



Nurturing Knowledge. Empowering Minds.

# **School of Management**

## **Master of Business Administration (MBA)**

**(Two-Year, Full Time Program)**

- **Master of Business Administration** (Examinations and Miscellaneous Provisions) Ordinances [Effective from Academic Session 2014-15].
- **Program Curriculum**
- **Program Syllabi**

Recommended by the Academic Council in its first meeting held on 27<sup>th</sup> July, 2013 and the Board of Management in its first meeting held on 5<sup>th</sup> October, 2013 and adopted by the Board of Governors in its first meeting held on 8<sup>th</sup> October, 2013, and as amended by the Academic Council in its meeting held on 12<sup>th</sup> April, 2014. Further amendments recommended by the Faculty Council in its meeting held on 18<sup>th</sup> July, 2014 and approved by the Chairman Academic Council.

## **Master of Business Administration (MBA)** **(Examination and Miscellaneous Provisions) Ordinances, 2013**

In exercise of the powers conferred by and in discharge of duties assigned under the relevant provision(s) of the Act and Statutes of the University, the Academic Council hereby makes the following Ordinances, namely;

### **PRELIMINARY**

#### **Short Title and Commencement**

- (a) These Ordinances may be called The Master of Business Administration (Examinations and Miscellaneous Provisions) Ordinances , 2013.
- (b) They shall come into force from the Academic Session 2014-15.

#### **Definitions**

*In these Ordinances , unless there is anything repugnant to the subject or context:*

- a) *“Academic Cell” means the Academic Section of the University*
- b) *“Academic Council” means the Academic Council of the University*
- c) *“Academic Session” means the period of academic activities (normally August to June of the next year)*
- d) *“Board of Examinations” means the Board of Examinations of the University*
- e) *“Chairman” means the Chairman of the Board of Examinations and Academic Council of the University*
- f) *“Class Representative” means a student representative of the students of M.B.A. program.*
- g) *“COE” means the Controller of Examinations of the University*
- h) *“Dean of Academics” means the Dean (Academics) of the University*
- i) *“Dean” means the Dean of Faculty/ School concerned*
- j) *“DSW” means the Dean of Students’ Welfare of the University*
- k) *“Examination Cell” means the Examination Section of the University*
- l) *“HOD” means the Head of the concerned Department*
- m) *“Moderation Board” means the Moderation Board of the concerned program.*
- n) *“MO” means authorized Medical Officer of the University*
- o) *“Pro V C” means the Pro Vice Chancellor of the University*
- p) *“Program Coordinator” means the Coordinator of specific program of the University*
- q) *“Registrar” means the Registrar of the University.*
- r) *“Statutes” means the Statutes of the IMS Unison University, Dehradun*
- s) *“Student” means a student of M.B.A. program.*
- t) *“University” means IMS Unison University, Dehradun*
- u) *“V C” means the Vice Chancellor of the University*

## 1.0 GENERAL

- 1.1 These Ordinances are applicable to students of 2-year (6-Trimester) M. B. A. program.
- 1.2 Each academic session will be divided into Three Trimesters, each of approximately of 12 weeks duration. The Program will also include a minimum **6-8 weeks** of **Summer Internship** under the supervision of teacher/faculty at the end of 3<sup>rd</sup> Trimester, the credit for which shall be afforded in the relevant Trimester of the curriculum. The academic activities for a session include dates of Commencement and End of Trimesters, Mid Term Examinations, End Term (final) Examination, Special Examination (if any), Training Period, Term Paper submission, Comprehensive/ Composite viva-voce, last date for submission of marks, date of publication of results etc., as laid down in the **Academic Calendar** for the concerned session.
- 1.3 **End Term (final) Examination** is the final examination at the end of each Trimester. Special examination (if any) is the supplementary examination of each Trimester i.e. a second chance to appear at the End Term (final) Examination. The End Term (final) Examination shall have 50% weightage of the total marks of the subject (refer clause 1.7(a)).
- 1.4 **Mid Term Examination** shall be conducted for all theory papers, which have component of End Term (final) Examination. There will be no Mid Term Examination for purely Sessional (Continuous Evaluation) or Practical subjects.

(a) Mid-Term Examination in each subject will be of **15 marks**.

(b) Activities like Quizzes, Home Assignments, Seminars, Case Discussion, Attendance, etc. will be assessed round the Trimester and marks shall be awarded by the teacher/faculty concerned in the end of the Trimester.

Weightage and criteria for assessment of these shall normally be:

- (i) Quiz Tests : **15 marks**. There shall normally be 3 quiz tests during a Trimester which will be fairly distributed. All these tests will be surprise quizzes.
- (ii) Home Assignments, Presentations, Term Papers and Tutorials etc: **15 marks**.
- (iii) Attendance and Participation : **5 marks**.

The aggregate of these two i.e. (1.4(a) and 1.4(b)) will constitute the Sessional (Continuous Evaluation) of **50 marks** in a subject(s) having End Term (final) Examination component.

To pass in Sessional (Continuous Evaluation), a student has to score at least **20 marks** out of **50 marks**.

Mid Term Examination will be of **one and half hours** duration for all subjects and the End Term (final) Examination shall be of **two and half hours duration**. Mid Term Examinations and End Term Examinations will be conducted as per the Academic Calendar of the University.

Provided that "If a student fails to appear in the Mid Term Examinations of a Trimester due to hospitalization and the said student informs the concerned HOD timely with a request to grant him/her a chance for a make-up test, the HOD shall make a specific report to the Chairman, Board of Examinations of the University in this regard. The Chairman shall place the matter before the Board of Examinations for consideration. While considering the matter, the authorized / resident Medical Officer of the University shall be co-opted as member of the Board of Examinations. The

Board of Examinations may grant permission on the merit of individual cases, for one and only one chance to appear in a make-up test in lieu of absence in the Mid Term Examinations. This make-up test shall be conducted just before the commencement of End Term Examinations of the concerned Trimester. No make-up test shall be permissible to any of the students on any other ground.”

The subject teacher/Coordinator concerned shall prepare a list of **failed students** (i.e. students who have secured **less than 20 marks out of 50** marks) in Sessional (Continuous Evaluation) of the subject concerned) and notify the same to students and also forward the same to the examination section before the commencement of the End Term (final) Examination, if any, of the Trimester. Such students will be **debarred from appearing at the End Term (final) Examination** in the concerned subject.

- 1.5 Practical subject will include Practical class work, Practical Report Writing, Practical examination, Viva-voce etc. The performance of a student in Practical subject will be evaluated by assigning **50%** weightage to regular laboratory work and **50%** weightage to End Term Practical Examination and Viva-voce. For this purpose, **a committee of two or three examiners which may include one External Examiner**, if it is felt necessary by the Head of the concerned Department and the Vice Chancellor depending upon the nature and importance of the subject, may be constituted.
- 1.6 For a purely Sessional subject, the assessment will be made on the basis of continuous evaluation throughout the Trimester, which may include regular course work, practice work, home assignments, quizzes, excursion, presentations etc.
- 1.7 Students’ performance in subjects offered in each Trimester will be evaluated as under:
  - a. End Term (final) Examination and Sessional (Continuous Evaluation) work with **50:50** weightage respectively out of total **100** marks;
  - b. Purely Sessional subject with full weightage of **100**;
  - c. Purely Practical subject with full weightage of **100**.

**REMARKS:** A student should score at least **15 out of 50** in End Term (final) Examination, and **20 out of 50** in Sessional (the Continuous Evaluation) of a subject having End Term (final) Examination component to pass in a subject.

**1.8 Submission of Term Paper/Dissertation/Research work**

- a) The Term Paper/Dissertation/Research work shall normally be of 50 to 100 pages.  
 Students are required to submit Term Paper/ Dissertation/Research work within the date mentioned in the Academic Calendar of each Academic Session.  
 The Term Paper/Dissertation/Research work will not be accepted after expiry of last date as stipulated. If a student fails to submit the same by the stipulated date, he/she will be declared failed and will be required to repeat the same in the appropriate Trimester of the next academic session provided other provisions of the Regulation permit continuance of studies in the University.
- b) The student shall submit to **Program Coordinator** three typed (or printed) bound copies of his/her Term Paper/ Dissertation/Research work.

- c) An Assessment Committee comprising the concerned HOD **or** a senior member of the faculty as Chairman and at least two/ three faculty members of the department shall conduct the seminar on Term Paper/Dissertation/Research work and hold viva-voce thereon, if required.
- d) The Assessment Committee shall meet on a prefixed date, notified well in advance by the concerned HOD/Program Coordinator for conducting seminar and/or viva-voce of all students.
- e) The final grade on Term Paper/Dissertation/Research work shall be computed by the Assessment Committee and shall be forwarded to the Examination Section of the University.

## 2.0 REGISTRATION

- 2.1 Each student shall be required to get himself/herself registered on the scheduled date of registration in each trimester. Registration thereafter may be done only **with late fee** as decided/notified from time to time.

Provided that no student shall be eligible for registration in the next Semester, if he/she has been debarred from appearing in the End Term (final) Examination of the previous Semester on Disciplinary grounds.

In such case, student concerned shall be required to re-register in previous Semester(s) first (as and when available) subject to fulfillment of other conditions of the Ordinances.

**Further, no relaxation will be given on attendance requirement for late registration on any account.**

### 2.2 Registration in Failed /Deficient Subjects

- (a) Registration will be permitted in maximum two failed courses / subjects and/or lower graded courses/subjects to meet the **CGPA** requirement.
- (b) For registration in II Semester onwards, a student has to take all courses/subjects of the current Semester plus maximum of two courses/ subjects **as additional courses/subjects of previous Semester in which the student has failed, on payment of prescribed fee for each subject for which separate classes shall be organized in the afternoon session.**
- (c) Above provision (2.2(a) and (b)) may also be extended to such students who were not allowed to take End Term (final) Exam due to shortage of attendance.

- 2.3 A student, who has absented himself / herself in the End Term (final) Examination but has fulfilled the attendance requirement, may also be allowed to register under provisions 2.2(a) and 2.2(b) subject to **limit of two courses/subjects.**

- 2.4 The students, who are registering under clause 2.2(a), 2.2 (b) and 2.2 (c) along with subjects of current Trimester, have to submit during registration, a completed registration card checked and verified by the office of **COE** and **Program Coordinator/HOD concerned** to the academic/admission cell. The registration card will contain the list of failed / lower graded/ debarred subjects of previous Trimester(s) for which the student is **registering as additional subjects on payment of prescribed fee as per clause 2.2(b) along with current Trimester**

**subjects**, as the case may be.

- 2.5 Only those students will be permitted to get registered who have :-
- a) paid all required tuition fees and other charges including hostel charges for the current Trimester,
  - b) cleared all University and Hostel dues of previous Trimester(s) / year(s) and
  - c) have not been debarred from getting registered for a specified period on disciplinary and other ground.

2.6 Examination Fee (non-refundable) for End Term (final) Examination will be collected at the time of payment of fee.

### 3.0 END TERM (FINAL) EXAMINATION AND PROMOTION

#### 3.1 Attendance

In order to maintain high standards and academic excellence, all students must attend every lecture, tutorial and practical class. However, to account for late registration, self sickness, family calamity or other contingencies, the attendance requirement will be a minimum of **75%** of the classes actually held in **each subject**.

Provided further that if a student has been officially deputed to participate / represent University outside, he/she may be given relaxation in attendance requirement subject to a maximum of 10% by the Vice Chancellor on all accounts including medical exigencies on the recommendations of the Program Coordinator / Head of the Department and Dean of the faculty / School concerned.

A student with attendance less than required (i.e. **75%** in normal cases and **65%** with the permission of the Vice Chancellor) in a subject during the Trimester will be awarded “**F**” grade in that subject irrespective of his/her performance in the **Sessional (Continuous Evaluation) including Mid Term Examination**.

- 3.2 Concerned subject teacher shall maintain the attendance record and shall forward to the office of Dean (Academics) / Dean of Faculty / School concerned latest by the evening of the last class held in that Trimester **names of such students, whose attendance is less than required one**. Dean (Academics) / Dean of Faculty / School concerned will publish the defaulter list within three days from the day of last class of each Trimester. A student with less than required attendance in a subject during the Trimester will not be allowed to sit for the End Term (final) Examination as well as Special Examination (if any) of that subject and will be awarded “**F**” grade in the said subject irrespective of his/her performance in the Sessional (Continuous Evaluation) including Mid Term Examination. Rest of the registered candidates, whose names do not appear in the defaulter list, will be eligible for appearing at the End Term (final) Examination. **An ADMIT CARD will be issued for this purpose. However, identity card has to be carried positively in the examination hall as a proof of identity.**

- 3.3 Examination Schedule, as per dates indicated in Academic Calendar, will be prepared by the Program Coordinator in consultation with HOD concerned and submitted to Examination Section at least three weeks before the start of End Term (final) Examination. The Examination Section will notify the consolidated program for all the students one week before the commencement of Examination.

