3	B	6	3×6 = 18
107	Computers for Management	3	C	5	3×5 = 15
108	Organisational Behaviour & Industrial Psychology*	4	B+	7	4×7 = 28
109	Comprehensive Viva Voce	4	B+	7	4×7 = 28
	TOTAL CREDIT POINTS	30			204
SEMESTER I		SGPA = 204/30 = 6.8			

Course Code	Course Title	Credits	Grade	Grade Point	Credit Points (Credits x Grade Point)
201	Indian Ethos & Ethics Management	4	A	8	4×8 = 32
202	Research Methodology	3	A	8	3×8 = 24
203	Human Resource Management	3	B	7	3×7 = 21
204	Financial Management	3	A+	9	3×9 = 27
205	Marketing Management	3	B+	7	3×7 = 21
206	Production & Operations Management	3	B	6	3×6 = 18
207	Business Legislation	3	B+	7	3×7 = 21
208	International Business Environment*	3	B+	7	3×7 = 21
209	Comprehensive Viva Voce	4	A	8	4×8 = 32
	TOTAL	30			217
SEMESTER II		SGPA = 217/30 = 7.23			

	Semester I	Semester II	Semester III	Semester IV
Credit Points	204	217		
Credits	30	30		
SGPA	6.8	7.23		
CGPA	6.8	7.02		

Conversion of CGPA in to Percentage:

$$\% = \text{CGPA} \times 10\%$$

Ex.

$$6.8 \times 10\% = 68\%$$

$$7.02 \times 10\% = 70.2\%$$

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SYLLABUS

(SESSION 2020-21 ONWARDS)



**DEPARTMENT OF BUSINESS ADMINISTRATION
AWADHESH PRATAP SINGH UNIVERSITY
REWA, MADHYA PRADESH, INDIA**

SEMESTER I
CC 101: MANAGEMENT CONCEPTS & PRACTICES

Course Credits: 04

Max. Marks in Theory Paper: 60

Objective:

The objective of this course is to familiarise the participants with basic management concepts and behavioural processes in the organisation.

Course Contents:

UNIT I: Introduction

Concept and significance of Management as a science or an art, Distinction between Management and Administration Functional Management, Principles of Management. Evolution of Management Thought: Classical School, Neo-Classical School & Modern School.

UNIT II: Planning and Decision Making

Planning- Nature Process, Types, Principles & Significance. Planning Vs Forecasting. Objectives: Meaning, Characteristics, Types, MBO: Process & Importance. Decision Making: Meaning & Significance, Types, Process, Rationale & Limitations.

UNIT III: Organizing

Organizing- Concept & Process, Organisational Structures & Design, Departmentation- Meaning, Needs and Consideration, Span of Management. Authority, Power and Responsibility. Delegation of Authority- Meaning, Advantages and Limitations, Centralization Decentralization of Authority.

UNIT IV: Direction, Motivation & Leadership

Direction-Meaning, Principles and Techniques. Motivation- Meaning, Significance and Theories. Leadership- Concept & Styles, Qualities of a Good Leader, Leadership Theories, Leadership & Decision Making.

UNIT V: Controlling & Co- ordination

Controlling- Meaning, Characteristics and Steps. Prerequisites of an effective control. Co-ordination-Meaning, Importance and Principles. Co-ordination as an essence of management.

Outcome:

Business Environment and Domain Knowledge

The graduates will be able learn about the basic concepts, principles and process of management. This learning will build a foundation and help them in understanding basic functioning of the organisations not only in corporate but also in other sectors such as government, NGO, Social Organisations etc.

Suggested Readings:

- | | | | |
|----|--------------------|---|--------------------------|
| 1. | Koontz O Donnell | : | Essentials of Management |
| 2. | Terry and Franklin | : | Principles of Management |
| 3. | Drucker Peter | : | Principles of Management |
| 4. | Prasad, L.M | : | Principles of Management |
| 5. | Narayan & Rao | : | Principles of Management |

List of Cases, Recent Articles and Specific References will be announced in the Class Room at the time of launching of the course.

CC 102: QUANTITATIVE METHODS

Course Credits: 03

Max. Marks in Theory Paper: 60

Objective:

The objective of the course is to provide elementary knowledge of the concepts of Quantitative Techniques and their application in business decisions.

Course Contents:

UNIT I: Matrices

Elementary Introduction to Vectors & Determinants. Matrices: Meaning, Definition, Kinds, Equality, Transpose and basic operations on Matrices, Business Application of Matrices: Representation of data, Solution to the Simultaneous Equations.

UNIT II: Probability

Introduction, Basic Terminologies, Simple Problems related to Addition, Multiplication and Division of Probability, Conditional Probability.

UNIT III: Introduction to Statistics

Arithmetic Mean, Median, Mode and Weighted Average, Geometric Mean, Range, Quartile, Percentile, Deciles, Mean Deviation, Standard Deviation, and Coefficient of Variation.

UNIT IV: Statistical Analysis (a)

Co-relation and Regression Analysis, Scatter diagram and Karl Pearson's Co-efficient of Correlation. Index number: Quantity and Price Indexes, Fisher's Ideal Index Number.

UNIT V: Statistical Analysis (b)

Time Series Analysis and Forecasting: Components of Time Series, Measurement of Trend & Forecasting: Graphical, Moving Average and Least Square Methods.

Outcome:

Critical thinking, Business Analysis, Problem Solving and Innovative Solutions

The graduates of this course will be able learn about the basic mathematics and statistics applicable in business decisions. This will sharpen their critical thinking, analytical skills and problem solving ability.

Suggested Readings:

1. Levin Rechar I : Statistics for Management
2. Gupta, C.B. : An Introduction to Statistics.
3. Gupta. S.C : Fundamentals of Statistics.
4. Elhance, D.N : Fundamentals of Statistics.
5. Ray & Sharma : Statistics.
6. Raghavchari, C. : Business Mathematics.

CC 103: MANAGERIAL ECONOMICS

Course Credits: 03

Max. Marks in Theory Paper: 60

Objective: The objective of this course is to acquaint the participants with concept and techniques used in micro and macro economics and to enable them to apply this knowledge in the business decision making.

Course Contents:

UNIT I: Introduction

Managerial Economics: Meaning, Scope, Relationship with other disciplines. Demand Analysis, Elasticity of Demand. Supply: Nature, Types & Equilibrium. Indifference Curve Analysis, Price, Income and Substitution Effect. Demand Forecasting. Significance of Managerial Economics in Business Decisions.

UNIT II: Production Theory & Cost Analysis

Production Theory: Proportion (Short Run Production Analysis) and Law of returns to scale (Long Run Production Analysis) through the use of ISO QUANTS. Cost analysis: Cost Concept, Cost in Managerial Decision.

UNIT III: Theory of Firm & Market Structure

Theory of Firm- Profit Maximization & Sales Maximisation. Market Structure- Features and Price Determination of Monopoly, Oligopoly, Perfect Competition and Non- Price Competition.

UNIT IV: Employment Theory & Business Cycle

The Classical Theory of Employment, the Keynesian Theory of Employment. Circular Flow of Income in 2,3,4 Sector Economy. Business Cycle: Phases, Significance and Impact on society. Government policies related to Business Cycle, Inflation, Money supply.

UNIT V: Macro Economics Aggregates & Concepts

Concept and Measurement of National Income. Determination of National Income. Consumption & Saving Functions and their relationships. Aggregate Consumption – Gross Domestic Savings, Gross Domestic Capital Formation, GNP & GDP, WPI, CPI, HDI, Inflation. Investment Function: MEC & MEI. Balance of Payment, Fiscal Policy and Monetary Policy.

Outcome:

Business Environment and Domain Knowledge

The graduates of this course will be able learn about the role of economics in business management and prospects of the business in a span of time.

Suggested Readings:

1. V.C. Sinha & Ritika Sinha : Managerial Economics
2. P. L. Mehta : Managerial Economics
3. Varshney & Maheshwari : Managerial Economics
4. Joel Dean : Managerial Economics
5. M. L. Jhingan : Micro Economic Theory

CC 104: BUSINESS ENVIRONMENT

Course Credits: 03

Max. Marks in Theory Paper: 60

Objective: The primary objective of this course is to familiarize the students with the business environment prevailing in India, its different dimensions, influencing factors and its implications to business.

Course Contents:

UNIT I: Business and Environment

Definition, Nature and Components of Business; Concept, Classification and Significance of Business Environment, Factors affecting environment of Business ; Assessing risk and opportunity in Indian and global business environment. Environment Management System (EMS), EMS Standards and Environmental Auditing.

UNIT II: Economic Environment

Components of Economic Environment of Business ; Basic Economic System ; Role of Five Year Plans to Industry ; Economic Reforms in India- Liberalisation, Globalisation and Privatisation ; New Economic Policy ; Industrial Policy ; Concept of Fiscal Policy & Monetary Policy.

UNIT III: Socio-cultural and Political Environment

Social Environment and its impact on Business; Role of culture in business, Social Responsibility of business; State Intervention in Business - Reasons, Types and Problems ; Concept of Private and Public Sector in India; Co-operative Organizations, MNCs and FDI in India.

UNIT IV: Technological Environment

Technological factors affecting business; Technology Policy of India; Prospects and Challenges to adopt technology; Role of Patents and Intellectual Property Rights in Business; Quality Standards and introduction of Six Sigma & Kaizen.

UNIT V: Environmental Management

Concept, Scope and Determinants of Environmental Management System; Introduction of Sustainable Development; Role and Trade of Forest Products in India ; Bio-Diversity & Waste Management ; Air, Water and Land Pollution- Causes and Laws ; Measures of Energy Conservation. Overview of Environment Protection Act.