- 3.4 In order to clear a year and promotion to next year of the program, a student must obtain:

At least pass marks, each in the End Term (final) Examination & its Sessional (Continuous Evaluation) and also a combined “**D**” grade in the course/subject, “**D**” grades in purely Sessional and Practical courses/ subjects, and **CGPA** of at least **4.50**, provided further that a student shall not have backlog of more than **FOUR** courses/ subjects of previous year(s) to qualify for promotion to next year subject to meeting the **CGPA** requirement.

*Provided further that, if a student is not eligible for promotion to the next year of the program due to not fulfilling of above conditions, he/she shall be required to Repeat the previous Trimester first (as and when available). In case, no such Trimester is available to repeat, the Semester concerned shall be treated as “Idle” and shall not be counted for the purpose of prescribed duration for completion of the Program.*

*However, a student may not repeat the Trimester, which he/she has already passed. Provided further that, if such a student desires to re study the trimester already passed, his/her previous performances in all courses/subject including continuous assessment shall be treated as cancelled and in no case shall be taken into account for the purpose of examination results of re-registered Trimester.*

- 3.5 A student, who absents himself/herself in the End Term (final) Examination of a subject(s), will be declared fail in that subject. In all such cases, a chance available but not utilized will be treated as a chance utilized.
- 3.6 Students abstaining from the End Term (final) Examination without prior written permission (as per Clause 4.2 below) of the Vice Chancellor will not be allowed to appear in Special Examination.

#### **4.0 SPECIAL EXAMINATION**

- 4.1 Facility of special examinations shall be available to such students only, who fall under clause 4.2 below. In no other circumstances, special examination shall be available to students.
- 4.2 A student, who fails to appear in some or all subjects of the Trimester at the End Term (final) Examination due to hospitalization and the said student informs the HOD concerned timely (i.e. before the last date of the said End Term Examination) with a request to grant him/her a chance to appear in a Special Examination, the HOD concerned shall make a specific report to the Chairman, Board of Examinations of the University in this regard. The Chairman shall place the matter before the Board of Examinations for consideration. While considering the matter, the authorized / resident Medical Officer of the University shall be co-opted as member of the Board of Examinations. The Board of Examinations may grant permission on the merit of individual cases, one and only one chance to appear in the End Term (final) Examination, in the absent subject(s), of the concerned Trimester.
- 4.3 No special examination will be available for Practical(s) and Sessional(s). This can only be cleared either by repeating the Trimester or by taking carryover facility in the next academic session, as the case may be.
- 4.4 An application in a prescribed format is required to be submitted to Examination Section through Program Coordinator/HOD concerned, who will ensure eligibility as per clause 4.2 above along with **prescribed examination fees** for Special Examinations, as decided from time to time for

appearing at the Special Examination. All the documents are to be submitted at least two weeks before the start of Special Examination for which separate schedules of examinations will be notified after declaration of concerned trimester examination result. A separate **ADMIT CARD** will be issued for appearing in the Special Examination indicating names of subjects in which student will be appearing.

**Further, along with admit card student must carry identity card in the examination hall as a proof of identity.**

### **5.0 RE-REGISTRATION (for Repeater/Deficient students only)**

- 5.1 A student, who after availing End Term (final) Examination as well as Special Examination, if any, fails in course(s)/subject(s), may carry the failed course(s)/subject(s) as backlog course(s)/subject(s), subject to restrictions of maximum **FOUR** course(s)/subjects (as per clause 3.4 above) so long the student is able to maintain a **CGPA of 4.50** up to the end of **II and IV semesters** of the relevant programs, as may be applicable.
- 5.2 If a student, after availing End Term (final) Examination as well as Special Examination, if any, passes in all course(s)/ subjects individually but fails in aggregate i.e. scores less than the required **CGPA** of 4.50, the student may repeat / carry lower graded courses / subjects up to two courses / subjects under clause 2.2 and up to maximum **3 courses / subjects** in the Summer Term by getting re-registered as per clause 2.2 above on payment of prescribed fee.
- 5.3 The repeater students (i.e. deficient students) registered in the Summer Term, subject to **limitation of not more than three courses / subjects**, shall be required to attend regular classes arranged and fulfill attendance requirements, pass the Sessional (Continuous Evaluation), Practical and End Term (final) Examination like regular students.
- 5.5 Special Examination facilities shall be available to such students only, who fall under clause 4.2 for the re-registered (i.e. additional subjects of previous trimester) subjects.
- 5.6 **Attendance clause 3.1 will be strictly followed for re-registered subjects.**

### **6.0 NOT FIT FOR THE PROGRAM (NFP) / DELETION FROM ROLLS**

- 6.1 The name of a student will be struck off from University Rolls if he/she cannot complete **FIRST YEAR (I, II & III Trimesters)** in all respect within first **TWO ACADEMIC YEARS** time.
- Provided further that “if a student secures a CGPA of 3.0 or lower, then he/she shall be declared “NFP”. This will apply after the student has been provided with at least one opportunity to appear in the back-log subject(s) to clear them. At the end of first year, the student obtaining a CGPA of 3.0 or lower will become ineligible to continue in the Program (NFP) and his/her name will be struck off from the University rolls”.
- 6.2 The name of a **NEW ENTRANT** (student taking admission in first Trimester) will be struck off, if he/she :
- a) is unauthorizedly absent continuously for four academic weeks in first, second or third Trimester.
  - b) falls short of required attendance in more than **4 (Four)** courses / subjects of either first or second semester or both except on medical ground due to hospitalization subject to limit



specified in clause 3.1.

- 6.3 Normally a student should complete all the requirements for a M.B.A. degree in **Six Trimesters**.

However, students of M.B.A. program, who do not qualify for some of the requirements in their first attempt and have to re-register or repeat in subsequent Trimesters as per the clauses 5.1 to 5.6 may be permitted up to a maximum of **Nine Trimesters** (Three Years) to fulfill all the requirements for the degree, beyond that, the names will be struck off from the University Rolls.

(Name of a student, whose academic record at the end of any Trimester clearly indicates that he/she will not be able to fulfill all the requirements and conditions for the award of M.B.A. degree within the stipulated time, as mentioned under different clauses above, will be struck off from the University Rolls.)

## 7.0 BANNED ITEMS IN THE EXAMINATION HALLS

Cell Phones, iPods, Pagers, any other Electronic gadgets should not to be carried in the Examination hall. Possession of any of the above gadgets by a student in the Examination hall, will be considered as an act of Unfair Means and shall be dealt with by the Unfair Means Committee of the University. Besides, the gadget(s) found in his/her possession shall be confiscated.

## 8.0 APPOINTMENT OF PAPER SETTERS AND EXAMINERS & GUIDELINES TO PAPER SETTERS/EXAMINERS

- 8.1 Paper Setters / Examiners shall be appointed by the Chairman, Board of Examinations / Academic Council upon the recommendations of HOD / Dean of Faculty/School concerned. Some of the papers of the Trimesters may be set by External Paper Setters, if so decided by the Chairman, Board of Examinations / Academic Council.
- 8.2 The Paper Setter shall be guided by the scope of the subject as per the syllabus prescribed. The paper set should be such that a student, **fairly well prepared** on the subject can reasonably be expected to answer it within the time allotted. The questions in each subject shall be uniformly distributed over the syllabus.
- 8.3 The Paper Setter shall ensure that question paper of Special Examination is not easier than that of End Term (final) Examination and questions from previous examinations are not repeated.
- 8.4 Answer books shall normally be evaluated by Internal Faculty/Teachers appointed by the Chairman, Board of Examinations on the recommendation of HOD/Dean of Faculty/ School concerned unless decided otherwise, by the Chairman, Board of Examinations.
- 8.5 There shall be centralized evaluation of answer books for which schedules shall be notified in each Trimester.
- 8.6 After totaling all the marks obtained by a student in a paper, the fraction of a mark, if any, shall be rounded off to the next higher integer figure.
- 8.7 In a Practical Examination, the laboratory notebook of the student shall also be assessed by the examiner(s), who shall consider this while evaluating the student's performance in the Practical examination. A practical notebook, which has not been signed at frequent and regular intervals by the teacher under whom the student carried out practical work, shall not be accepted. Practical Examination shall be conducted by a committee/ group of faculty nominated by the HOD/Dean of Faculty/School concerned.

- 8.8 Paper Setters and Examiners shall keep the question papers and the evaluation report strictly confidential.
- 8.9 No person should accept the appointment as Paper Setter/Examiner, if his/her near relations are pursuing study in the University in the concerned Trimester of the program. Each Paper Setter/Examiner will have to sign a declaration to this effect in a prescribed format.

**9.0 MODERATION OF QUESTION PAPER**

- 9.1 The Chairman, Academic Council, shall appoint “Board of Moderation” for the purpose of moderation of question papers of both Mid Term Examination and End Term (final) Examination and results of M.B.A. program.
- 9.2 In case the moderation done in a question paper is more than 30% (not merely edited), the case shall be reported with full justification to the Chairman, Academic Council, who shall have the power to change the paper, if necessary.

**10.0 RULES FOR AWARD OF GRADES**

- 10.1 The following equivalence shall be adopted for awarding grades and making qualitative assessment. If the strength of students in the program concerned is less than or equal to 60 then absolute grading shall be followed. For a student strength in a program more than 60, relative grading shall be followed:-

**(a) Range of marks for Absolute Grading (for student strength ≤ 60):**

| Grade          | Range of Marks | Grade Point | Performance Level |
|----------------|----------------|-------------|-------------------|
| A <sup>+</sup> | 91 - 100       | 10          | Outstanding       |
| A              | 81- 90         | 9           | Excellent         |
| B <sup>+</sup> | 71 - 80        | 8           | Very Good         |
| B              | 61 - 70        | 7           | Good              |
| C <sup>+</sup> | 51 - 60        | 6           | Above Average     |
| C              | 41 - 50        | 5           | Average           |
| D              | 35 - 40        | 4           | Pass              |
| F              | Below 35       | 0           | Fail              |

**(b) Range of Marks for Relative Grading (for student strength > 60):**

| Lower Range of Marks     | Grade | Grade Point | Upper Range of Marks       |
|--------------------------|-------|-------------|----------------------------|
|                          | A +   | 10          | $> \bar{X} + 1.5\sigma$    |
| $\bar{X} + 1.0 \sigma <$ | A     | 9           | $\leq \bar{X} + 1.5\sigma$ |
| $\bar{X} + 0.5 \sigma <$ | B+    | 8           | $\leq \bar{X} + 1.0\sigma$ |
| $\bar{X} <$              | B     | 7           | $\leq \bar{X} + 0.5\sigma$ |
| $\bar{X} - 0.5 \sigma <$ | C+    | 6           | $\leq \bar{X}$             |
| $\bar{X} - 1.0 \sigma <$ | C     | 5           | $\leq \bar{X} - 0.5\sigma$ |
| $\bar{X} - 1.5 \sigma <$ | D     | 4           | $\leq \bar{X} - 1.0\sigma$ |
|                          | F*    | 0           | $\leq \bar{X} - 1.5\sigma$ |

\*“Subject to the fulfillment of general guidelines for the Award of Grades”

where:-

1.  $\bar{X}$  denotes the Mean of the marks obtained by all the students in the concerned subject,
  2.  $\sigma$  denotes standard deviation of marks obtained by all the students in the concerned subject,
  3. The Moderation Board will use its judgment in deciding the grade based on the table given above with marginal adjustment for natural cut-off,
  4. A student securing 35% (thirty five percent) or more cannot be awarded a grade lower than “D” grade, and
  5. A student, who has secured less than 80% marks, cannot be awarded A+ grade.
- 10.2 Besides the above grades,, there will be other **non-numeric grades “T”, “NC”** etc. which will not be assigned any numerical value and shall not be taken into consideration for the purpose of calculation of **TGPA/CGPA** “T” grade specifies that subject has not been completed in all respect and “NC” specifies that Trimester has not been completed.
- 10.3 The following formula shall be used for calculating the **Trimester Grade Point Average (TGPA)** of a Trimester:

$$TGPA = \frac{TCP}{TC} = \frac{G1C1 + G2C2 + G3C3 + \dots\dots}{C1+C2+C3+ \dots\dots}$$

Where G1, G2 etc. stand for the Grade Point obtained in specified courses and C1, C2 etc. stand for Credit allotted to the respective subjects in the concerned course structure.

TCP stands for Total Credit Points obtained in the Trimester

TC stands for Total Credits allotted in the Trimester

TGPA stands for Trimester Grade Point Average calculated up to 2<sup>nd</sup> place of decimal

- 10.4 The **CGPA (Cumulative Grade Point Average)** for the whole program shall be calculated on the basis of the Total Credits allotted to each Trimester as indicated below:

$$CGPA = \frac{TCP1 + TCP2 + \dots\dots}{TC1+ TC2 + \dots\dots}$$

Where, TCP1, TCP2 etc. stand for Total Credit Points for respective Trimesters and TC1, TC2 etc. stand for Total Credits allotted to those Trimesters.

Along with the TGPA, Cumulative Grade Point Average (CGPA) will also be shown in the Grade Card of each Trimester of the program.

## 11.0 TABULATION OF GRADES AND PREPARATION OF RESULT SHEET

- 11.1 The marks list in each subject shall be prepared in duplicate by the Examiner concerned and forwarded to COE in sealed confidential covers indicating on the TOP, the name of the subject, subject code, Trimester & program to which it relates to.
- 11.2 The tabulators, appointed by the competent authority, shall be provided with detailed instructions for computing the grades and Trimester Grade Point Average / Cumulative Grade Point Average.

- 11.3 Appropriate Grade Cards shall be prepared for communicating the results of the examination to the students. A photocopy of the Grade Card may also be sent to the parents/guardians, if University so decides.
- 11.4 Grade Card of students, who pass subjects through Special Examinations, will have distinct indication of special examination. Further, such students shall not be eligible for any University award/rank/merit of the program.

## 12.0 AWARD OF CLASS

Under the Grading System, there is no equivalence of class/division to CGPA. Hence, no division shall be awarded to students on completion of the program.

However, on written request of the students, the University may issue equivalence of CGPA in terms of percentage of marks, as per norms in vogue from time to time.

## 13.0 DECLARATION AND RECTIFICATION OF RESULT

- 13.1 The grades obtained will be tabulated by the tabulators and moderated by Moderation Board as below:

- (a) A student, who fails in End Trimester (final) Examination/Special Examination, if any, (Theory component only) of one subject in any Trimester, by not more than 3 (three) marks in Theory (End Term (final) Examination), will be awarded the requisite marks to enable him/her to pass the subject. Thus, the student has to secure at least 12 marks out of 50 in the End Term (final) Examination for getting the benefit of moderation under this clause.
- (b) A student, who passes in all subjects independently but fails to secure the required **CGPA of 4.50** by virtue of having obtained one grade lower in any one subject by not more than 3 (three) marks of the full marks of the subject concerned, will be awarded higher grade in that subject by adding requisite marks in the total. In case of possibility of moderation in more than one subject, the subject having least credit will be considered for moderation

Normally, only one of the clauses, either 13.1 (a) or 13.1 (b) shall be applicable to a student in a particular Trimester, however, as a special case, the Board of Examinations may allow the application of both the clauses of moderation simultaneously for a student, once and only once during his study period at the University on specific recommendations of the Moderation Board under the following circumstances:

- i. if the student of final year is in a position to complete the degree by application of both clauses.
  - ii. if the student can be saved from deletion of his/her name from the University rolls by application of both clauses.
- (c) While calculating **CGPA**, a student who misses a higher class in his degree program by virtue of having obtained one grade lower in any one subject of the End Term (final) Examination (i.e. in VI Trimester) by not more than 3 (three) marks in that subject, will be awarded the next higher grade. In case of possibility of moderation in more than one subject, the subject having least credit will be considered for moderation.

- (d) The Sessional (Continuous Evaluation) component of a subject having End Term (final) Examination, purely Sessional subject, and purely Practical subject shall not be moderated.
- (e) In case the Moderation Board detects some obvious errors in the tabulation sheet, it may not be necessary to call the tabulator for rectification of the mistakes. The Chairman of the Moderation Board can rectify the mistake.

**REMARKS:** The Chairman, Moderation Board shall affix his/her signature on the tabulation sheet for each such modification.

13.2 The result tabulated and moderated as above, shall be put up to the Chairman, Board of Examinations / Academic Council for approval for declaration of results.

13.3 The Board of Examinations shall have the power to quash or rectify the result of a student (even after it has been declared) if:

- (a) it is found that he/she was not eligible to appear at the examination
- (b) he/she used unfair means in the examination,
- (c) a mistake is found in his/her result.

13.4 If the result of the examination has been ascertained and/or declared and it is found that such result has been affected by any error, malpractice, improper conduct or other sufficient cause, the Board of Examinations shall have the power to amend the result and declare the modified/rectified result.

13.5 Sharing of answer books of End Term Examinations:

Answer books of End Term Examinations of the program shall be shared with the students on pre notified date(s) in the department concerned subject to following conditions:

- (i) Answer books shall be shown by the faculty of the department on pre notified date(s) only;
- (ii) Student shall be entitled to check whether all answers have been evaluated and marked;
- (iii) Marks allotted have been correctly transferred on the cover sheet of the answer book; and
- (iv) Marks have been correctly totalled.

If the student finds any discrepancy, he/she shall bring the same into the notice of the faculty concerned. Faculty, in turn, shall report the matter to the Head of the Department with detailed report for rectification of discrepancy and re-notification to the student and submission of correct marks to the Controller of Examinations.

However, no request from the students shall be entertained on marks awarded by the examiner(s) against evaluated question(s).

#### **14.0 GRADUATION REQUIREMENTS**

14.1 In order to qualify for M.B.A. degree of the University, a student must –

- a) complete all the credit requirements for the degree with grade ‘D’ or a higher grade in each of the subjects, seminar, project work and viva-voce etc.

- b) satisfactorily complete all other requirements for the degree viz. industrial training, field trip, if any etc.
  - c) obtain a **CGPA** of **5.00** or more in the M.B.A. Program at the end of the Trimester in which he completes all the requirements for the degree.
- 14.2 A student who has qualified for the degree will be admitted to it only after he has cleared all University and Hostel dues, if any, outstanding against him, has returned all Library books borrowed by him as well as the Library Cards, and has also returned departmental library books, etc. all in good condition.
- 15.0** Notwithstanding anything contained in the above Ordinances :
- (a) In case of a dispute, the decision of the Board of Examinations
  - (b) In case of difficulty in application of any of the clauses of the Ordinances specified above, the Vice Chancellor shall have all powers to amend/modify/remove difficulty in the relevant Regulation(s).



**Master of Business Administration (MBA)**  
**(Two-Year, Full Time Program)**  
**PROGRAM CURRICULUM**

**First Year:**

**Trimester-I**

| S.No.                | Course Code | Course Name                        | Periods   |          |          | Credits   |
|----------------------|-------------|------------------------------------|-----------|----------|----------|-----------|
|                      |             |                                    | L         | T        | P        |           |
| 1                    | MBA 101     | Management Concepts and Principles | 3         | 0        | 0        | 3         |
| 2                    | MBA 102     | Managerial Economics               | 3         | 0        | 0        | 3         |
| 3                    | MBA 103     | Financial Accounting               | 4         | 0        | 0        | 4         |
| 4                    | MBA 104     | Business Statistics                | 4         | 0        | 0        | 4         |
| 5                    | MBA 105     | Business Environment               | 3         | 0        | 0        | 3         |
| 6                    | MBA 106     | Business Communication             | 2         | 0        | 0        | 2         |
| 7                    | MBA 107     | Information Security               | 2         | 0        | 0        | 2         |
| <b>Total Credits</b> |             |                                    | <b>21</b> | <b>0</b> | <b>0</b> | <b>21</b> |
| <b>Total Periods</b> |             |                                    | <b>21</b> |          |          |           |

**Trimester- II**

| S.No.                | Course Code | Course Name                       | Periods   |          |          | Credits   |
|----------------------|-------------|-----------------------------------|-----------|----------|----------|-----------|
|                      |             |                                   | L         | T        | P        |           |
| 1                    | MBA 201     | Organizational Behavior           | 3         | 0        | 0        | 3         |
| 2                    | MBA 202     | Macroeconomics                    | 2         | 0        | 0        | 2         |
| 3                    | MBA 203     | Management Accounting             | 3         | 0        | 0        | 3         |
| 4                    | MBA 204     | Marketing Management-I            | 3         | 0        | 0        | 3         |
| 5                    | MBA 205     | Financial Management-I            | 3         | 0        | 0        | 3         |
| 6                    | MBA 206     | Operations Research               | 3         | 0        | 0        | 3         |
| 7                    | MBA 207     | Indian Economy                    | 2         | 0        | 0        | 2         |
| 8                    | MBA 208P    | Professional Skills Enhancement-I | 0         | 0        | 3        | 2         |
| <b>Total Credits</b> |             |                                   | <b>19</b> | <b>0</b> | <b>3</b> | <b>21</b> |
| <b>Total Periods</b> |             |                                   | <b>22</b> |          |          |           |



**Trimester- III**

| S.No.                | Course Code | Course Name                          | Periods   |          |          | Credits   |
|----------------------|-------------|--------------------------------------|-----------|----------|----------|-----------|
|                      |             |                                      | L         | T        | P        |           |
| 1                    | MBA 301     | Legal Aspects of Business-I          | 2         | 0        | 0        | 2         |
| 2                    | MBA 302     | Human Resource Management            | 3         | 0        | 0        | 3         |
| 3                    | MBA 303     | Business Research Methods            | 3         | 0        | 0        | 3         |
| 4                    | MBA 304     | Marketing Management-II              | 3         | 0        | 0        | 3         |
| 5                    | MBA 305     | Financial Management-II              | 3         | 0        | 0        | 3         |
| 6                    | MBA 306     | Production and Operations Management | 3         | 0        | 0        | 3         |
| 7                    | MBA 307     | Entrepreneurship Development         | 2         | 0        | 0        | 2         |
| 8                    | MBA 308P    | Professional Skills Enhancement -II  | 0         | 0        | 3        | 2         |
| <b>Total Credits</b> |             |                                      | <b>19</b> | <b>0</b> | <b>3</b> | <b>21</b> |
| <b>Total Periods</b> |             |                                      | <b>22</b> |          |          |           |

- ✓ Students shall under go 6-8 weeks summer internship program after Trimester-III in any manufacturing or service organization of repute.

**Second Year: Dual Specialization offered with four papers in each specialization.**

**Trimester- IV**

| S.No.                | Course Code | Course Name                            | Periods   |          |          | Credits   |
|----------------------|-------------|--|-----------|----------|----------|-----------|
|                      |             |  | L         | T        | P        |           |
| 1                    | MBA 401     | Legal Aspects of Business-II           | 3         | 0        | 0        | 3         |
| 2                    | MBA 402     | Project Management                     | 3         | 0        | 0        | 3         |
| 3                    | MBA 403     | International Business                 | 3         | 0        | 0        | 3         |
| 4                    | -           | Specialization-I, Paper-I              | 3         | 0        | 0        | 3         |
| 5                    | -           | Specialization-II, Paper-I             | 3         | 0        | 0        | 3         |
| 6                    | MBA 404     | SIP Report, Presentation and Viva-Voce | -         | -        | -        | 2         |
| 7                    | MBA 405P    | Professional Skills Enhancement-III    | 0         | 0        | 3        | 2         |
| <b>Total Credits</b> |             |  | <b>15</b> | <b>0</b> | <b>3</b> | <b>19</b> |
| <b>Total Periods</b> |             |  | <b>18</b> |          |          |           |

**Trimester- V**

| S.No.                | Course Code | Course Name   | Periods   |          |          | Credits   |
|----------------------|-------------|---|-----------|----------|----------|-----------|
|                      |             |   | L         | T        | P        |           |
| 1                    | MBA 501     | Strategic Management  | 3         | 0        | 0        | 3         |
| 2                    | -           | Specialization-I, Paper-II                                    | 3         | 0        | 0        | 3         |
| 3                    | -           | Specialization-II, Paper-II                                   | 3         | 0        | 0        | 3         |
| 4                    | -           | Specialization-I, Paper-III                                   | 3         | 0        | 0        | 3         |
| 5                    | -           | Specialization-II, Paper-III                                  | 3         | 0        | 0        | 3         |
| 6                    | -           | Specialization-I, Paper-IV                                    | 3         | 0        | 0        | 3         |
| 7                    | -           | Specialization-II, Paper-IV                                   | 3         | 0        | 0        | 3         |
| 8                    | MBA 502     | Project Phase – 1: Statement of Problem and Literature Review | -         | -        | -        | 1         |
| <b>Total Credits</b> |             |   | <b>21</b> | <b>0</b> | <b>0</b> | <b>22</b> |
| <b>Total Periods</b> |             |   | <b>21</b> |          |          |           |