Outcome:

Business Environment and Domain Knowledge

The participants of this course will be able learn about the macro factor affecting business environment and will be well acquainted with the latest changes in the different components of business environment.

Suggested Readings:

1. Principles of Business Management : Kumar & Sharma
2. Business Environment : F. Cherunilum
3. Economic environment of Business : Biswath Ghosh
4. Business Environment for Strategic Management : K. Aswathappa
5. Indian Economy : Mishra and Puri

List of Cases, Recent Articles and Specific References will be announced in the Class Room at the time of launching of the course.

CC 105 CP: BUSINESS COMMUNICATION

Course Credits: 03

Max. Marks in Theory Paper: 60

Objective: This Course is aimed at equipping the students with the necessary techniques and soft skills of communicating individually and in a group. Oral, written and non-verbal communication skills are considered important in accomplishing the organisational goals and maintaining harmony.

Course Contents:

UNIT I: Introduction

Definition and Process of Communication, Essentials of Effective Communication, Barriers to Communication, Communication Networks, Role of communication in organizational effectiveness, Use of Grapevine.

UNIT II: Oral Communication

Public Speech & Presentation Skills: Composition, Principles, Speech Delivering Skills, Overcoming Glossophobia, Just-A-Minute Presentation. Interview: Pre Planning for the Interview, Facing the Interview Board. Communication in Group Discussion, Do's and Don'ts in GD's. Communication in Committees, Seminars and Conferences.

UNIT III: Non-Verbal Communication

Non- Verbal communication: Meaning and its Importance. Facial Expressions, Postures, Gestures, Eye Contact & Gazing, Hepatics, etc. Listening: Process, Types and Principles.

UNIT IV: Writing Skills

Writing different types of Job Application Letters. Preparing Bios & Resumes. Writing different types of Reports, Proposals, E-mails and Summaries. Drafting Notices, Advertisements etc.

UNIT V: Business Correspondence

Essentials of Effective Business Correspondence. Structure of Business Letter, Forms of Letter layout. Types of Business Letters- Enquiries and replies, orders and their execution, complaint letter, sale letter, Response Letter, Thanks Letter.

Outcome:

Effective Communication

The participants of this course will be able learn about the various aspects of verbal and non-verbal communication which will be extremely useful to them at the entry level in any professional organisation in the initial years of their career.

Suggested Readings:

- | | | | |
|----|--------------------------------------|---|--|
| 1. | Nageshwar Rao & R. P. Das | : | Communication Skills |
| 2. | M. V. Rodrigues | : | Effective Business Communication |
| 3. | R. C. Sharma & Krishna Mohan | : | Business Correspondence & Report Writing |
| 4. | E. H. McGrath, S. J. | : | Basic Managerial Skills for All |
| 5. | P. D. Chaturvedi & Mukesh Chaturvedi | : | Business Communication |

List of Cases, Recent Articles and Specific References will be announced in the Class Room at the time of launching of the course.

CC 106: ACCOUNTING FOR MANAGERS

Course Credits: 03

Max. Marks in Theory Paper: 60

Objective:

The basic purpose of this course is to develop an insight of postulates, principles and techniques of accounting and utilisation of financial and accounting information for planning, decision making and control.

Course Contents:

UNIT I: Basic Accounting Concepts

Financial Accounting: Concept, Importance and Scope. Generally accepted accounting principles, Preparation of Financial Statement with special reference to analysis of Balance Sheet and measurement of Business Income.

UNIT II: Financial Statements

Financial Statements analysis, Cash Flow Statement, Fund Flow Statement , Ratio Analysis – Meaning, Importance and Limitations. Preparation of various types of statements.

UNIT III: Management Accounting

Management Accounting - Concept, Need, Importance and Scope. Cost Accounting- Records & Process, Cost Ledger & Control Accounting, Job and Process Costing. Reconciliation & Integration between Financial Accounting and Cost Accounting.

UNIT IV: Budgeting

Various types of budget and their preparation, Master Budget, Flexible Budget, Performance Budgeting, Zero Budgeting and Budgetary Control.

UNIT V: Costing

Costing for Decision Making: Standard Costing, Variance Analysis, Marginal Costing and Absorption Costing. Overview of GST.

Outcome:

Business Environment and Domain Knowledge

This course will acquaint the participants with the basics of accountancy regarding financial transactions of an organisation.

Suggested Readings:

1. S. M. Shukla : Advanced Accounting
2. Sharma & Gupta : Management Accounting
3. Jain & Narang : Accountancy
4. I. M. Pandey : Advanced Accounting
5. Shukla & Grewal : Advanced Accountancy

CC 107: ICT & E-BUSINESS FUNDAMENTALS

Course Credits: 03

Max. Marks in Theory Paper: 60

Objective:

The objective of this course is to give an exposure to the participants regarding the usage of computers software, ICT, E-Business Fundamentals and emerging technologies in the business organisation with the specific reference to the commercial data processing systems.

Course Contents:

UNIT I: Introduction

Computers: An Introduction, Development of Computer, Components of Computer, System: - CPU, Input and Output Devices, Storage Media, Computer Hardware/Software Generations, Classification of Computer Programming Languages. Overview of Number System, Information Technologies, Internet Communication Technologies. Applications of Computer in Business.

UNIT II: PC Software Package

Operating System: Introduction to Operating System (DOS & Windows). Basics of Word Processing Insert, Page Layout, References and Mailings. Basics of Excel/Spreadsheet: Data Formatting, Data Representation & Data Visualization. Power Point: Creating a PowerPoint Presentation on PC. Do's and Don'ts of Power Point Presentation.

UNIT III: E-Business:

E-Business framework, E-Business application, Technology Infrastructure for E-Business. Mobile and Wireless computing fundamentals: Mobile computing, framework, wireless technology and switching method, mobile information access device, mobile computing application.

UNIT IV: E-Business Models:

Elements of Business models, B2B, B2C models Payment Systems: Type of E-payment, digital token-based e-payment, smart card, credit card payment systems, risk on e-payment, designing e-payment.

UNIT V: Emerging Technologies

Communication Technologies: 2G, 3G, 4G and 5G, Artificial Intelligence (AI), Internet of Things (IoT), Machine Language, Big Data, Coding, Cloud Computing, Cyber Security etc.

Outcome:

Critical Thinking, Business Analysis, Problem Solving and Innovative Solutions

This course will hone the skills of participants with basics of computers, ICT, office automation, E-Business and emerging technologies. It will also improve the critical thinking, analytical ability and problem solving skills of the participants.

Suggested Readings:

1. Sinha and Sinha, "Computer Fundamentals", BPR Publications , Latest Edition
2. Niranjan Shrivastava, Computer Applications in Management
3. R.K. Taxali,, "PC Software for Windows Made Simple", Tata McGraw Hills, New Delhi,
4. R Kalakoita & M Robinson. "E-Business. Roadmap for Success", Pearson Education.
5. Rayudu C. S. , "e-Business", Himalaya Publishing House, Latest Edition
6. Elaine Rich and Kevin Knight, "Artificial Intelligence", Tata McGraw Hill
7. V. Madiseti & A. Bahga, "Internet of Things, A Hands on Approach", University Press.
8. Gupta Sarika, "Information and Cyber Security", Khanna Publishing House, Delhi.
9. Jain V.K., "Big Data and Hadoop", Khanna Publishing House, Delhi.
10. Aurélien Géron, "Hands-On Machine Learning with Scikit-Learn and Tensor Flow: Concepts, Tools, and Techniques to Build Intelligent Systems", 1st Edition, O'Reilly Media

GE 108: ORGANISATIONAL BEHAVIOUR & INDUSTRIAL PSYCHOLOGY

Course Credits: 04

Max. Marks in Theory Paper: 60

Objective:

The objective of this course is to develop an understanding of organisational and individual variants of human behaviour which affect the functioning of an organisation.

Course Contents:

UNIT I: Introduction

Concept of Organisational Behaviour, Contributing Disciplines to Organisational Behaviour, Background/ Historical Perspective and Framework of OB, Organisational Behaviour in a Learning Organisation.

UNIT II: Individual Behaviour & Group Dynamics

Perception and Impression Management, Personality- Concept and Determinants, Attitudes and Values. Group Formation, Nature of Groups, Group norms, Reasons for joining Groups, Individual Roles in Groups., Functions of Groups within an Organisation.

UNIT IV : Global Leadership

Cultural Dimensions & its impact on Business Practices. Leadership Across Culture, Challenging role of a Global Manager as a Global Business Leader. Challenge of Managing Cross-Cultural Workgroups and International Teams. Cross-Cultural Communication & Negotiations. Cultural differences & Ethical dilemmas.

UNIT IV: Industrial Psychology

Evolution of Industrial Psychology, Psychological Conflicts: Causes, Effects and Remedies. Role Clarity & Role Conflict, Work Life Balance, Causes of Monotony, Fatigue, Accidents and Alcoholism in Employees, Employee Retention Strategies.

UNIT V: Other Issues

Emotional Intelligence: EI Framework, Role of EI on individual and organisational effectiveness. Stress Management- Meaning, Causes, Effects and Coping Strategies for Stress and Interpersonal Behaviour. Creating High Performance Culture. Mentoring & Talent Management. Team Building & Team Work, Time Management.

Outcome:

Leadership, Teamwork, Global Exposure and Cross Cultural Understanding

The participants of this course will be able to learn about behavioural aspects of different individuals and groups in an organisation. Graduates are expected to collaborate and lead teams across organisational boundaries and demonstrate leadership qualities. The participants will be able to learn about the various aspects of trans-national culture and global leadership.