**Trimester- VI**

| S.No.                | Course Code | Course Name   | Periods  |          |          | Credits  |
|----------------------|-------------|---|----------|----------|----------|----------|
|                      |             |   | L        | T        | P        |          |
| 1                    | MBA 601     | Business Ethics, CSR and Corporate Governance       | 3        | 0        | 0        | 3        |
| 2                    | MBA 602     | Project Phase-2: Report, Presentation and Viva-Voce | -        | -        | -        | 2        |
| <b>Total Credits</b> |             |   | <b>3</b> | <b>0</b> | <b>0</b> | <b>5</b> |
| <b>Total Periods</b> |             |   | <b>3</b> |          |          |          |

**Total Credits (Trimesters I-VI): 109****Specializations offered are:**

1. Marketing (MRM)
2. Finance (FIN)
3. Human Resource (HRM)
4. Operations (ORM)
5. International Business (IBM)
6. Banking and Insurance (BNI)
7. Information Technology (ITM)
8. Entrepreneurship (ENP)
9. Retail (RTM)

**List of Electives (Area wise): Three Credits each subject**  
**Marketing**

| S. No. | Course Code | Course Name                        | Periods |   |   | Credits |
|--------|-------------|------------------------------------|---------|---|---|---------|
|        |             |                                    | L       | T | P |         |
| 1      | MRM 101 E   | Consumer Behavior                  | 3       | 0 | 0 | 3       |
| 2      | MRM 102 E   | International Marketing*           | 3       | 0 | 0 | 3       |
| 3      | MRM 103 E   | Integrated Marketing Communication | 3       | 0 | 0 | 3       |
| 4      | MRM 104 E   | Sales and Distribution Management  | 3       | 0 | 0 | 3       |
| 5      | MRM 105 E   | Product and Brand Management       | 3       | 0 | 0 | 3       |
| 6      | MRM 106 E   | Marketing of Services              | 3       | 0 | 0 | 3       |
| 7      | MRM 107 E   | Marketing Research                 | 3       | 0 | 0 | 3       |
| 8      | MRM 108 E   | Retail Management                  | 3       | 0 | 0 | 3       |
| 9      | MRM 109 E   | Marketing of Financial Services*   | 3       | 0 | 0 | 3       |

**Finance**

| S. No. | Course Code | Course Name                                | Periods |   |   | Credits |
|--------|-------------|--|---------|---|---|---------|
|        |             |  | L       | T | P |         |
| 1      | FIN 101 E   | Security Analysis and Portfolio Management | 3       | 0 | 0 | 3       |
| 2      | FIN 102 E   | Financial Derivatives                      | 3       | 0 | 0 | 3       |
| 3      | FIN 103 E   | International Financial Management *       | 3       | 0 | 0 | 3       |
| 4      | FIN 104 E   | Project Appraisal and Financing *          | 3       | 0 | 0 | 3       |
| 5      | FIN105 E    | Corporate Tax Planning                     | 3       | 0 | 0 | 3       |
| 6      | FIN 106 E   | Insurance and Risk Management*             | 3       | 0 | 0 | 3       |
| 7      | FIN 107 E   | Banking: Theory, Law and Practice*         | 3       | 0 | 0 | 3       |
| 8      | FIN 108 E   | Indian Financial System                    | 3       | 0 | 0 | 3       |

**Human Resource**

| S. No. | Course Code | Course Name                          | Periods |   |   | Credits |
|--------|-------------|--------------------------------------|---------|---|---|---------|
|        |             |                                      | L       | T | P |         |
| 1      | HRM 101 E   | Industrial Relations and Labour Laws | 3       | 0 | 0 | 3       |
| 2      | HRM 102 E   | Recruitment and Selection            | 3       | 0 | 0 | 3       |
| 3      | HRM 103 E   | Training and Development             | 3       | 0 | 0 | 3       |
| 4      | HRM 104 E   | Performance Appraisal                | 3       | 0 | 0 | 3       |
| 5      | HRM 105 E   | Negotiation and Conflict Management  | 3       | 0 | 0 | 3       |
| 6      | HRM 106 E   | Strategic Human Resource Management  | 3       | 0 | 0 | 3       |
| 7      | HRM 107 E   | Compensation Management              | 3       | 0 | 0 | 3       |

**Operations**

| S. No. | Course Code | Course Name                      | Periods |   |   | Credits |
|--------|-------------|----------------------------------|---------|---|---|---------|
|        |             |                                  | L       | T | P |         |
| 1      | ORM 101 E   | Supply Chain Management          | 3       | 0 | 0 | 3       |
| 2      | ORM 102 E   | Total Quality Management         | 3       | 0 | 0 | 3       |
| 3      | ORM 103 E   | Service Operations Management    | 3       | 0 | 0 | 3       |
| 4      | ORM 104 E   | Enterprise Resource Planning *   | 3       | 0 | 0 | 3       |
| 5      | ORM 105 E   | Operations Strategy              | 3       | 0 | 0 | 3       |
| 6      | ORM 106 E   | Materials Management             | 3       | 0 | 0 | 3       |
| 7      | ORM 107 E   | Project Appraisal and Financing* | 3       | 0 | 0 | 3       |

**International Business**

| S. No. | Course Code | Course Name                                     | Periods |   |   | Credits |
|--------|-------------|---|---------|---|---|---------|
|        |             |   | L       | T | P |         |
| 1      | IBM 101 E   | International Trade Practices and Documentation | 3       | 0 | 0 | 3       |
| 2      | IBM102 E    | International Trade                             | 3       | 0 | 0 | 3       |
| 3      | IBM 103 E   | International Business Environment              | 3       | 0 | 0 | 3       |
| 4      | IBM 104 E   | Foreign Exchange Management                     | 3       | 0 | 0 | 3       |
| 5      | IBM 105 E   | International Financial Management*             | 3       | 0 | 0 | 3       |
| 6      | IBM106 E    | International Marketing*                        | 3       | 0 | 0 | 3       |
| 7      | IBM107 E    | Product and Brand Management                    | 3       | 0 | 0 | 3       |

**Banking and Insurance**

| S. No. | Course Code | Course Name   | Periods |   |   | Credits |
|--------|-------------|---|---------|---|---|---------|
|        |             |   | L       | T | P |         |
| 1      | BNI 101 E   | Marketing of Financial Services *                         | 3       | 0 | 0 | 3       |
| 2      | BNI 102 E   | Banking : Theory, Law and Practice*                       | 3       | 0 | 0 | 3       |
| 3      | BNI 103 E   | Customer Relationship Management in Banking and Insurance | 3       | 0 | 0 | 3       |
| 4      | BNI 104 E   | General Insurance and Reinsurance                         | 3       | 0 | 0 | 3       |
| 5      | BNI 105 E   | Treasury Operations and Risk Management                   | 3       | 0 | 0 | 3       |
| 6      | BNI 106 E   | Insurance and Risk Management*                            | 3       | 0 | 0 | 3       |

**Information Technology**

| S. No. | Course Code | Course Name                                    | Periods |   |   | Credits |
|--------|-------------|--|---------|---|---|---------|
|        |             |  | L       | T | P |         |
| 1      | ITM 101 E   | Business Intelligence Systems                  | 3       | 0 | 0 | 3       |
| 2      | ITM 102 E   | IT Risk Management                             | 3       | 0 | 0 | 3       |
| 3      | ITM 103 E   | Cloud Computing for Business                   | 3       | 0 | 0 | 3       |
| 4      | ITM 104 E   | Strategic Management of Information Technology | 3       | 0 | 0 | 3       |
| 5      | ITM 105 E   | Enterprise Resource Planning*                  | 3       | 0 | 0 | 3       |

**Entrepreneurship**

| S. No. | Course Code | Course Name   | Periods |   |   | Credits |
|--------|-------------|---|---------|---|---|---------|
|        |             |   | L       | T | P |         |
| 1      | ENP 101 E   | Entrepreneurship, Creativity and Innovation           | 3       | 0 | 0 | 3       |
| 2      | ENP 102 E   | Business Plan: Preparation and Implementation         | 3       | 0 | 0 | 3       |
| 3      | ENP 103 E   | Business Opportunities: Identification and Evaluation | 3       | 0 | 0 | 3       |
| 4      | ENP 104 E   | Financing the Entrepreneurial Business                | 3       | 0 | 0 | 3       |
| 5      | ENP 105 E   | Emerging Business Sectors and Technologies            | 3       | 0 | 0 | 3       |
| 6      | ENP 106 E   | Managing Corporate Entrepreneurship                   | 3       | 0 | 0 | 3       |
| 7      | ENP 107 E   | Family Business Management                            | 3       | 0 | 0 | 3       |
| 8      | ENP 108 E   | Small Business Management and Strategy                | 3       | 0 | 0 | 3       |

**Retail**

| S. No. | Course Code | Course Name                          | Periods |   |   | Credits |
|--------|-------------|--------------------------------------|---------|---|---|---------|
|        |             |                                      | L       | T | P |         |
| 1      | RTM 101 E   | Retail Store Management              | 3       | 0 | 0 | 3       |
| 2      | RTM 102 E   | Retail Sales and Category Management | 3       | 0 | 0 | 3       |
| 3      | RTM 103 E   | e-Retailing                          | 3       | 0 | 0 | 3       |
| 4      | RTM 104 E   | Retail Branding and CRM              | 3       | 0 | 0 | 3       |
| 5      | RTM 105 E   | Retail Supply Chain Management       | 3       | 0 | 0 | 3       |
| 6      | RTM 106 E   | Space Planning and Mall Management   | 3       | 0 | 0 | 3       |

**\*Note:** The Elective Courses marked with asterix (\*) appear in more than one specialization, as shown above. However, such an Elective Course can be opted only under one specialization.

| <b>S. No.</b> | <b>Elective Course (Name)</b>      | <b>Specialization Areas</b>                 |
|---------------|------------------------------------|---|
| 1             | International Financial Management | i. International Business<br>ii. Finance    |
| 2             | Project Appraisal and Financing    | i. Finance<br>ii. Operations                |
| 3             | Insurance and Risk Management      | i. Finance<br>ii. Banking and Insurance     |
| 4             | Enterprise Resource Planning       | i. Information Technology<br>ii. Operations |
| 5             | International Marketing            | i. International Business<br>ii. Marketing  |
| 6             | Marketing of Financial Services    | i. Banking and Insurance<br>ii. Marketing   |
| 7             | Banking : Theory, Law and Practice | i. Finance<br>ii. Banking and Insurance     |
| 8             | Product and Brand Management       | i. International Business<br>ii. Marketing  |





**Master of Business Administration (MBA)**  
**(Two-Year, Full Time Program)**

**PROGRAM SYLLABI**

|                     |   |              |              |                     |
|---------------------|---|--------------|--------------|---------------------|
| <b>Course:</b>      | <b>MANAGEMENT CONCEPTS AND PRINCIPLES</b> |              |              | <b>Trimester: I</b> |
| <b>Course Code:</b> | <b>MBA 101</b>                            | <b>L T P</b> | <b>3 0 0</b> | <b>Credits: 3</b>   |

**Objective:** The objective of this course is to impart basic understanding of the role and functions of a manager and to explain the principles, concept and techniques used by managers to excel in the corporate world.

**SYLLABUS**

|   |          |
|---|----------|
| <b>Introduction</b>   | <b>5</b> |
| Nature and purpose, Management as a science or art, Evolution of management thought, An overview of functions of manager: planning, organizing, staffing, leading and controlling, Coordination: essence of managership, systems approach to management, contingency approach to management.  |          |
| <b>Planning</b>   | <b>6</b> |
| Meaning, need and importance, Types, Missions or purposes, Objectives or goals, Strategies and policies, Levels, Advantages and limitations, Procedures and rules, Programs and budgets, Steps in planning, Objectives, Management by Objectives, Strategies, Policies and planning premises, Strategic planning process, Forecasting: need and techniques, Decision Making: types, process of rational decision making, and techniques of decision making. |          |
| <b>Organizing</b>   | <b>6</b> |
| Nature of organizing, Formal and informal organizations, Organizational levels and span of management, Structure and process of organizing, Line and Staff Authority, Empowerment, Decentralization of Authority, Delegation of Authority, Organization Charts.   |          |
| <b>Staffing</b>   | <b>6</b> |
| Definition of staffing, An overview of staffing function, The systems approach to human resource of management, Recruitment, Selection, Placement, Promotion, Separation, Performance appraisal, The Peter's Principle.   |          |
| <b>Leading</b>  | <b>4</b> |
| Motivation: McGregor Theory X and Theory Y, Maslow's Needs Hierarchy Theory, Herzberg's Motivation- Hygiene Theory, Expectancy Theory, Goal Setting Theory, Leadership: Meaning, styles, qualities and functions of leader. Committees and group decision making, Communication purpose, process, barriers and break downs, making communication effective.   |          |



**Controlling**

**3**

Concept, nature and importance, Process and techniques of controlling, Controlling as a feedback system, Requirements of effective control, Major controlling techniques: budgetary and non-budgetary control devices.