Suggested Readings:

1. Stephens P. Robbins : Organisational Behaviour
2. Keith Davis : Organisational Behaviour
3. Uma Shekaran : Organisational Behaviour
4. Udai Pareek : Understanding Organisational Behaviour
5. A. Negi : Industrial Psychology

List of Cases, Recent Articles and Specific References will be announced in the Class Room at the time of launching of the course.

SEMESTER II

CC 201: INDIAN ETHOS & BUSINESS ETHICS

Course Credits: 04

Max. Marks in Theory Paper: 60

Objective: This is a value based course. The objective of this course is to acquaint the students with the moral values and traditional wisdom inherent in our Indian mythology and literature.

Course Contents:

UNIT I: Introduction

History and Relevance, Role of Indian Ethos in Managerial Practices, Principles Practiced by Indian Companies. Managerial Lessons from Vedas, Ramayan, Mahabharat, Bible and Quran. Kautilya's Arthshashtra.

UNIT II: Indian Values

Indian Heritage in Management. Impact of Value on Stakeholders, Trans-Cultural Human Values, Secular v/s Spiritual Values, Value System in Work Culture. Meditation, Mental Health and Yoga. Gurukul System of Learning. Gandhian Approach in Management & Trusteeship. Importance of Trusteeship Principles in Business Management.

UNIT III: Ethos & Laws

Ethics v/s Ethos, Indian v/s Western Management, Work Ethos and Values for Indian Managers. Relevance of value based management in Global Change. Nishkama Karma, Law of Karma, Law of Creation, Law of Humility, Law of Growth, Law of Responsibility, Law of Connection and Corporate Karma Leadership.

UNIT IV: Understanding Ethics

Need for Ethics, Ethical Values, Myths and Ambiguity, Ethical Codes, Ethical Principles in Business. Theories of Ethics, Absolutism v/s Relativism. Kohlberg's six stages of Moral Development (CMD).

UNIT V: Managing Ethical Dilemma

Ethical Decision Making, Ethical Reasoning, Dilemma Resolution Process. Ethical Dilemma in different business areas of Finance, HRM, Marketing and International Business. Ethics and Value Based Leadership. Traditional Indian Wisdom towards Business Ethics.

Outcome: Value based learning & Leadership

The participants of this course will be able to learn values from Indian mythology and Role Models and use them in sustainable growth of business organisations.

Suggested Readings:

K.C. R. Raja	:	Ethics, Indian Ethos & Management
Bishwanath Ghosh	:	Ethic in Management & Indian Ethos
R. Nandgopal & AjithSankar R. N.	:	Indian Ethos & Values in Management
G. D. Sharma	:	Management & Indian Ethos
S. K. Chakraborty	:	Ethics in Management :Vedantic Perspective

CC 202: RESEARCH METHODOLOGY

Course Credits: 03

Max. Marks in Theory Paper: 60

Objective: The aim of this course is to equip the participant with the basic understanding of the research methodology and to provide an insight into the application of modern analytical tools and techniques for the purpose of managerial decision making.

Course Contents:

UNIT I: Introduction

Meaning, Objectives, and Significance of Research; Types of Research; Concept and scope of research methodology in Management; Criteria for a good Research ; Research Organisations in India.

UNIT II: Research Process

Steps in Research Process. Need and Features of a good Research Design; Types of Research Design; Sampling Design Techniques; Characteristics of a good Sample Design; Formulation of Research Objectives and Hypothesis.

UNIT III: Methods of Data Collection

Types of Data. Sources of secondary data; Review of Literature and its importance. Methods of Collecting Primary Data; Observation, Interview & Questionnaire Method. Designing and Administration of Questionnaire. Questionnaire vs Schedule. Measurement & Scaling Techniques.

UNIT IV: Methods of Data Representation & Analysis

Use of Graphs, Charts and Maps in Data Representation. Processing of data- Editing, Coding, Classification and Tabulation of Data; Utility and Importance of Statistics in Research ; Measures of Central Tendency and Dispersion, Correlation and Regression etc. Statistical tests such as Chi - square test, t – test, and ANOVA.

UNIT V: Research Report Preparation

Preparation of Research Reports; Layout of the Research Report; Steps in Report Writing ; Applications of MS Word, Power Point and Excel in Report Preparation ; Research related Software and their application.

Outcome:

Critical thinking, Business Analysis, Problem Solving and Innovative Solutions

This course will acquaint the participants with the basics of research before they go to the corporate world for their project study. This will also cultivate critical thinking, analytical skills and problem solving skills in the participants.

Suggested Readings:

1. Research Methodology : C.R. Kothari
2. Research Methodology : R. Pannersevam
3. Research Methodology in Management : Dr. V.P. Michael
4. Business Research Methods : Naval Bajpai
5. Marketing Research : Malhotra & Dash

CC 203: HUMAN RESOURCE MANAGEMENT

Course Credits: 03

Max. Marks in Theory Paper: 60

Objective:

The objective of this course is to acquaint the participants about the various facts of managing manpower and to develop an insight on various policies and practices of Human Resource Management.

Course Contents:

UNIT I: Introduction

Concepts & Perspectives on Human Resource Management, HRM in Changing Environment, Corporate Objectives and Human Resource Planning, Career & Succession Planning, Job Analysis and Job Description.

UNIT II: Recruitment and Training

Recruitment and Selection of Manpower, Induction and Orientation, Training and Development, Performance Appraisal and Potential Appraisal.

UNIT III: Compensation

Job Evaluation, Wages and Salary Administration. Employee Benefit Programmes, Incentives and Fringe Benefits. Organisational Participation and Productivity Sharing.

UNIT IV: Managerial Skills

Introducing change in the organization, Discipline, Absenteeism and Employee Turnover, Conflict Management, Grievance Handling. Work from home in contingencies such as pandemic situation.

UNIT V: Industrial Relations

Employee Welfare, Industrial Relations and Trade Unions; Dispute Resolution & Grievance Management; Employee Empowerment.

Outcome:

Business Environment and Domain Knowledge

This course will ensure the basic learning of managing human resource in an organisation and participants will also gain understanding of influence of external environment forces on HRM.

Suggested Readings:

1. Gary Dessler : Fundamentals of Human Resource Management
2. K. Aswathappa : Human Resource and Personal Management
3. C.B. Memoria : Personnel Management
- 4.. Deepak Kumar Bhattacharya : Human Resource Management
5. V.S. P. Rao : Human Resource Management

List of Cases, Recent Articles and Specific References will be announced in the Class Room at the time of launching of the course.

CC 204: FINANCIAL MANAGEMENT

Course Credits: 03

Max. Marks in Theory Paper: 60

Objective:

The basic purpose of this course is to develop an insight of postulates, principles, and techniques of financing and utilization of financial and accounting information for planning, decision making and control.

Course Contents:

UNIT I: Introduction

Financial Management – Nature, Scope & Objectives, Financial Analysis & Control, Cost Volume Profit Analysis, Valuation of a Firm, Business Forecasting.

UNIT II: Short Term Financing

Working Capital Management, Management of Cash & Receivables, Accounts and Receivables Management, Inventory Management, Debt Financing, Bank Financing.

UNIT III: Capital Structure and Dividends

Capital Structure Decision of a firm, Theories of Capital Structure, Dividend Policy of the Firm, Valuation & Dividend Decisions.

UNIT IV: Long Term Financing

Sources of Long Term funds externally: Long term Debt, Preferred & Common Stock, Convertible Securities & Warrants, Lease Financing.

UNIT V: Investment Decisions

Capital Budgeting, Methods of Capital Budgeting, Cost of Capital for Risky Investment, Multiple Risky Investment, Portfolio Management.

Outcome:

Business Environment and Domain Knowledge

Graduates will improve their knowledge on functioning of local and global business environment and will be acquainted about various aspects related to sources of funds and management of funds in an organisation.

Suggested Readings:

1. Khan & Jain : Financial Management
2. I.M. Pandey : Financial Management
3. S. K. Gupta & R. K. Sharma : Financial Management
4. Prasanna Chandra : Financial Management: Theory & Practices
5. V. K. Bhalla : Financial Management and Policy

List of Cases, Recent Articles and Specific References will be announced in the Class Room at the time of launching of the course.

CC 205: MARKETING MANAGEMENT

Course Credits: 03

Max. Marks in Theory Paper: 60

Objective:

The objective of the course is to introduce the students to the basic concepts and components of marketing so as to develop an understanding of different functional areas of management irrespective of the selected area of specialisation.

Course Contents:

UNIT I: Introduction

Basic Concepts and Approaches to Marketing Management, Selling vs. Marketing, Marketing System, Marketing Environment, Marketing Mix, Market Segmentation and Marketing Process. Targeting & Positioning.

UNIT II: Consumer Behaviour & Marketing Research

Concept of Consumer Behaviour, Factors affecting Consumer Behaviour. Decision Making Process in Buying. Diffusion of Innovation. Types & Levels of Decision Making in Buying. B2B Marketing and CRM. Concept and Components of Marketing Information System (M_KIS). Marketing Research: Meaning, Process, Scope and Significance.

UNIT III: Product & Brand Management

Product Mix, Product Classification, Product Life Cycle, Launching of a New Product. Branding Decisions & Strategies: Selecting a Brand Name, Brand Identity, Personality & Associations. Packaging: Functions & Types, Legal Dimensions of Packaging, Packaging as a Promotional Tool.