**Text Books**

1. Wehrich, H., Cannice, V. and Koontz, H.; *Management: A Global and Entrepreneurial Perspective*; McGraw-Hill Education
2. Robbins, S.P., Coutler, M. and Vohra, N.; *Management*; Pearson Education

**Reference Books**

1. Robbins, S.P., DeCenzo, D.A., Bhattacharya, S. and Agarwal, M.N.; *Fundamentals of Management*; Pearson Education
2. Stoner, J.A.F., Freeman, R.E. and Gilbert, D.R.; *Management*; Pearson Education
3. Chhabra, T.N.; *Management*; Sun India Publications

|                     |                             |              |              |                     |
|---------------------|-----------------------------|--------------|--------------|---------------------|
| <b>Course:</b>      | <b>MANAGERIAL ECONOMICS</b> |              |              | <b>Trimester: I</b> |
| <b>Course Code:</b> | <b>MBA 102</b>              | <b>L T P</b> | <b>3 0 0</b> | <b>Credits: 3</b>   |

**Objective:** The course aims to provide an understanding of economic concepts used in managerial decision making.

### SYLLABUS

#### **Introduction** **3**

Nature and scope of managerial economics and its relationship with other disciplines, Its role and significance in decision-making, Basic concepts, Positive vs. normative analysis.

#### **Market Forces: Demand and Supply** **7**

**a)Demand analysis:** Theory of demand, Objectives of demand analysis and determinants of demand, Theory of consumer behavior, Elasticity of demand and its measurement methods, Importance in decision-making.

**b)Supply analysis:** Objective of supply analysis, Determinants of supply.

#### **Production Function and Cost Analysis** **7**

Theory of production and cost analysis; Production function and its managerial uses; Laws of production and analysis; Empirical estimates of production and cost; Short-run and long-run average cost curves and their analysis; Economies and diseconomies of scale.

#### **Organization of the Firm** **7**

Pricing decision, Pricing under different market structures, Perfect and imperfect (monopoly, monopolistic and oligopoly) markets, Pricing strategies, Collusive and non-collusive oligopoly, Baumol's, Marries' and O. Williamsons' models.

#### **Factor Pricing** **6**

Determination of factor prices, Marginal productivity theory, Richardian and modern theories of rent, Quasi-rent, Modern theory of wage rate determination, Classical, neo-classical and Keynesian theory of interest, Modern theory of profit, Welfare economics, Pareto optimality conditions, Social welfare function.

#### **Text Books**

1. Peterson, W. Crag, Lewis, Cris W. and Jain, Sudhir K.; *Managerial Economics*; PHI Learning
2. Salvatore, Dominique and Shrivastava, Ravikesh; *Managerial Economics in a Global Economy*; Thomson/South-Western

#### **Reference Books**

1. Dean, Joel; *Managerial Economics*; PHI Learning
2. Ahuja, H.L.; *Managerial Economics*; S. Chand and Co.
3. Dwivedi, D.N.; *Managerial Economics*; Vikas Publishing House
4. Rubinfeld, D. and Pindyck, R.; *Micro Economics*; Pearson Education
5. Samuelson, Paul and Nordhaus, D.; *Economics*; McGraw-Hill Education

|                                     |              |              |                     |
|-------------------------------------|--------------|--------------|---------------------|
| <b>Course: FINANCIAL ACCOUNTING</b> |              |              | <b>Trimester: I</b> |
| <b>Course Code: MBA 103</b>         | <b>L T P</b> | <b>4 0 0</b> | <b>Credits: 4</b>   |

**Objective:** To provide an understanding of the accounting concepts and techniques keeping in view the requirement of a business manager.

### SYLLABUS

**Introduction to Financial Accounting** **6**

Concepts, Conventions and postulates of accounting, Accounting as a business language, Accounting as an information system, Users of accounting information, Role of accounting in economic development.

**Accounting System** **6**

Accounting equation, Transactions and their effects on accounting equation, Classification of accounts: owner's equity, liabilities, assets, revenues, and expenses.

**The Accounting Process** **6**

The Journal and its sub-division, Ledger, Trial balance, Financial statements, Rectification of errors.

**Accounting for Assets** **10**

Depreciation and amortization, Inventory valuation and accounting, Recent trends in corporate reporting and introduction to Indian accounting standards, International financial reporting standards: an overview.

**Financial Statement Analysis** **12**

Tools of analysis, Horizontal analysis, Vertical analysis, Trend analysis, Ratio analysis, Funds flow and cash flow analysis, AS-3 (Revised).

**Text Books**

1. Anthony, Robert N., Hawkins, David F. and Merchant, Kenneth A.; *Accounting: Text and Cases*; McGraw-Hill Education
2. Shukla, M.C., Grewal, T.S. and Gupta, S.C.; *Advanced Accounts*; S. Chand and Co

**Reference Books**

1. Bhattacharyya, Asish K.; *Financial Accounting for Business Manager*; PHI Learning
2. Horngren, Charles C.; *Introduction to Financial Accounting*; Pearson Education
3. Sehgal, Deepak and Sehgal, Ashok; *Advanced Accounting*; Taxmann Publication
4. Narayanswamy, R.; *Financial Accounting: A Managerial Perspective*; PHI Learning

|                     |                            |              |                     |
|---------------------|----------------------------|--------------|---------------------|
| <b>Course:</b>      | <b>BUSINESS STATISTICS</b> |              | <b>Trimester: I</b> |
| <b>Course Code:</b> | <b>MBA 104</b>             | <b>L T P</b> | <b>4 0 0</b>        |
|                     |                            |              | <b>Credits: 4</b>   |

**Objective:** To provide basic knowledge of statistical techniques and their application in the field of business.

### SYLLABUS

#### **Introduction** **4**

Definition of statistics, Scope of statistics, Applications in decision-making in business.

#### **Measures of Central Tendency** **6**

Measures of central tendency and dispersion: Grouped data, Drawing a histograms, Unequal class intervals, Mean, Median, Mode, Quartiles, Standard and Quartile deviations, Standard error.

#### **Measures of Variation** **4**

Measures of variation: range, Standard deviation, Variance, Skewness and Kurtosis, Coefficient of variation.

#### **Probability and Probability Distributions** **10**

Probability: concept of probability and types of probability, Basic probability rules and Bayes' theorem, Discrete probability distributions: Binomial and Poisson distribution, Continuous probability distributions: Normal and Exponential distributions.

#### **Sampling and Sampling Distributions** **8**

Sampling and sampling distributions: Sampling and non sampling methods, Sampling and non sampling errors, Sampling distributions, Introduction to hypothesis testing, Hypothesis testing for single population, Hypothesis testing for two populations.

#### **Inferential Statistics** **8**

Chi-Square, t-test, ANOVA, Linear Correlation analysis, Simple regression models.

#### **Text Books**

1. Vohra, N.D.; *Business Statistics*, McGraw-Hill
2. Levin, Richard I. and Rubin, David S.; *Statistics for Management*; Pearson Education

#### **Reference Books**

1. Anderson, Sweeny D. and Williams, T.; *Statistics for Business and Economics*; Cengage Learning
2. Levine, David M., Krehbiel, Timothy C., Berenson, Mark L. and Vishwanathan, P.K.; *Business Statistics-A First Course*; Pearson Education
3. Aczel, A.D. and Sounderpandion, J.; *Complete Business Statistics*; McGraw-Hill Education
4. Doane, David P. and Seward, L.E.; *Applied Statistics in Business and Economics*; McGraw-Hill Education

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|-------------------------------------|--------------|--------------|---------------------|
| <b>Course: BUSINESS ENVIRONMENT</b> |              |              | <b>Trimester: I</b> |
| <b>Course Code: MBA 105</b>         | <b>L T P</b> | <b>3 0 0</b> | <b>Credits: 3</b>   |

**Objective:** The objective is to sensitize the students towards the environment within which organization has to function and to provide insight to students of its implications for decision making in business organizations.

### SYLLABUS

#### **Introduction 3**

Introduction, Concept, Significance and nature of business environment, Types of environment, Interaction between internal and external environments, Nature and structure of economy, Techniques for environment analysis, Approaches and significance of environment forecasting.

#### **Economic Environment of Business 7**

Economic environment, History of economic systems, Market, Planned and mixed economy, Planning in India: emergence and objective, Planning monetary policy, Fiscal policy, Union budget as instrument of growth and its impact on business, Industrial policy: meaning, objective and recent developments in economic policy and its impact on business.

#### **Political and Legal Environment of Business 9**

Politico-legal environment, Relationship between business and government, Economic planning, Regulatory, Promotional and entrepreneurial roles of government, Constitutional provisions affecting business, An overview of major laws affecting business, Consumerism, Social responsibility of business.

#### **Technological Environment of Business 6**

Factors influencing technological environment, Role and impact of technology on business, Transfer of technology-channels, Methods and limitations.

#### **Demographic and Socio-Cultural Environment of Business 5**

Population size, Falling birth rate, Changing age structure and its impact on business, Business and society, Business and culture, Culture and organizational behavior.

#### **Text Books**

1. Cherunilam, Francis; *Business Environment Text and Cases*; Himalaya Publishing House
2. Saleem, Shaikh; *Business Environment*; Pearson Education

#### **Reference Books**

1. Ashwathappa, K.; *Business Environment for Strategic Management*; Himalaya Publishing House
2. Dhingra, I.C.; *Indian Economy: Environment and Policy*; Sultan Chand and Sons
3. Mishra, S.K. and Puri, V.K.; *Economic Environment of Business*; Himalaya Publishing House
4. Paul, Justin; *Business Environment Text and Cases*; McGraw-Hill
5. Fernando, A.C.; *Business Environment*; Pearson Education

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|---------------------------------------|--------------|--------------|---------------------|
| <b>Course:</b> BUSINESS COMMUNICATION |              |              | <b>Trimester: I</b> |
| <b>Course Code: MBA 106</b>           | <b>L T P</b> | <b>2 0 0</b> | <b>Credits: 2</b>   |

**Objective:** To familiarize the students with the basics of business communication principles and skills.

### SYLLABUS

#### **Introduction to Business Communication** **3**

Its significance in business organizations, Definition, Objective, Communication process, Elements of communication, Channels of communication, Effective communication, Principles of communication.

#### **Types of Communication and Barriers to Communication** **4**

Oral, Written, Formal, Informal, Verbal and non-verbal, Barriers to communication, Types of communication barriers, Over-coming barriers to communication.

#### **Presentation Skills** **4**

Audience analysis, Designing and delivering oral presentations, Managing stage-fright and anxiety, Visual aids, Presenting reports, Handling queries, Managing queries and responses.

#### **Listening skills** **4**

Listening process, Levels of listening, Types, Barriers to effective listening, Improving listening skills.

#### **Understanding Business Etiquette and Employment Interviews** **5**

Dressing up, Networking, Exchanging business cards, Shaking hands, Dining etiquettes, Understanding the process, Preparing for the interview: On the day of interview, On the interview table and dress code at interview, Interview mistakes, How to present well in interview, Typical questions asked.

#### **Text Book**

1. Bovee, C.L., Thill, J.V. and Chatterji, Abha.; *Business Communication Today*; Pearson Education

#### **Reference Books**

1. Locker, K..O. and Kaczmarek, K..S.; *Business Communication: Building Critical Skill*; McGraw-Hill Education
2. Taylor, Shirley; *Communication for Business*; Pearson Education
3. Lesikar, R.V. and Pettit, J.D.; *Business Communication: Theory and Application*; McGraw-Hill Education

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|-------------------------------------|--------------|--------------|---------------------|
| <b>Course: INFORMATION SECURITY</b> |              |              | <b>Trimester: I</b> |
| <b>Course Code: MBA 107</b>         | <b>L T P</b> | <b>2 0 0</b> | <b>Credits: 2</b>   |

**Objective:** To impart knowledge about basic concepts of information security, the need and importance of information security management and also the tools and techniques for information security management.