UNIT IV: Pricing, Promotion & Distribution Management

Pricing Objectives & Methods. Factors influencing Pricing of a Product. Promotional Decisions- Advertising, Sales Promotion, Personal Selling, Publicity and Public Relations. Promotion Mix. Channels of Distribution, Channel Planning & Channel Mix, Factors Affecting Channel Choice. Types of Middlemen. Functions of Middlemen, Utility Created by Middlemen.

UNIT V: Specific Marketing Areas

Service Marketing, Rural Marketing, Green Marketing, International Marketing, Social & Non-Profit Marketing, Social Media & Digital Marketing. Marketing to base of Pyramid Customers.

Outcome:

Business Environment and Domain Knowledge

The participants of this course will be able to learn about the foundation of marketing in different focal areas and they will also understand the impact of various factors on marketing activities.

Suggested Readings:

1. Ramaswami V. & Namkumari S., : Marketing Management.
2. Kumar Arun & Meenakshi N. : Marketing Management
3. Kotler Philip, Keller K.L., Koshy Abraham Jha M. : Marketing Management
4. Stanton W. J., : Fundamentals of Marketing
5. KujnishVashishth : A Practical Approach to Marketing Management

List of Cases, Recent Articles and Specific References will be announced in the Class Room at the time of launching of the course.

CC 206: PRODUCTION AND OPERATIONS MANAGEMENT

Course Credits: 03

Max. Marks in Theory Paper: 60

Objective:

This course is designed to acquaint the participants with decision making in Planning, Scheduling and control of Production and Operation function in both manufacturing and services.

Course Contents:

UNIT I: Introductory Concept to Operations

Nature and of Production and Operations Management, Facility Location, Types of Manufacturing Systems & Layouts, Layout Planning and Analysis Material Handling- Principles Equipments, Line Balancing- Problems.

UNIT II: Operational Planning

Operations decisions- Production Planning and Control – In Mass Production – In Batch/Job Manufacturing Capacity Planning – Models.

UNIT III: Process Planning

Process Planning – Aggregate Planning- Scheduling- Maintenance Management Concepts, Work Study, Method Study, Work Measurement, Work Sampling, Work Environment – Industrial Safety.

UNIT IV: Material Management

Material Management: An Overview of Material Management, Material Planning and Inventory, Control, JIT, Materials Planning Budgeting and Material Requirement planning, Purchase Management, Stores Management.

UNIT V: Quality Control

Quality Assurance: Acceptance Sampling, Statistical Process Control, TQM, ISO 9000, Maintenance, Safety Management.

Outcome:

Business Environment and Domain Knowledge

This course will expose the participants with various aspects of manufacturing sector. They will be able to improve productivity in operations through layout engineering, quality management, effective and efficient flow, replenishment and control of materials in manufacturing organisations.

Suggested Readings:

1. Buffa, E.S. : Modern Production Management
2. Chary S.N. : Production and Operations Management
3. Chunawalla & Patel : Production and Operation Management
4. Subimal Bhattacharya : Operations Management
5. K. K. Ahuja : Production Management

List of Cases, Recent Articles and Specific References will be announced in the Class Room at the time of launching of the course.

CC 207: BUSINESS LEGISLATION

Course Credits: 03

Max. Marks in Theory Paper: 60

Objective:

The course is designed to assist the students in understanding basic laws affecting the operations of a business enterprise.

Course Contents:

UNIT I: Contract Act.

The Indian Contract Act, 1872: Essentials of valid Contract. Void Agreements. Performance of contracts, Breach of Contract and Its remedies. Quasi-Contracts. Indemnity. Guarantee Contingency, Bailment and Agency.

UNIT II: Sales of Goods Act & Negotiable Instruments Act

The Sale of Goods Act, 1930: Formation of a Contract .Right of Unpaid Seller. The Negotiable Instruments Act, 1881: Nature and Types. Negotiation and Assignment. Holder-in-Due Courses Dishonour and Discharge of a negotiable Instrument.

UNIT III: Introduction to Company Law

The Companies Act 1956:Nature and Types of Companies. Formation. Memorandum and Articles of Association, Prospectus.

UNIT IV: Share Capital

Allotment of Shares. Shares and Share Capital. Shares vs Debentures Membership, Borrowing Powers. Management and Meeting. Accounts and Audit. Compromise Arrangements and Reconstruction.

UNIT V : Other Issues

Prevention of Oppression and Mismanagement. Winding UP: Consumer Protection Act and Cyber Laws.

Outcome:

Business Environment, Domain Knowledge, Critical Thinking & Problem Solving

The course will acquaint the participants with functioning of legal business environment and concerned potential issues and laws in managing operations of business and thereby they are expected to make judgment calls and take legit decisions in future that a business professional has to make on daily basis. This course will prepare the participants for imaginative and responsible leadership roles in the business. They are expected to critically analyze, evaluate and create solutions in the business.

Suggested Readings:

1. Anurag k. Agrwal, Business Law for Managers, Penguin.
2. Avtar Singh, Company Law, Eastern Book Company, Lucknow.
3. Garg & Chawla, Mercantile Law, Kalyani Publishers.
4. Kapoor N.D., Mercantile Law, Sultan Chand & Sons, New Delhi.
5. Kuchhal & Kuchhal, Business Legislation for Management, Vikas Pub. Ltd.

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

GE 208: INTERNATIONAL BUSINESS ENVIRONMENT

Course Credits: 04

Max. Marks in Theory Paper: 60

Objective:

The primary objective of this course is to acquaint the students to emerging global trends in business environment and enhance the knowledge about the foreign markets.

Course Contents:

UNIT I: Introduction

International Business: An overview- Types of International Business. The External Environment: Economic and Political Environment, The Human Culture Environment and its influence on Trade and Investment Patterns.

UNIT II: World Trade

Recent World Trade and Foreign Investment Trends, Balance of Payments and Balance of Trade, Theories related with International Trade. World's Economic Growth & Environment.

UNIT III: International Finance

World Financial Environment: Cross-national Cooperation and Agreements, Tariff and Non-Tariff barriers, WTO, GATT, Regional Blocks.

UNIT IV: Financial Institutions

Foreign Exchange Market Mechanism, Determinants of Exchange rates, Euro-Currency Market, Offshore Financial Centres, International Banks, Non-Banking Financial Services Firms, and Stock Markets.

UNIT: Global Issues & Perspectives

Global Competitiveness: Technology and Globalisation, Export Management, Licensing & Joint Ventures, Globalisation and Human Resource Development, Globalisation with Social Responsibility.

Outcome:

Global Exposure and Cross Cultural Understanding

The participants will be able to learn about the various aspects of global business environment. They will have basic knowledge about different mechanisms and institutions in International Business.

Suggested Readings:

1. Leslie Hamilton & Philip Webster : The International Business Environment
2. Anant Kumar : The International Business Environment
3. Bhalla, V.K. and S. Shivaramu : International Business Environment and Business
4. Janet Morrison : The International Business Environment
5. Sukumar Nandi : The International Business Environment

List of Cases, Recent Articles and Specific References will be announced in the Class Room at the time of launching of the course.

SEMESTER :III

CC 301: OPERATIONS RESEARCH

Course Credits: 04

Max. Marks in Theory Paper: 60

Objective:

The objective of this course is to give the students a firm grasp of quantitative techniques, which are useful to them in the field of management. The emphasis is mainly laid on operational research.

Course Contents:

UNIT I: Introduction to OR

Introduction, Nature, Scope and Managerial Application, Methodology/Modelling in OR, Types of Models, Principles of Modelling in OR. Overview of various OR Models used in Business.

UNIT II: Linear Programming

Linear Programming, Introduction, Formulation, Graphical and Simplex Method for solving L.P.P Maximisation & Minimisation Type Problems, Big m and Two –Phase Methods. Sensitivity Analysis, Dual of a Linear Programming Problem.

UNIT III: Operational Models

Transportation Problems: Formulation, Basic Feasible Solution and optimality test, Assignment Problems: Minimisation types, constraints, unbalanced and maximization type, Monte Carlo's Simulation (Elementary concept).

UNIT IV: Operational Network

PERT & CPM: Basic concepts, Rules of Network Construction Determination of Critical Path, Determination of Float. Determination of Project Completion Time. Dynamic Programming. (Elementary concept).

UNIT V: Operational Theories

Game Theory: Type of Game. Two Person Zero Sum Game, Saddle Point. Dominance Rule, solution to 2×2 , $2 \times n$ and $m \times 2$ games. Queuing Theory: General Structure of a Queuing System, Operating Characteristics of a Queuing System, Simple problems related to Queuing. Replacement Theory (Elementary concept).

Outcome:

Critical thinking, Business Analysis, Problem Solving and Innovative Solutions

Competency in quantitative techniques will hone the critical thinking, analytical skills and problem solving ability of the participants. They are expected to use these techniques to solve the problems under uncertainty and take appropriate decisions in the business world.

Suggested Readings:

1. Vohra N.D., Quantitative Techniques in Management, New Delhi, TMH.
2. Sharma S.D., Operations Research
3. Hira D.S. & Gupta P.K., Operations Research, S. Chand & Company Ltd.,
4. Sharma J.K., Operational Research: Theory and Applications, Trinity.
5. H. A. Taha, Operations Research – An Introduction, Pearson.

DCE 302 A: CONSUMER BEHAVIOUR

Course Credits: 04

Max. Marks in Theory Paper: 60

Objective:

The basic objective of this course is to develop an understanding about the consumer decision-making process and its applications in marketing function of firms.

Course Contents:

UNIT I: Introduction

Introduction to Consumer Behaviour: Consumer Behaviour and Marketing Strategy: Consumer Involvement and Decision Making: Information Search Process: Evaluation Criteria and Decision Rules.

UNIT II: Motivation & Personality

Consumer Motivation: Needs and Goals, Positive & Negative Motivation of Consumers towards products, Dynamic Nature of Consumer Motivation, Consumer Perception: Conceptual Framework, Dynamics of Perception, Consumer Imaging.

UNIT III: Attitude & Personality

Consumer Attitude and Attitude Change: Influence of Personality and Self Concept on Buying Behaviour: Psychographics and Lifestyle: AIO & VALS Classification.

UNIT IV: Influence on CB

Reference Group Influence: Diffusion of Influence: Diffusion of Innovation Process, The concept of Chasm: Profile of Consumer Involvement and Opinion Leadership, Family functions and family life style. On-line Buying Behaviour, Influence of E-marketing on Buying Behaviour.

UNIT V: CB Models & Application

Models of Consumer Behaviour: Nicosia Model: Howard Sheth Model, Engel Blackwell Julia Model, Industrial Buying Behaviour Consumer Behaviour Studies in India.

Outcome:

Business Environment, Domain Knowledge, Social Responsiveness & Ethics

This course provides a valuable insight on how consumers make buying decisions and how different factors affect their buying decisions. The graduates are expected to identify the problems and tap the opportunities in the market by formulating smart marketing strategies and filling the gap between consumers' expectations and company's products & services. The participants will gain an understanding of social issues & problems in the society and will be able to explore solutions to it within ethical boundaries which would further affect consumer judgment and buying decision positively.

Suggested Readings:

1. Schiffman, LG and Kanuk, LL Consumer Behaviour New Delhi, PHI.
2. Mowen, John C. – Consumer Behaviour, New York, Mac Millan.
3. Engle JF etc, Consumer Behaviour in Marketing, Engle wood Cliffts, New Jersey, PHI.
4. Michel R. Soloman, Consumer Behaviour, Pearson.
5. Matin Khan, Consumer Behaviour, New Age International Publication.

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

DCE 302 B: INVESTMENT ANALYSIS & PORTFOLIO MANAGEMENT

Course Credits: 04

Max. Marks in Theory Paper: 60

Objective:

The objective of this course is to impart knowledge to students regarding the theory and practice of Investment Analysis and practices of Portfolio Management.

Course Contents:

UNIT I: Investment Management

Investment – Return and Risk: Operation of Indian Stock Market; New Issue Market; Listing of Securities: cost of Investing in Securities: Mechanics of Investing Markets and Brokers: Investment Companies , Market Indices and Return .

UNIT II: Security Analysis

Security Credit Ratings; Objective of Security Analysis; Investment Alternatives; Valuation Theories of fixed and variable income Securities; The Return to Risk and the Investment Decision; Government Securities; Non Security Form of investment.

UNIT III: Stock Market

Market: Stock Market Analysis- Fundamental and Technical Approach, Efficient Market Theory; Recent Development in Indian Stock Market; Investment Instruments of the Money. Derivatives-Contract, Future market & Hedging, Swap, Option pricing, Commodity & Derivative Markets in India.

UNIT IV: Portfolio Management

Introduction to Portfolio Management – An optimum portfolio – Selection Problem, Markowitz Portfolio Theory, The Nature of Investment Risk, MVC and Portfolio Selection, Portfolios of two Risky Securities, A Three Security Portfolio, the Efficient Frontier.

UNIT V: Managed Portfolios and Performance Measurements

Sharpe: Single Index Model; Application of Market Model in Portfolio Construction Capital Assets Pricing Model, Constructing the Optimum Portfolio, Portfolio Investment Process: Bond Portfolio Management Strategies : Investment timing and Portfolio Performance Evaluation : Corporate Portfolio Management in India .

Outcome:

Critical Thinking, Business Analysis, Problem Solving and Innovative Solutions

The participants will acquire knowledge on techniques and strategies used to manage funds and assets of the organization. This will refine their analytical skills, problem solving and they will be able to plan and execute investment decisions by gauging the risk patterns effectively thereby managing the portfolio of the organization effectively.

Suggested Readings:

1. Yogesh Maheshwari, Investment Management, PHI, New Delhi.
2. Bhalla, V.K., Investment Management: Security Analysis & Portfolio Management, S Chand, New Delhi.
3. Fisher Donald E and Jordan, Ronald J. Security Analysis and Portfolio Management, PHI, New Delhi.
4. Sharpe, Willam F., Investment. PHI, New Delhi.
5. S. S. Kaptan, Investment Management, Sarup & Sons, New Delhi.

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

DCE 302 C: EMPLOYEE RELATIONS

Course Credits: 04

Max. Marks in Theory Paper: 60

Objective:

Organisational efficiency and performance are intricately interlinked with industrial relations. This course is an attempt to appreciate the conceptual and practical aspect of employee relations at the micro and macro levels.

Course Contents:

UNIT I: Introduction

Industrial Relations Perspectives: Industrial Relations and The Emerging Socio-economic Scenario: Industrial Relations and the State : Legal framework of industrial Relations.

UNIT III: Employee Grievance & Participation

Discipline and Grievance Management: Negotiation and Collective Settlements: Participative Management and co-ownership: Productive Bargaining.

UNIT III: ILO & IR

Industrial Unrest in India, ILO, India and ILO, Dunlop's Industrial Relations Model. Employee Empowerment, Quality Management.

UNIT V: Industrial Relation Code 2020

Preliminary, Bi Parity Forum, Trade Unions, Standing Orders, Notice of Change, Voluntary Reference of Dispute and Arbitration. Mechanism for Resolution of Industrial Dispute, Strikes & Lock-outs, Special Provisions Related to Lay Offs, Retrenchment & Closure in Certain Establishment. Factories Act 1948.

UNIT V: Occupational Safety, Health & Working Condition Code 2020

Preliminary, Registration, Duties of Employer & Employees, Occupational Safety & Health, Health Safety & Working Conditions, Welfare Provisions, Hours of Work & Annual Leave with Wages, Maintenance of Registers, Records & Returns, Inspector cum Facilitator and Other Authority. Special Provisions related to employment of Women, Special Provisions for Contract Labour, Offences & Penalties, Social Security Fund.

Outcome:

Business Environment and Domain Knowledge

The participants will learn social and political influences of labour relations on business and thereby it will help them to deal with the realities of managing a business in the complex world.

Suggested Readings:

1. Das R.P., Management of Industrial Relations, Varanasi , K Krishna Trading Corp.
2. Agrawal S.N., Labour Relations Law in India.
3. Taxman Labour Laws.
4. Menal Arora, Industrial Relations, Excel Books.
5. The Gazette of India (Extraordinary 8 Aug 2019, 29 Sept 2019)

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

DCE 303A: SALES AND DISTRIBUTION MANAGEMENT

Course Credits: 04

Max. Marks in Theory Paper: 60

Objective:

The purpose of this course is to acquaint the students with the concepts which are helpful in developing a sound sales and distribution policy and in organizing and managing sales force and marketing channel.

Course Contents:

UNIT I: Selling Process & Concepts

Nature and Scope of Sales Management: Setting and Formulating Personal Selling Objectives, Sales Theories, Steps in Selling Process, Pre- requisite of a Good Sales Personnel.

UNIT II: Management of Sales Force

Recruiting and Selecting Sales Personnel: Developing and Conducting Sales Training Programme, Designing and Administering Compensation Plans: Supervision of Salesman: Motivating Sales Personnel: Sales Meeting and Sales Contest.

UNIT III: Sales Planning & Evaluation

Process of Sales Planning, Designing Territories and Allocating Sales Efforts: Size and Type of Sales Force. Objectives and Quotas for Sales Personnel: Developing and Managing Sales Evaluation Programme.

UNIT IV: Channel Management

Structure and Types of Marketing Channels. B2B Marketing. Functions of Intermediaries, Wholesaling, Nature, Important & Classification. Channel Planning: Channel Integration, Intensity of Market Coverage, Selection of Distribution Channels and Channel Associates, Behaviour of Channel Member, Legal Issues in Channel Management. Power & Conflicts in Channel Management.

UNIT V: Retail Management

Understanding Shoppers, Delivering Value through Retail Format, Store Layout and Design, Supply Chain Management (SCM), Technology in Retailing and E-retailing, In-store Technologies, Technology-Human Interface. POP Displays & Retail Marketing, Strategic Issues and Recent Trends in Retailing.

Outcome:

Business Environment and Domain Knowledge

This course gives an understanding of sales, distribution & retailing in Indian business. The graduates are expected to develop responsiveness towards challenges of increasing competition in the business world by resorting to improved methods of sales & distribution aimed at reducing cost, increasing profits and fulfilling the customers' expectations.

Suggested Readings:

1. Stanton, William J. Management of Sales Force, Chicago, Irwin.
2. Johnson, E M etc. Sales Management: Concept Practices and Cases. New York, John Wiley.
3. Anderson, R. Professional Sales Management: Englewood Cliffs, New Jersey, PHI.
4. Panda & Sachdev, Sales & Distribution Management, Oxford
5. U.C. Mathur, Sales & Distribution Management, New Age International Pub. Ltd.

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

DCE 303 B: INTERNATIONAL FINANCE

Course Credits: 04

Max. Marks in Theory Paper: 60

Objective:

The objective of this course is to give students an overview of the International Financial System and how multinational corporations operate.