### SYLLABUS

**Introduction to Information Security** **4**

History of information systems and its importance, Changing nature of information systems. e-commerce and EDI, Meaning of Information security, Importance of information security, Basic principles of information security, Confidentiality, Integrity availability and other terms in information security, Definition and overview of information security management, Virtual organizations.

**Activities and Requirements of Information Security** **5**

Need of distributed information systems, Role of Internet and web services, Information system threats and attacks, Classification of threats and assessing damages Security implication for organizations, Laptops security concepts in Internet and world wide web.

Physical security - Basic tenets of physical security and physical entry controls, Document security.

**Management of Information Security** **6**

Basic principles of information security, Confidentiality, Integrity availability, Access control, Biometrics, System of keys, Public key cryptography, Digital signature, Requirement of digital signature system, Finger prints, Firewalls, Design and implementation issues, Perimeter for network protection, Network attacks, Need of intrusion monitoring and detection, ISO 27001, Information security vs. privacy.

**Cyber Crime and Cyber Law** **5**

Laws, Investigation and ethics, Cyber crime, Information security and law, Types and overview of cyber crimes, Cyber law issues in E-business management, Overview of Indian IT Act, Ethical issues in intellectual property rights, Copy right, Patents, Data privacy and protection, Software piracy, Plagiarism, Issues in ethical hacking.

**Text Books**

1. Godbole, Nina; *Information Systems Security*; Wiley
2. Sood, Vivek; *Cyber Laws Simplified*; McGraw-Hill Education
3. Merkov, Breithaupt; *Information Security*; Pearson Education

**Reference Books**

1. Schou, Corey and Shoemaker, Dan; *Information Assurance for the Enterprise*; McGraw-Hill Education
2. Furnell, Steven M.; *Computer Insecurity*; Springer
3. *The Information Technology Act, 2000*

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|-----------------------------|--------------------------------|--------------|----------------------|
| <b>Course:</b>              | <b>ORGANIZATIONAL BEHAVIOR</b> |              | <b>Trimester: II</b> |
| <b>Course Code: MBA 201</b> | <b>L T P</b>                   | <b>3 0 0</b> | <b>Credits: 3</b>    |

**Objective:** To impart an understanding of behavioral aspects of organization and to acquaint the students with organizational and individual variants that influences organization's effectiveness.

### SYLLABUS

#### **Introduction** 3

Organizational Behavior: Concept, significance and scope, OB Models, Concept of knowledge management and emotional intelligence in contemporary business organization.

#### **Individual Behavior in Organizations** 8

Perception: concept, nature, process, and importance, Management and behavioral applications of perception, Attitude: concept, process and importance, Attitude measurement. personality: concept, nature, types and theories of personality shaping, Learning: concept and theories of learning, Motivation: concept and principles, Theories: content and process, Monetary and non-monetary motivation.

#### **Group Dynamics and Leadership** 5

Group dynamics: nature, definition and types of group, Stages of group development, Punctuated equilibrium model, Group decision making, Work team: concept, development of effective work teams, and team management, Leadership: concept, functions, and styles, Theories of leadership: traits, Behavioral and situational.

#### **Organizational Power and Politics and Conflict Management** 7

Organizational power and politics: concept of power, Sources of power, Classification of power, contingency approaches to power, Political implications of power, Dynamics of power and politics, Organizational conflict: concept, sources, types, Functionality and dysfunctionality of conflict, Classification of conflict: intra-individual and inter-personal, Inter-group and organizational resolution of conflict, Meaning and types of grievance and process of grievance handling.

#### **Organization Culture and Change Management** 7

Organization culture, Organization effectiveness: concept and approaches, Managerial effectiveness: determinants, Organizational change: nature, planned change, resistance and its management, Organizational development: concept, processes and techniques.

#### **Text Books**

1. Stephen, Robbins, Judge, Timothy and Vohra, Niharika; *Organizational Behavior*; Pearson Education
2. Luthans, Fred; *Organizational Behavior*; McGraw-Hill Education

#### **Reference Books**

1. Newstorm, W.; *Organizational Behavior*; McGraw-Hill Education
2. Khanka, S.S.; *Organizational Behavior*; S.Chand and Co.
3. Hersey, Paul, Kenneth H. Blanchard and Dewey E. Johnson; *Management of Organizational Behavior*; PHI Learning



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|-------------------------------|--------------|--------------|----------------------|
| <b>Course: MACROECONOMICS</b> |              |              | <b>Trimester: II</b> |
| <b>Course Code: MBA 202</b>   | <b>L T P</b> | <b>2 0 0</b> | <b>Credits: 2</b>    |

**Objective:** The purpose of this course is to provide the students with a basic knowledge of macroeconomic concepts and their applications in business.

### SYLLABUS

**Introduction to Macroeconomics** **2**

Introduction to macro economics: importance, limitations and macroeconomic issues, Circular flow of income: 2 sector model and 3-4 sector models.

**Measurement of National Income** **5**

Measurement of national income: concepts, methods and measures, Keynesian theory of income determination, Aggregate demand (AD).

**Money Market Analysis** **6**

Money: definition, kind and function, Supply of money: sources, measures and theory, Money multiplier, Keynesian theory of money supply, IS-LM in two sector model, Money market equilibrium: determination of output and prices, Employment: A Keynesian approach and determination of aggregate demand and aggregate supply.

**Economic Growth and Business Cycles** **4**

Business cycles and global recession: phases of business cycle and global recession, Inflation and unemployment: meaning, types and effect of inflation, control of inflation, and unemployment.

**International Aspects of Macroeconomics** **3**

Foreign exchange rate, Balance of payment, Macroeconomic policies: monetary and fiscal policy.

**Text Books**

1. Gupta, G.S.; *Macroeconomics Theory and Applications*; McGraw-Hill Education.
2. Dornbusch, Rudiger, Fisher, Tanley and Startz, Richard; *Macroeconomics*; McGraw Hill

**Reference Books**

1. Rangarajan, C. and Dholakia, Bakul H.; *Principles of Macroeconomics*; McGraw-Hill Education
2. Shapiro, Edward; *Macroeconomic Analysis*; Galgotia Publication
3. Vaish, M.C.; *Macroeconomic Theory*; Vikas Publishing House
4. D'souza, Errol; *Macroeconomics*; Pearson Education

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| <b>Course:</b>              | <b>MANAGEMENT ACCOUNTING</b> |              | <b>Trimester: II</b> |
| <b>Course Code: MBA 203</b> | <b>L T P</b>                 | <b>3 0 0</b> | <b>Credits: 3</b>    |

**Objective:** The objective of this course is to develop an insight into utilization of financial and cost accounting information for planning, controlling and decision making in business. This also focuses on providing skills on contemporary management accounting techniques and issues.

### SYLLABUS

#### **Introduction** 4

Accounting for management, Role of cost in decision making, Management accounting and cost accounting as internal control tools, Types of cost, Cost concepts, Full costing, Overhead allocations and preparation of cost sheet.

#### **Marginal Costing** 8

Cost volume profit analysis, P/V ratio analysis and its implications, Concept and uses of contribution, Breakeven point and its analysis for the various types of decision making like single product pricing, multi product pricing, replacement, sales etc., Differential costing and incremental costing: concept, uses and applications, method of calculation of these costs and their role in management decision making like sales, replacement and buying.

#### **Budgeting** 6

Concept of budget: budgeting and budgetary control, Types of budget, Static and flexible budgeting, Preparation of cash budget, Sales budget, Production budget, Materials budget, Capital expenditure budget and master budget, Advantages and limitations of budgetary control.

#### **Standard costing** 3

Concept of standard costs, Establishing various cost standards, Calculation of material variance, Labour variance and overhead variance and its applications and implications.

#### **Responsibility Accounting** 4

Concept and various approaches to responsibility accounting, Concept of investment center, Cost center, Profit center and responsibility center and its managerial implications, Transfer pricing: multinational transfer pricing, market based transfer pricing and cost-based transfer pricing, Cost of quality and time.

#### **Decision-Making** 5

Concept, Distinctive features of activity based costing, Cost drivers, Cost of activities, Cost objects such as product, service and customer, Cost management: concept, strategies and applications, Value chain analysis, Target costing, Life cycle costing.

#### **Text Books**

1. Charles, C. Horngren; *Introduction to Management Accounting*; Pearson Education
2. Anthony, Robert N., David, F. Hawkins and Kenneth, A. Merchant; *Accounting: Text and Cases*; McGraw-Hill Education

**Reference Books**

1. Bhattacharyya, S. K. and Dearden, J.; *Accounting for Management*; Vikas Publishing
2. Vij, Madhu; *Management Accounting*; Macmillan
3. Lynch, Richard, M. and Robert, W. Williams; *Accounting and Management: Planning and Control*; McGraw-Hill Education

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| <b>Course:</b>      | <b>MARKETING MANAGEMENT-I</b> |              |              | <b>Trimester: II</b> |
| <b>Course Code:</b> | <b>MBA 204</b>                | <b>L T P</b> | <b>3 0 0</b> | <b>Credits: 3</b>    |

**Objective:** To acquaint the students with marketing concepts, processes and their practical applications.

### SYLLABUS

#### **Understanding Core Marketing Concepts** **8**

Nature and scope of marketing, Evolution of marketing, Core marketing concepts, 4P's of marketing, Marketing-mix, Marketing environment.

#### **Marketing Planning** **7**

Developing marketing plan, Importance and strategic scope of marketing planning, Marketing information system (MIS), Marketing research process, Demand measurement and forecasting.

#### **Consumer Market and Buying Behavior** **7**

Consumer market, Concept of value, Consumer behavior, Buying motives, Consumer buying decision-process, Organizational buying behavior, Determinants of buying behavior.

#### **Market Segmentation, Targeting and Positioning** **8**

Levels of market segmentation, Basis of market segmentation, Segmentation process, Types of target marketing, Developing positioning strategies and differentiation strategies.

#### **Text Books**

1. Kotler, Philip, Keller, Kevin Lane, Koshy, Abrahm and Jha, Mithileshwar; *Marketing Management-A South Asian Perspective*; Pearson Education
2. Etzel, Michale J., Walker, Bruce J., Stanton, William J. and Pandit, Ajay; *Marketing : Indian Adaptation*; McGraw-Hill Education

#### **Reference Books**

1. Czinkota, Michael R. and Kotabe, Masaaki ; *Marketing Management*; Cengage Learning
2. William, Jr. Perreault D. and McCarthy, E. Jerome; *Marketing*; McGraw-Hill Education

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| <b>Course: FINANCIAL MANAGEMENT-1</b> |              |              | <b>Trimester: II</b> |
| <b>Course Code: MBA 205</b>           | <b>L T P</b> | <b>3 0 0</b> | <b>Credits: 3</b>    |

**Objective:** The course aims at providing a strong base for theories and practices of financial management and their applications in business.

### SYLLABUS

**Introduction** **8**

Core theories of financial management, Objective of the firm, Agency problem, Time value of money, Present and future value of cash flows, Use of time value of money in financial decisions, Financial analysis and planning.

**Investment Decisions** **12**

Criteria of capital budgeting decision, Cash flow estimation, Risk analysis in capital budgeting, Theories of capital budgeting, NPV, IRR, PI, Techniques of capital budgeting.

**Financing Decision** **10**

Leverages: concept and structure, Types of leverages and implications, Cost of capital, Capital structure: theories of capital structure, EBIT-EPS analysis, and equity v/s debt financing.

**Text Books**

1. Chandra, Prasanna; *Financial Management: Theory and Practice*; McGraw-Hill Education.
2. Pandey, I.M.; *Financial Management*; Vikas Publishing

**Reference Books**

1. Van Horne, James C.; *Financial Management and Policy*; Pearson Education
2. Damodaran, A.; *Corporate Finance: Theory and Practice*; John Wiley and Sons
3. Khan, M. Y. and Jain, P.K.; *Financial Management*; McGraw-Hill Education
4. Rastogi, R.P.; *Financial Management*; Taxmann Publications

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| <b>Course:</b>              | <b>OPERATIONS RESEARCH</b> |              | <b>Trimester : II</b> |
| <b>Course Code: MBA 206</b> | <b>L T P</b>               | <b>3 0 0</b> | <b>Credits: 3</b>     |

**Objective:** To impart knowledge about major Operations Research techniques aid decision-making.

### SYLLABUS

#### **Introduction and Linear Programming** **12**

Evolution of operations research, Nature and scope of operations research, Linear programming: formulation of problem, graphical method for solving LP, simplex method, sensitivity analysis and duality, Special cases: degeneracy, unboundedness, infeasibility and multiple alternative solution.