Course Contents:

UNIT I: Introduction

Meaning and Scope of International Finance. The Emerging Challenges, Recent Changes in Global Finance Markets. Risk Management and Wealth Maximization. Foreign Exchange Exposure & Risk.

UNIT II: International Monetary System

Introduction, Exchange Rate Regimes, International Monetary Fund (MF), The Problem of Adjustment, The European Monetary System (EMS). Economic and Monetary Union (EMU).

UNIT III: Balance of Payment

Introduction , Accounting, Principles in BOP, Valuation and Timing, Components of BOP, Detail & Surplus in BOP, Exchange Rates, Interest Rates & Inflation Rates.

UNIT IV: Foreign Exchange Market

Structure , Mechanic of Currency Trading, Types of Transactions and Settlement Data , Exchange Rates , Quotation & Arbitrage , Pricing of short Data Broken Data Contracts Foreign Exchange Market in India .

UNIT V: Short Term & Long Term Borrowing

Short Term Borrowing: Introduction, Investment Pattern & Cash Management. Long Term Borrowing : Cost & Risk of Long Term Foreign Borrowing . Syndicated Loans, International Bonds, Risk and Return rom Foreign Equity Investment, Project Finance. Leasing, Hire Purchase and Factoring.

Outcome:

Global Exposure and Cross Cultural Understanding

This course demonstrates a global outlook with the ability to identify global businesses and cross cultural understanding. It will increase the knowledge of participants' imperative for long term financial decisions corresponding to global operations.

Suggested Readings:

1. Bhalla, V.K., International Financial Management, Anmol, New Delhi.
2. Shapiro, Alari C. Multinational Financial Management, PHI, New Delhi.
3. Abdullah, F.A. Financial Management for Multinational Firm, Englewood Cliffs, PHI.
4. G. Shailaja, International Finance, Universities Press.
5. V.S. Somnath, International Financial Management, I. K. International Pub. House Ltd.

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

DCE 303 C: HUMAN RESOURCE DEVELOPMENT

Course Credits: 04

Max. Marks in Theory Paper: 60

Objective:

The purpose of this course is to facilitate an understanding of the concepts, methods and strategies for HRD.

Course Contents:

UNIT I: Introduction

Fields of HRD-Concept, Goals, HRD department and its functions, HRD Climate and Practices in India. Staffing HRD Function, Developing HR Strategies and their execution in India.

UNIT II: Enriching Employees

Training & Development Needs, Designing and administration of Training & Development Programmes, Training effectiveness and its evaluation method, Importance of feedback to Trainee and Trainer. Performance Appraisal, Nature and Method of Appraisal, Potential Appraisal-Utilization and Implementation, Bench Making, Career Planning, Job Change, Career Management, New trends in Career Management, Counselling and Mentoring.

UNIT III: HR with Cross Culture

Human and Cultural variables in Global Organization, Cross Cultural differences and Managerial Implication, HRM factor in Global Organization – Leadership, Decision Making, Communication and Negotiation, Selection and Compensation Management. Emerging Trends in Global Business and consideration by HR-BPO, Off-shoring.

UNIT IV: Organisation for HRD

HRD System: Design & Administration of HRD Systems: HRD for workers: HRD Interventions, HRD Approaches for coping with Organizational Changes: Case Studies of HRD in Indian Organisations.

UNIT V: Human Resource Information System, Auditing & Accounting

HR Information System – Introduction, Job Information and families, Job competency. HR Audit, HR Report and research keeping mode, HR Accounting – Nature and Objective Models of HR Accounting and its prospects, Emerging Issues.

Outcome:

Business Environment and Domain Knowledge & Social Responsiveness and Ethics

This course creates an understanding of HR environment in which business operates and how economic, competitive and legislative factors affect staffing requirements. The course promotes understanding of various human and cultural variables in local and global organization. This will enable the graduates to adapt methods, techniques and strategies that are used to improve the productivity of human capital. They are expected to learn skills of planning, designing and administering various developmental activities aimed at up scaling the performance of the employees.

Suggested Readings:

1. Rao T.V., “Alternative approaches & Strategies of Human Resources Development”, Rawat, Jaipur.
2. Pareek U., Managing Transitions the HRD Response, Tata Mc Graw Hill, New Delhi.
3. Dayal Ishwar, Successful Applications of HRD, New Concepts, New Delhi.
4. Tripathi PC, Personnel Management & IR.

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

GE 304: ENTREPRENEURSHIP

Course Credits: 04

Max. Marks in Theory Paper: 60

Objective:

The objective of this course is to acquaint the participants with the basic concepts of entrepreneurship and recent trends in start-up revolution in India.

Course Contents:

UNIT I: Introduction

Overview of Entrepreneurship and Qualities of a Good Entrepreneur. Managerial Skills required for Entrepreneurship. India's start up revolution-Trends, Imperatives, benefits; the players involved in the ecosystem, Business Incubators-Rural entrepreneurship, social entrepreneurship, Cases of large and small entrepreneurs of India. Success Stories of regional and local entrepreneurs.

UNIT II: Functional Management

Business Model Designing- Business Plan Designing-Financial Planning-Venture Valuation techniques-Financial management for entrepreneurs-Accounting principles-Management accounting for entrepreneurs. Entrepreneurial positioning, targeting, and segmenting, Prototype Development, Test Marketing & Commercial Launch. Pricing decisions and Sales & Distribution Management, HRM in Entrepreneurship: recruitment, selection, compensation, training and development.

UNIT III: Technology based Entrepreneurship

Technology overview-IPR protection for these technology industries-Patents, trademarks, designs, copyrights, and integrated circuit. Issues in the management of innovation and technology. Success stories of technology and App based entrepreneurs/start-ups in India.

UNIT IV: Non-profit & Social Ventures

Social Entrepreneurship; Addressing persistent social problems-Financing Social ventures, Venture Capital, Corporate Entrepreneurship and Micro Financing. Venture Valuation-Angel funds-Venture Capital-In-house corporate funding mechanism.

UNIT V: Women Entrepreneurship

Women Entrepreneurship in India- Categorisation of Women Entrepreneurs, Reasons for growth of Women Entrepreneurship, Problems faced by Women Entrepreneurs, Steps taken by the Government to develop women Entrepreneurs in India. Success stories of Women Entrepreneurs in India.

Outcome:

Developing Social Responsiveness and Leadership- This course will encourage the youngsters to respond to the requirements of the society and the economy by becoming job providers instead of job seekers. It will give them motivation and confidence to become business leaders.

Suggested Readings:

1. Peter Drucker: Innovation & Entrepreneurship.
2. Rashmi Bansal: Stay Hungry Stay Foolish
3. Shukla M.B: Entrepreneurship and Small Business Management.
4. H. S. Krishna, High-tech Internet Start-ups in India.
5. Susan Coleman & Dafna Kariv: Creating the Social Venture.
6. Priyanka Sharma Gurnani: Women Entrepreneurship: Emerging Dimensions of Entrepreneurship in India.

CC 305: INTERSHIP DISSERTATION & COMPREHENSIVE VIVA VOCE

Course Credits: 06

Max. Marks: 100

Objective:

The objective of this course is to give a practical exposure to the participants regarding the functioning of the business organisations by taking up a project during the tenure of the Internship and going through a practical problem of that organisation.

Course Contents:

The participants will be required to undergo a vocational training of 6-8 weeks in any business/commercial organisation of national/international repute. They will be required to have an orientation of the enterprise and/or identify one of the practical problems, study the variables through primary/secondary data, report the research findings & conclusion on the basis of data analysis and give certain suggestions for future.

The Dissertation submitted by the participants will be evaluated by at least one external and one internal examiner as per the rules. The candidate will have to make an oral presentation on his practical work with or without help of PPT and will appear in a Viva-voce conducted in the department/institute or on-line as decided by the university.

Outcome:

Critical Thinking, Business Analysis, Problem Solving and Innovative Solutions

The graduates are expected to develop skills on analysing the business data, application of relevant analysis and problem solving and reporting in functional area of management such as Marketing, Finance or Human Resource Management.

SEMESTER IV

CC 401: STRATEGIC MANAGEMENT

Course Credits: 03

Max. Marks in Theory Paper: 60

Objective:

The objective of this course is to impart an understanding of the comprehensive process of top management of a business enterprise so as to develop the ability to analyse business problems and provide an opportunity to experience the process of decision making.

Course Contents:

UNIT I: Introduction

Business Policy: Nature, Importance, Purpose & Objective. Concept of Strategy, Mission Policy, Purpose Objective, Goal & Tactics, Strategic Management an Overview.

UNIT II: Strategy Formulation

Environmental Appraisal: Mega, Micro & Relevant, Organisational Appraisal, SWOT Analysis, ETOP, OCP, & SAP Profiles, Environment Scanning & Sources of Information. VUCA Environment.

UNIT III: Strategic Alternative & Choice

Various Strategic Alternative, Grand Modernisation, Diversification, Integration, Merger, Takeover, Joint Venture, Turn Around, Divestment & Liquidation, Strategic Choice and Process.

UNIT IV: Strategic Implementation

Issues involved, Project & Procedural Implementation, Resources Allocation, Structural, Functional & Behavioural Implementation.

UNIT V: Strategic Evaluation & Control

An overview, nature and importance of Strategic Evaluation. Participant and Barriers in Strategic Evaluation. Requirements for Effective Evaluation. Operational Control; Premise Control, Implementation Control and Strategic Surveillance, Techniques of Strategic Control.