#### **Transportation and Assignment Problems** **6**

Transportation problem: formulation, methods of finding feasible solution (north-west corner method, least-cost method, VAM, Optimal methods: Stepping-Stone method and MODI method), Assignment problem: formulation and solution of assignment problem (algorithm).

#### **Queuing Theory and Game Theory** **6**

Queuing Theory: structure of various queuing systems and characteristics of queuing systems, Game theory: concept of game, two-person zero-sum game, pure and mixed strategy, and algebraic and graphical methods to solve game problem.

#### **Project Management** **6**

PERT network, CPM, Time-cost trade-off.

#### **Text Books**

1. Vohra, N. D.; *Quantitative Techniques in Management*; McGraw-Hill Education
2. Anderson, David R., Sweeney, Dennis, J. and Williams, Thomas A.; *Quantitative Method for Business*; South-Western

#### **Reference Books**

1. Hiller, Frederick S., Liberman, Gerald J., Nag, B. and Basu, P.; *Introduction to Operations Research*; McGraw-Hill Education
2. Taha, H.A., Natarajan, A.M., Balasubramanie, P. and Tamilarasi, A; *Operations Research*; Pearson Education
3. Winston, Wayne L.; *Operations Research Applications and Algorithms*; Thomson Learning
4. Levin, Richard I., Rubin, David S., Stinson, Joel P. and Gardner, Everette S.; *Quantitative Approaches to Management*; McGraw-Hill Education

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| <b>Course:</b>      | <b>INDIAN ECONOMY</b> |              |              | <b>Trimester: II</b> |
| <b>Course Code:</b> | <b>MBA 207</b>        | <b>L T P</b> | <b>2 0 0</b> | <b>Credits: 2</b>    |

**Objective:** To sensitize the students with the shape, size, contents and contour of Indian Economy.

### SYLLABUS

**Introduction** **3**

Developed and less developed economy: meaning and concept, Characteristics of Indian economy, Comparison of Indian economy with developed countries with reference to population, per capita income, Human development index, agriculture, industry and service sector.

**National Income Analysis** **3**

Basic concepts of national income, Trends in national income since 1991, Distribution of national income across the sectors.

**Agriculture and Industrial Sectors** **4**

Land distribution and reforms in India, Technological changes in agriculture, Green revolution, Agricultural price policy, Industrial policy, Public sector enterprises and their performance, Problems of sick units in India.

**Labour, Employment and Poverty** **2**

Size and growth of population, demographic dividend, Unemployment: trends and its composition, Poverty: trends and its composition, policies for unemployment and poverty.

**Planning in India** **5**

Planning: meaning, types, and origin, India's Five Year Plans: an overview, Objectives, Strategies, Financing: targets, achievements and failures, Objectives of 12<sup>th</sup> Five Year Plan.

**Economic Reforms** **3**

Origin of economic crisis, Liberalization, Privatization and Globalization, appraisal of reforms, WTO and its impact on the different sectors of the economy, Financial sector reforms.

**Text Books**

1. Mishra, S.K. and Puri, V.K.; *Indian Economy*; Himalaya Publishing House.
2. Datt, Gaurav, Sundharam, K.P.M. and Mahajan, Ashwani; *Indian Economy*; S. Chand and Co.

**Reference Books**

1. Bhagwati, J. and Desai, P.; *India: Planning for Industrialization*; Oxford University Press
2. Dhingra, I.C.; *The Indian Economy: Environment and Policy*; Sultan Chand and Sons

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|------------------------------|--|--------------|-----------------------|
| <b>Course:</b>               | <b>PROFESSIONAL SKILLS ENHANCEMENT - I</b> |              | <b>Trimester : II</b> |
| <b>Course Code: MBA 208P</b> | <b>L T P</b>                               | <b>0 0 3</b> | <b>Credits: 2</b>     |

**Objective:** To sharpen the English communication and analytical skills of the students thereby developing them into confident professionals who can fulfill the industry requirements.

### SYLLABUS

#### **Introduction to English Fundamentals and Oral Communication**

The significance of English in the global world, Oral communication process, Vocabulary and effective vocabulary, Vocabulary building methods, Spellings and common errors, Fundamentals of good speaking.

#### **Applied Grammar Fundamentals and Parts of Speech**

Applications of grammar, Parts of speech, Simple and complex sentence construction, Relationships between nouns and prepositions, Subject and verb agreement, Use of appropriate tense, Articles and their usage, Use of adjectives in everyday language, Punctuation and its importance in oral communication, Avoiding ambiguity and creating impact.

#### **Speaking Skills and Comprehension Abilities**

Pronunciations and diction, Common syllables and mis-pronounced words, MTI and ways to overcome it, Confidence building exercises, Reading skills, Speed reading, Comprehension and retention of key concepts, Art of summarizing and concluding, Holding attention of audience, and Individual speaking exercises.

#### **Effective Oral Communication**

Language in the corporate world, Business idioms and their usage, Types of communication: grapevine, small talk, formal and informal conversations, Communication at workplace with boss, peer and subordinates, Barriers and hesitation, Improvement methods.

#### **Thought Development Techniques**

Techniques to develop and organize thoughts, Brainstorming, SWOT, Stakeholders analysis, GAP Analysis, Root Cause analysis, PEST, and Practice exercises.

#### **Text Book**

1. Courtland, L. Bovee, Thill, John V. and Chatterji, Abha; *Business Communication Today*; Pearson Education

#### **Reference Books**

1. Locker, K.O. and Kaczmarek, K.S.; *Business Communication: Building Critical Skill*; McGraw-Hill
2. Taylor, Shirley; *Communication for Business*; Pearson Education
3. Lesikar, R.V. and Pettit, J.D.; *Business Communication; Theory and Application*; McGraw-Hill Education



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| <b>Course: LEGAL ASPECTS OF BUSINESS-I</b> |              |              | <b>Trimester: III</b> |
| <b>Course Code: MBA 301</b>                | <b>L T P</b> | <b>2 0 0</b> | <b>Credits: 2</b>     |

**Objective:** The objective of this course is to familiarize the students with basic legal aspects of business.

### SYLLABUS

**Indian Contract Act, 1872** 7

Essential of valid contracts, Offer acceptance and agreement, Free consent, Classification of contracts, Consideration and contracts, Capacities of parties, Void contracts, Performance of contracts, Quasi contracts, Contingency contracts, Discharge of contracts, Breach of contracts and its damages, Special contracts: contract of indemnity and guarantee, bailment, pledge and general provisions of contract of agency.

**The Sales of Goods (SOG) Act, 1930** 5

Contract of sales of goods: definition and essentials of SOG, Goods and their classification, Sale and transfer of ownership, Conditions and warranties, Passing of property and rights of unpaid seller, Remedies for breach, Adjudication & arbitration.

**The Companies Act, 2013** 8

Nature and kinds of companies, Formation of a company, Company management, Company meetings, Dissolution of company.

**Text Book**

1. Kuchhal, M.C. and Kuchhal, Vivek; *Legal Aspects of Business*; Vikas Publishing House

**Reference Books**

1. Kumar, Ravindra; *Legal Aspects of Business*; Cengage Learning
2. Singh, Avtar; *Principles of Merchantile Law*; Eastern Book Company
3. Kuchhal, M.C. and Kuchhal, Vivek; *Modern India Company Law*; Shree Mahavir Book Depot

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|--|--------------|--------------|-----------------------|
| <b>Course: HUMAN RESOURCE MANAGEMENT</b> |              |              | <b>Trimester: III</b> |
| <b>Course Code: MBA 302</b>              | <b>L T P</b> | <b>3 0 0</b> | <b>Credits: 3</b>     |

**Objective:** To familiarize the students about the various facets of managing people and the policies and practices of human resource management.

### SYLLABUS

#### **Introduction 4**

Concept, Objectives, Evolution of HRM, HRM Functions, Scope and importance of HRM, HRM & organizational effectiveness, System approach to HRM, Strategic management approach to human resource management.

#### **Acquiring Human Resources: Human Resource Planning 6**

HR planning process, Human resource information system, Job analysis and design: job description and job specification, Recruitment & selection: methods of recruiting, Alternatives to recruitment, and selection process.

#### **Developing Human Resources: Training and Development 6**

Developing human resources, Training and development: introduction, objectives, importance and, methods of training evaluation, Team-building approach, Career planning and development: concept, career planning, and problems in career planning, Career succession management.

#### **Rewarding Human Resources: Performance Evaluation and Management 6**

Rewarding human resources, Performance evaluation and management: techniques, problems and evaluation, Compensation: objectives, components of motivation, compensation decisions, methods of payment, issues in compensation administration, and employee retirement benefits and services.

#### **Labour-Management Relations, Collective Bargaining and Promoting Safety and Health 6**

Structure and management of trade unions, Process of collective bargaining, Agreement failure and its administration, Managing employee discipline: process, approaches to discipline, and legal challenges, Promoting safety and health: causes of job accidents, problems of safety standards, organizational responses to safety and health, and issues in safety and health.

#### **Contemporary Issues 2**

HRM Advisor: An overview, International HRM.

#### **Text Books**

1. Ivancevich, John M.; *Human Resource Management*; McGraw-Hill Education
2. Dessler, Gary and Varkkey, Bijju; *Human Resource Management*; Pearson Education

#### **Reference Books**

1. Noe, Raymond A.; *Human Resource Management: Gaining a competitive advantage*; McGraw-Hill Education
2. Rao, V.S.P.; *Human Resource Management*; Excel Books

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| <b>Course: BUSINESS RESEARCH METHODS</b> |              |              | <b>Trimester: III</b> |
| <b>Course Code: MBA 303</b>              | <b>L T P</b> | <b>3 0 0</b> | <b>Credits: 3</b>     |

**Objective:** The objective of the course is to equip the students with the concepts and methods of business research. This should enable the students to plan and conduct business research using scientific methods.

### SYLLABUS

**Introduction** **2**

Concept, Nature, Scope, Need and role of business research, Characteristic of research, Types of research, The research process: An overview, Types of business problems encountered by the researchers.

**Preparing a Research Proposal and Research Design** **6**

Meaning, Types of research proposals, Designing the research proposal, Evaluating the research proposal, Research design classification, Exploratory research, Descriptive research, Causal research.

**Measurement Concepts, Sample Design and Sampling Procedures** **7**

Concept of measurement, Measurement scales (comparative scaling and non-comparative scaling), Questionnaire and form design, Reliability and validity test, Sample designs and steps in sampling design, Probability sampling and non-probability sampling.

**Analysis and Presentation of Data** **7**

Tabulation and processing of data, Data preparation and description, Exploring, displaying and examining data, Hypothesis testing (t-test, z-test and chi-square test), Multivariate analysis, ANOVA, SPSS: An overview.

**Report Preparation and Presentation** **8**

Types and layout of research, Precautions in preparing the research report, Writing the report, Presentation of statistics, Oral presentations, Bibliography and annexure in the report: their significance, Drawing conclusions, Suggestions and recommendations.

**Text Books**

1. Cooper, D. and Schindler, P.; *Business Research Methods*; McGraw Hill
2. Zikmund, W.G., Babin, B.J., Can, J., Adhikari, Atanu and Guffer, Mitch; *Business Research Methods: A South Asian Perspective*; Cengage Learning

**Reference Books**

1. Turabian, Kate; *A Manual for Writers of Research Papers, Theses, and Dissertations*; University of Chicago Press
2. Malhotra, Naresh K. and Dash, Satyabhushan; *Marketing Research: An Applied Orientation*; Pearson Education
3. Saunders, M.N.K.; *Research Methods for Business Students*; Pearson Education
4. Sekharan, U. and Bougie, Roger; *Research Methods for Business: A Skill Building Approach*; Wiley India
5. Kerlinger, F.N.; *Research Methodology for Behavioral Sciences*; Surjeet Publication

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|-----------------------------|--------------------------------|--------------|-----------------------|
| <b>Course:</b>              | <b>MARKETING MANAGEMENT-II</b> |              | <b>Trimester: III</b> |
| <b>Course Code: MBA 304</b> | <b>L T P</b>                   | <b>3 0 0</b> | <b>Credits: 3</b>     |

**Objective:** To impart knowledge about the concepts and practices of four decision areas of marketing as used in a wide variety of situations in product and service organizations.

### SYLLABUS

#### **Product Decisions** **6**

Concept of product, Classification of products, Product line and product mix, Branding, Packaging and labelling, Customer services, Development of new product, Product life-cycle, Adoption process.