Outcome:

Domain Knowledge, Global Approach, Social Responsiveness and Ethics

The course gives a picture of how companies determine their long term goals and adapt course of action by appropriately allocating the resources. This will develop responsiveness to contextual social issues, problems and exploring solutions, understanding business ethics. The graduates will be able to analyze the business problems in a comprehensive way and strategize business decisions pertaining to problem across the apex level of management.

Suggested Readings:

1. Kazmi Azhar, Strategic Management, New Delhi, TMH.
2. Drucker P, Changing World of the Executive, New York.
3. Prahalad CK, Competing for Future. Boston, Harvard Business School Press.
4. John A. Pearce, Richard b. Robinson & Amita Mital: Strategic Management.
5. M. A. Carpenter, W. G. Sanders & Prashant Salwan: Strategic Management

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

CP 402: MANAGEMENT INFORMATION SYSTEM

Course Credits: 03

Max. Marks in Theory Paper: 60

Objective:

The objective of the course is to develop the basic understanding of the decision support system and importance of information system for business organizations.

Course Contents:

UNIT I: Introduction to MIS

Management Information System: Definitions: Basic Concepts & Frameworks- Major Trends in Technology, Applications of Information Technology, System & Design: System Development Initiative Different Methodologies – Life Cycle & Prototype approach, Role of MIS at various Managerial Levels, viz operational, planning and control.

UNIT II: Structure of MIS

Systems Approach to MIS, Operating Element of a MIS, MIS and Decision Making. MIS Structure on the basis of Management activity and organisational functions, Synthesis of MIS structure evaluation.

UNIT III: Data Management & Information Handling.

Need of Information: Level of Information, Handling: Characteristics of Information at various control levels, advantage of computerization; Data flow diagram, Data dictionary, Data Base management and Word Processing; Electronic Spreadsheet and its managerial application.

UNIT IV: Decision Support System (DSS)

Characteristics, Structure and Classes of DSS, DSS as an aid to Decision Making, Support for intelligence, Design and choice, Decision trees, Approaches to development of DSS.

UNIT V: Managerial Application of Computers

Use of Computers in Management functions, viz Finance, Marketing and Operations etc. Computer based Financial System: Financial Analysis and Planning, Financial Management Software. Computer based Inventory system: computerized Inventory Management, Inventory system Design. Computer based HRM: System design, Data requirement and use of computers in HRM.

Outcome:

Critical Thinking, Business Analysis, Problem Solving and Effective Communication

Understanding the Information systems used at different levels for processing large amount of data will promote problem solving capacity, critical thinking and analytical skills and thereby innovative solutions to the problem of bulk data processing will be generated. The graduates are expected to make the best use of computer technology in handling the information at different levels of management to take decisions. Competency in MIS will help graduates to ensure better communication and connectivity throughout the organization across all levels of management.

Suggested Readings:

1. David Olson : Management Information System
2. Mudrick, Ross : Information Systems for Modern Management
3. Andrew P : Decision Support System Engineering, Sage
4. Hitesh Gupta : Management Information System
5. D. P. Goyal : Management Information System: Managerial Perspectives.

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

DCE 403 A: INTEGRATED MARKETING COMMUNICATIONS

Course Credits: 04

Max. Marks in Theory Paper: 60

Objective:

The aim of the course is to acquaint the students with concept and techniques of promoting product, services and ideas and developing an effective marketing communication strategy and its execution.

Course Contents:

UNIT I: Introduction

Process of Marketing Communication, Enhancing Brand Equity through Integrated Marketing Communication (IMC). Corporate Communication, Communication Mix, Role of Advertising & Promotions in Segmentation, Targeting & Positioning. Stimulating of Primary & Selective Demand, DAGMAR approach.

UNIT II: Advertising as a Communication

Definition, Objectives, Functions and Classification of Advertising. Advertising vs other forms of Mass Communication, Determination of Target Audience: Building of Advertising Programme-Message, Headlines, Copy, Logo, Illustration, Appeal, Layout: Campaign Planning: Copy Testing: Pre Test & Post Test, Ad Effectiveness. Ethics and Truth in Advertising.

UNIT III: Advertising Media & Ad Agency

General and Special Characteristics of different Advertising Media. Media Planning and Media Strategy, Media Tactics: Media Class, Vehicle, Option and Timing Decision, Media Buying. Traditional vs Modern Media: Online & Mobile Advertising, Social Media for Advertising & Promotion. Function of a modern agency, functions of the advertising department and advertising manager, Advertising Budget-Approaches and Procedures for determining the size of the budgets, characters of items to be charged to advertising.

UNIT IV: Digital & Social Media Marketing

Evolution of Digital Marketing, Digital Marketing Landscape, Search Engine Marketing, Social Media Marketing: Strategy & Customer Engagement, Affiliate Marketing & Strategic Partnerships, E-mail Marketing and Content Strategies. Data Analytics: Web Analytics, Social Listening & Social Media Analytics. Integrating Digital & Social Media Strategies.

UNIT V: Sales Promotion

Consumer Oriented Sales Promotion and Trade Oriented Sales Promotion. Samples, Coupons, Deals, Premiums and other emerging tools of Sales Promotion, Trade Oriented Sales Promotion, Contests, Discounts & Allowances. Integrating Sales Promotion with Integrative Marketing Communication Strategies. Word of Mouth Influence & Sponsorships, POP Communication & Signage.

Outcome:

Business Environment and Domain Knowledge

The graduates will be able to learn various advertising and promotional tools and their importance in attracting the customers. This will also hone their creativity, analytical and communication skills which they are expected to display in developing and managing effective product promotion with the use of appropriate media.

Suggested Readings:

1. Aaker David: Advertising Management, PHI, New Delhi.
2. Ogilvy, David Lgilvy on Advertising London, Lonfman.
3. Mohan M : Advertising Management, TMH.
4. Rana, Slade, Sahu, Kizgin, Singh, Dey, Gutierrez & Dwivedi : Digital & Social Media Marketing, Springer
5. K. E. Clow & D. E. Baack: Integrated Advertising, Promotion and Marketing Communication, Pearson.

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

DCE 403 B: PROJECT APPRAISAL & FINANCE

Course Credits: 04

Max. Marks in Theory Paper: 60

Objective:

The basic purpose of this course is to understand the framework for evaluating Capital expenditure Proposals, their planning & management in the review of the projects undertaken.

Coarse Contents:

UNIT I: Introduction

Generation and Screening of Project Idea; Capital Expenditure; Importance & Difficulties, Project Negotiation.

UNIT II: Project Analysis

Market demand & situational analysis; technical analysis; Managing of project risk & market risk; social cost benefit analysis.

UNIT III: Project Management

Multiple Projects & constraints; Network Techniques for Project Management: Project Review & Administrative Aspects.

UNIT IV: Project Financing

Overview and structuring of Project Financing. Project Financing in India; Problem of time & cost overrun in Public Sector Enterprises in India.

UNIT V: Project Appraisal

Assessment of tax burden of various projects, making comparative analysis; Environmental appraisal of projects- Financial & Technical Environment.

Outcome:

Critical Thinking, Business Analysis, Problem Solving and Innovative Solutions

The participants will acquire skills for setting goals within a realistic budget and time. They are expected to play a lead role in planning, executing, monitoring and controlling the projects by ensuring their completion in due time and within budget.

Suggested Readings:

1. Chandra, Prasanna, Projects: Preparation, Appraisal, Budgeting & Implementation.
2. Ahuja, G.K & Gupta, Ravi, Systematic Approach to Income Tax Allahabad Bharat Law House.
3. Bhalla V.K. Modern Working Capital Management, New Delhi, Anmol.
4. Bhalla V.K., Financial Management & Policy II Ed. New Delhi Anmol.
5. Dhankar, Raj S. Financial Management of Public Sector Undertaking, New Delhi, West Ville.

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

DCE 403 C: COMPENSATION & BENEFITS MANAGEMENT

Course Credits: 04

Max. Marks in Theory Paper: 60

Objective:

The course is designed to promote understanding of issues related to the compensation or rewarding Human Resources in the corporate sector, public services and other forms of organizations and to impart skills in designing, analyzing and restructuring reward management system, policies and strategies.

Course Contents:

UNIT I: Compensation Theories & Practices

The market forces of Demand and Supply: The concept of demand and Supply of Labour, Effectiveness of the forces of Demand and Supply, Competitive Imperatives; Perfect and Imperfect competition, Conceptual and Theoretical Understanding of Economic Theory related to the Reward Management: classical, non-classical and modern theory, Demand and supply theory, competitive theory, Productivity, Bench Marking.

UNIT II: Compensation Methods

Determination of Inter and Intra-Industry Compensation Differentials, Internal and External Equity in Compensation Systems; Understanding Tools Used in Designing, Improving and Implementing Compensation Packages.

UNIT III: Compensation Packages

Compensation Design for Specific Type of Human Resources like Compensation of Chief Executives Senior Managers, R&D Staff etc. Understanding Different Components of Compensation Packages like Fringe Benefits, Incentives and Retirement Plans.

UNIT IV: Code on Wage 2019

Preliminary, Minimum Wages, Payment of Wages, Payment of Bonus, Advisory Board, Payment of Dues, Claims & Audit, Inspector cum Facilitator, Offences & Penalties.

UNIT V: Code on Social Security 2020

Preliminary, Social Security Organisations, Employee Provident Fund, Employee State Insurance Corporation, Gratuity, Maternity Benefit, Employee Compensation, Social Security & Cess in Respect of Building & Other Construction Workers, Social Security for Unorganised Workers, Finance & Accounts, Authorities, Assessments, Compliance & Recovery, Offences & Penalties, Employment Information & Monitoring.

Outcome:

Domain Knowledge, Critical Thinking and Problem Solving

This course offers understanding of various external factors affecting the administration of wage and salary. The graduates will be acquainted with appropriate ways to analyze and determine the salary, incentives and benefits that employees receive in the organization. This will improve their critical thinking & problem solving skills. They are expected to design and offer fair and attractive pay packages and benefits to the employees in compliance with relevant legislations and paying capacity of the organization when they find the decisional role in the organisation.

Suggested Readings:

1. Srivastava S.C. Industrial Relations and Labour Laws. New Delhi. Vikas.
2. Malhotra OP, The Law of Industrial Disputes. Vol. I & II Bombay.
3. Seth DD, Industrial Disputes Act 1947, Vol. I & II Bombay.
4. The Gazette of India (Extraordinary 8 Aug 2019, 29 Sept 2019)

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

404 A: INTERNATIONAL MARKETING

Course Credits: 04

Max. Marks in Theory Paper: 60

Objective:

The basic objective of this course is to acquaint the students with environmental, procedural, institutional and decisional aspects of international marketing.

Course Contents:

UNIT I: Introduction

International Marketing-Definition, Concept and Setting, Distinctions between International Trade, International Marketing and International Business: Economic Environment of International Marketing, International Institutions-World Bank, IMF, UNCTAD, WTO.

UNIT II: Trade Barriers & Blocks

Fiscal and Non-fiscal Barrier, Non-tariff Barriers, Trading Partners - Bilateral Trade Agreements, Commodity Agreements, Customs Union, Common Markets, Free Trade Zones, Economic Communities.

UNIT III: Export Management

India and World Trade, Import and Export Policy, Direction and Quantum of India's Exports; Institutional Infrastructure for Exports Promotion, Export Promotion Councils, Public Sector Trading Agencies, ECGC.

UNIT IV: Export Procedures and Documentation

Procedure and Documents – Registration of Exporters, Export Quotations, Production and Clearance of Goods for Exports, Shipping and Transportation, Insurance, Negotiation of Documents. Instruments of Payments-Open Account, Bills of Exchange: Letter of Credit, Export Finance.

UNIT V: International Marketing Mix

International Marketing Mix- Identification of Markets. Product Policy, International Product Life Cycle, Promotion Strategy, Pricing Strategy and Distribution Strategy.

Outcome:

Business Environment and Domain Knowledge and Global Exposure and Cross Cultural Understanding

This course will improve the awareness on various factors affecting the international business environment. The graduates of this course will be able to learn concepts of marketing in a global perspective which will enable them to identify, explore opportunities in the field. This course demonstrates a global outlook with the ability to identify global businesses and cross cultural understanding.

Suggested Readings:

1. Justin Paul & Rumneek Kapur, International Marketing, TMH, New Delhi.
2. Philip R. Cateora & John L. Graham, International Marketing, Erwin McGraw Hill.
3. Bhattacharya, Export Marketing: Strategies for Success, Global Business Press, New Delhi.
4. Rathore BS: Export Marketing
5. Varshney & Bhattacharya: International Marketing

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

DCE 404 B: TAXATION

Course Credits: 04

Max. Marks in Theory Paper: 60

Objective:

The objective of this course is to acquaint the participant with the implication of tax structure and corporate profit planning in operational as well as strategic term.

Course Contents:

UNIT I: Income Tax

Basic Concepts of Income Tax, Filing of Returns, Self Assessment of Tax, Tax Deduction at Source (TDS), Tax Rebates and Relief, Computation of Tax Liability.

UNIT II: GST

Provisions & Slabs, GST Network, GST Service Providers, GST: Assessment, Audit and Appeals. Electronic Way Bills and GST Return.

UNIT III: Corporate Taxation

Residential Status of a Company. Computation of Income under different heads of income, Set off and carry Forward of losses. Tax Planning and Location of undertaking, Types of activity, Ownership Pattern, Tax planning regarding Dividends Policy, Issue of Bonus Shares, Inter operate Dividends and Translate, Tax Planning Relating to Amalgamation and Merger of Companies.

UNIT IV: Tax Considerations in Respect of specific management decision

Tax considerations in respect of specific managerial decision like Make or Buy, Own or lease, Close or Continue Sale in Domestic Market or Exports. Replacement and Capital Budgeting decisions etc.

UNIT V: Taxing and Strategic Alliances

Tax Planning in respect of managerial remuneration, Foreign collaboration and joint ventures, implications of avoidance of double Taxation agreements.

Outcome:

Domain Knowledge, Critical thinking, Business Analysis and Problem Solving

This course will improve the awareness of graduates on local and global business environment related to taxation and the associated factors that affect the tax planning decisions. The graduates will elicit knowledge about tax structures and tax planning. It also promotes critical thinking, analytical thinking and problem solving.

Suggested Readings:

1. B. Balachandran & S. Thothadri, Taxation Law & Practice, PHI.
2. Ram Dutt Sharma, Taxes in India, Commercial Law Publishers India Pvt. Ltd.
3. Ahuja, GK & Gupta, Ravi Systematic Approach to Income Tax, Allahabad, Bharat Law House.
4. Singhania, VK Direct Taxes: Law and Practices, Delhi, Taxman.
5. Shrinivas, EA, Handbook of Corporate Tax Planning, New Delhi, TMH.

DCE 404 C: ORGANISATIONAL CHANGES AND DEVELOPMENT

Course Credits: 04

Max. Marks in Theory Paper: 60

Objective:

The objective of this course is to prepare students as organizational change facilitator using knowledge and techniques of behavioural science.

Course Contents:

UNIT I: Introduction

Organization Change- An overview, Approaches to Problem Diagnosis, some major technique of Planned Change, Steps in OD, general OD Competencies, OD skills.

UNIT II: O.D. Intervention-I

An overview of OD Intervention, Classification of OD, Team Interventions, Inter-Group and the Party Peace Making Interventions. Training Experiences; Behaviour Modelling and Life.

UNIT III: O.D. Intervention-II

Comprehensive Intervention; Confrontation Meeting, Survey Feedback, Strategic Management Activities and Grid OD, Structure Interventions- Job Design, Job Enrichment, MBO, Quality Circle, QWL, TQM, Parallel Learning Structure.

UNIT IV: Key Consideration & Issue in OD

Issue in Consultant- Client Relationship, Power and Politics in OD, System Ramification, Resistance to Change, leadership and Labour Relations.

UNIT V: Research on OD

Assessing effect of OD, Recent Development in research on OD, Future of OD, Condition for optimal success of OD.

Outcome:

Domain Knowledge and Social Responsiveness

Gaining understanding of organisational changes will allow the graduates to learn new skills, explore new opportunities and exercise creativity in ways that ultimately benefit the organization. The graduates will elicit knowledge about different types of change and ways to manage that change in the organization. They are expected to develop responsiveness towards the change by exploring the opportunities and strategizing decisions in the favour of organization.

Suggested Readings:

1. French, Bell & Vohra : Organizational Development, PHI.
2. Deepak Kumar Bhattacharya : Organisational Change & Development
3. Bennies WG : Organizational Development
4. Pareek U : Managing Organization Change.
5. Kumkum Mukherjee : Organisational Change & Development

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

405: MANAGING BANKS & FINANCIAL INSTITUTIONS

Course Credits: 04

Max. Marks in Theory Paper: 60

Objective:

The objective of this course is to acquaint the participants with overview of products & services and recent trends in operations & working system of banks and financial institutions.

Course Structure:

Unit I: Introduction

Introduction to Banking and Finance: Banking Regulation Act, Principles of Banking, Financial System and Economic Development, Flow of Funds in Indian Economy, Difference between Financial Market and Product Market.

Unit II: Short Term and Long term Financial Market

Financial Markets: An Overview, Call Money Market, Treasury Bills Market, REPO Market, CBLO Market, Commercial Paper Market, Market for Certificate of Deposits, Bankers' Acceptance, Pricing Money Market Instruments, Bond Market, Equity Stock Market and Private Equity Market.

Unit III: Functioning of Banks and Financial Institutions

SEBI and its Regulation, Financial Market & Institution, Depository Institution, Know Your Customer (KYC) Norms, Guidelines, Documentation, Verification and Transaction Monitoring. Commercial Banks, Industrial finance & Term Lending, Bank Credit and Mortgages Market. NPA-norms and management; Documentation-types of documents, documentation procedures, stamping of documents.

Unit IV: Technology in Banking

Information Technology in finance and service delivery; Impact of Technology on Banks; Protecting the confidentiality and secrecy of customer data; Banking software-ALPM, Total Bank Mechanisation, Core Banking System, Internet Banking, Anywhere Banking, Electronic Funds Transfer, NEFT, RTGS, SWIFT.

Unit V: Investment Services

Mutual Funds: Types and its Performance Measurement, Chit funds Organization, Life, General and Health Insurance. Pension Funds, Factoring and Forfeiting.

Outcome:

Domain Knowledge & Value Addition

This course will improve the awareness of graduates on banking system and working of financial institutions. It will be value addition to their knowledge as this sector is full of employment opportunity for the fresher's. This course will make them industry ready for placement in Banks & Financial Institutions.

Suggested Readings:

1. Practice of Banking Advances by Bedi and Hardikar
2. Law and Practice of Banking by P. N. Varshney and Gopal Swaroop
3. Banking- Theory, Law and Practice by Gordon & Natarajan
4. Banks and Institutional Management by Vasant Desai
5. Fundamentals of Life Insurance by Kaninika Mishra, PHI.
6. Fundamentals of Investments by Vanita Tripathi