#### **Price Decisions** **4**

Pricing as a marketing variable: its role and importance, Price vs. non-price competition, Factors influencing price determination, Price setting in practice, Price policies and strategies.

#### **Distribution Channels and Physical Distribution Decisions** **9**

Utility of marketing intermediaries, Marketing channel functions, Selecting channels of distribution, Determining the intensity of distribution, Channel management decisions: selection, motivation and evaluation of individual middleman, Manufacturer-distribution relationship, Retailing and wholesaling, Logistics of distribution.

#### **Promotion Decisions** **7**

Nature, objectives and importance of promotion, Communication process, Promotion mix and methods, Advertising, Personal Selling, Public relations, Sales Promotion.

#### **Social, Ethical and Legal Aspects of Marketing** **4**

Consumerism, Consumer protection measures in India, Recent developments in consumer protection in India.

#### **Text Books**

1. Kotler, Philip, Keller, Kevin Lane, Koshy, Abrahm and Jha, Mithileshwar; *Marketing Management-A South Asian Perspective*; Pearson Education
2. Etzel, Michale J., Walker, Bruce J., Stanton, William J. and Pandit, Ajay; *Marketing: Indian Adaptation*; McGraw-Hill Education

#### **Reference Books**

1. Czinkota, Michael R. and Kotabe, Masaaki; *Marketing Management*; Cengage Laerning
2. William, Jr. Perreault, D. and McCarthy, E. Jerome; *Basic Marketing*; McGraw-Hill Education
3. Kotler, P., Armstrong, G., Agnihotri, P.Y. and Haque, E.; *Principles of Marketing*; Pearson Education

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|--|--------------|--------------|-----------------------|
| <b>Course: FINANCIAL MANAGEMENT-II</b> |              |              | <b>Trimester: III</b> |
| <b>Course Code: MBA 305</b>            | <b>L T P</b> | <b>3 0 0</b> | <b>Credits: 3</b>     |

**Objective:** The course aims at providing a strong base for theories and practices of financial management and its applications in business.

### SYLLABUS

**Dividend Policy Decisions 6**

Introduction, Walter and Gordon model, MM irrelevance theory, Dividend & policy formulation, Repurchase of stock.

**Working Capital Management 18**

Principles of working capital management, Operating cycle, Receivables management, Inventory management, Cash management, Working capital finance, Role of finance manager.

**Long Term Financing 6**

Equity capital, Term loans, Debentures, IPO and venture capital.

**Text Books**

1. Van Horne, James C. and Dhamija, Sanjay; *Financial Management and Policy*; Pearson Education
2. Pandey, I.M.; *Financial Management*; Vikas Publishing

**Reference Books**

1. Chandra, Prasanna; *Financial Management: Theory and Practice*; McGraw-Hill Education
2. Khan, M. Y. and Jain, P. K.; *Financial Management*; McGraw-Hill Education

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|-----------------------------|---|--------------|-----------------------|
| <b>Course:</b>              | <b>PRODUCTION AND OPERATIONS MANAGEMENT</b> |              | <b>Trimester: III</b> |
| <b>Course Code: MBA 306</b> | <b>L T P</b>                                | <b>3 0 0</b> | <b>Credits: 3</b>     |

**Objective:** To familiarize the students with the principles and techniques related to effective utilization of operational resources and managing the processes to produce good quality products and services at competitive prices.

### SYLLABUS

#### **Introduction** 2

Nature, Scope, Strategy framework, Difference between product and services, Evolution of production and operations management.

#### **Product Development** 5

Product strategy and integrated product development, Process strategy.

#### **Planning** 9

Aggregate planning, Inventory management, Capacity planning, Master production, Scheduling, Materials requirement planning, MRP II, Production Planning, JIT, Facilities Location and Layout, Group technology flexible manufacturing systems, Computer Integrated Manufacturing, Assembly line balancing, Operations scheduling and sequencing.

#### **Productivity and Quality** 9

Total quality management, Kaizen, Statistical quality control, Productivity, Time and Motion study, Method study, Work measurement.

#### **Managing Operations** 5

Types of maintenance system, Breakdown and preventive value chain, Supply Chain Management, Purchasing, Vendor selection, ERP.

#### **Text Books**

1. Sarin, Rakesh K. and Buffa, Elwoods S.; *Modern Production/Operations Management*; Wiley India
2. Jacob, Chase, Aquilano, N.J. and Agarwal, N.K.; *Production and Operations Management*; McGraw-Hill Education
3. Lee, J. Krajewski, Lerry, P. Ritzman and Malhotra, K. Manoj; *Operations Management: Process and Supply Chains*; Pearson Education

#### **Reference Books**

1. Chary, S. N; *Production and Operations Management*; McGraw-Hill Education
2. Ebert, Adam; *Production and Operations Management*; PHI Learning

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|---|--------------|--------------|------------------------|
| <b>Course: ENTREPRENEURSHIP DEVELOPMENT</b> |              |              | <b>Trimester : III</b> |
| <b>Course Code: MBA 307</b>                 | <b>L T P</b> | <b>2 0 0</b> | <b>Credits: 2</b>      |

**Objective:** To enable the students develop entrepreneurial skills to undertake entrepreneurial ventures.

### SYLLABUS

**Foundation of Entrepreneurship Development 3**

Concept and need of entrepreneurship, Distinction between small business owners and entrepreneurs, Concept of Gazelles, Approaches to entrepreneurship, Difference between Intrapreneurship and Entrepreneurship.

**Developing Entrepreneurial Mindset 4**

Individual creativity: Roles and process, Innovation: Process, Types and sources, Social entrepreneurship.

**Developing a Business Plan 4**

Opportunity assessment, Challenges of new venture startup, Pitfalls, Critical factors for new venture creation, Causes of new venture failure, Preparing a business report.

**The Environment of Entrepreneurship 4**

Socio-Cultural environment, Politico-Legal environment, Economic and Technological environment, Feasibility analysis: Technical, Financial, Marketing, Sources for entrepreneurial ventures.

**Entrepreneurship Development and Government 5**

Institutions assisting entrepreneurship, National Institute for Entrepreneurship and Small Business Development (NISESBUD), Entrepreneurship Development Institute (EDI), National Institute of Small Industry Extension and Training (NISIET), Financial schemes offered by various financial institutions (including IFCI, ICICI, IDBI and SIDBI), Incentives, Subsidies and grants by Government.

**Text Books**

1. Kuratko, F. Donald and Richard M. Hodgetts; *Entrepreneurship: Theory, Process, Practice*; Cengage Learning
2. Khanka, S.S.; *Entrepreneurial Development*; S. Chand and Co.

**Reference Books**

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

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|------------------------------|---|--------------|-----------------------|
| <b>Course:</b>               | <b>PROFESSIONAL SKILLS ENHANCEMENT - II</b> |              | <b>Trimester: III</b> |
| <b>Course Code: MBA 308P</b> | <b>L T P</b>                                | <b>0 0 3</b> | <b>Credits: 2</b>     |

**Objective:** This is a Skills Enhancement course designed to improve and polish oratory skills of the students for effective and impressive corporate communication and help students to develop confidence in making oral presentations in a corporate environment.

### SYLLABUS

#### Introduction to Oratory Skills and Effective Public Speaking

Group communication in a formal and informal environment, Differences of style, Requirements and types of body language, Key factors, Aids and barriers to public speaking at the work place.

#### Speaking in a Formal Environment

Understanding requirements of a formal setting, Selection of appropriate vocabulary, Clarity and precision in crafting sentences, Punctuation and its impact, Art of conversation, Development of formal speaking skills through role plays, Developing oratory skills and building confidence through practice exercises and classroom activity.

#### Telephone Speaking Skills and Presentation Skills

Telephone manners and etiquette, Conveying of good and bad news, Effective and persuasive communication, Returning calls and confirmation, Practice sessions, Do's and don't's, Points to be kept in mind while preparing presentations, Presentation effectiveness, Practical sessions on effective business presentation.

#### Analytical Thinking and Objective Communication

Building of logical and analytical thinking, Development of analytical thinking through debates and discussions on issues and cases, Building persuasive arguments.

#### Personality Mapping, Teamwork and Leadership Skills

Personality tree exercise, Identification of own strengths and weaknesses, Identifying qualities required to be successful in a corporate environment, Mapping and identifying areas for improvement, Self-introduction and practice, Teamwork and leadership skills, Formal and informal teams, Characteristics of effective teams, Team games.

#### Text Book

1. Courtland, L. Bovee, Thill, John V. and Chatterji, Abha; *Business Communication Today*; Pearson Education

#### Reference Books

1. Locker, K.O. and Kaczmarek, K.S.; *Business Communication: Building Critical Skill*; McGraw-Hill
2. Taylor, Shirley; *Communication for Business*; Pearson Education
3. Lesikar, R.V. and Pettit, J.D.; *Business Communication; Theory and Application*; McGraw-Hill Education



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|---|--------------|--------------|-----------------------|
| <b>Course: LEGAL ASPECTS OF BUSINESS-II</b> |              |              | <b>Trimester : IV</b> |
| <b>Course Code: MBA 401</b>                 | <b>L T P</b> | <b>3 0 0</b> | <b>Credits: 3</b>     |

**Objective:** To familiarize the students with basic legal aspects of business.

### SYLLABUS

**The Consumer Protection Act, 1986** **5**

Basic concepts: complaint, complainant, Consumer and rights of consumer, Consumer forums: their role, powers and functions, Procedure for consumer grievance redressal, Major decided cases.

**The Competition Act, 2002** **6**

Basic concepts, Powers of central government under the Competition Act, Major provisions of the Competition Act: role and working of Competition Commission of India.

**The Information Technology Act, 2000** **6**

Meaning and scope of the Act, Digital signature, Electronic governance, Regulation of certifying authority, Offences, adjudication and penalties.

**The Negotiable Instruments Act, 1881** **6**

Concept of negotiable instruments and its importance, Promissory note, Cheque and bill of exchange, Holder for value and holder in due course, Types of negotiation, Endorsement, Rights and duties of collecting and paying bankers, Forgery.

**Laws relating to Intellectual Property Rights** **7**

Concept of intellectual property, Contents, Copyright: rights under it and duration of protection, Trade mark: forms and importance, Geographical indication: rights under it, Patentable and Non-patentable inventions, Infringements, Process of filing patent, Emerging issues in IPR.

**Text Books**

1. Kuchhal, M.C., Kuchhal Vivek; *Legal Aspects of Business*; Vikas Publishing House
2. Singh, Avtar; *Principles of Mercantile Law*; Eastern Book Company

**Reference Books**

1. Kapoor, N.D.; *Elements of Mercantile Law*; Sultan Chand and Sons.
2. Kumar, Ravindra; *Legal Aspects of Business*; Cengage Learning
3. Agarwal, V.K.; *Competition Law*; Bharat Law House
4. Agarwal, V.K.; *Consumer Protection Law*; Bharat Law House
5. Relevant Legislations (Bare Acts)

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| <b>Course : PROJECT MANAGEMENT</b> |              |              | <b>Trimester : IV</b> |
| <b>Course Code: MBA 402</b>        | <b>L T P</b> | <b>3 0 0</b> | <b>Credits: 3</b>     |

**Objective:** To impart knowledge about basic concepts and theories of project management and feasibility study of projects.

### SYLLABUS

#### **Introduction** **5**

Definitions, Characteristics, Scope and classification of project, Importance of project management, Project management process, Project management life cycle, Project success criteria, Generation and screening of project ideas.

#### **Project Analysis** **10**

Market and demand analysis, Technical analysis, Financial analysis: cost of project, sources of financing projects, financial projections, Investment criteria, Social-Cost benefit analysis, Multiple projects and constraints, Risk management.

#### **Project Organization** **5**

Project organization: various forms of project organizations, The project manager, The project team, Contract management: types of contracts.

#### **Project Implementation** **5**

Pre-requisites for successful project implementation, Project monitoring and control, Project network techniques: PERT and CPM, Crashing of projects, Project management information system, Project communication.

#### **Project Review** **5**

Project audit, Project reporting, Project termination: termination strategies and termination procedures.

#### **Text Books**

1. Chandra, Prasanna; *Project Management*; McGraw-Hill Education
2. Gopalakrishnan, P.; *Project Management* ; Macmillan

#### **Reference Books**

1. Cleland, David I.; *Project Management*; McGraw-Hill Education
2. Chawla, Rajni; *Project Management*; Wiley India
3. Lock, Denis; *Project Management*; Gower Publishing
4. Gray, C.F. and Larson, F.W.; *Project Management*; McGraw-Hill Education
5. Maylor, Harry; *Project Management*; Pearson Education

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|--|--------------|--------------|-----------------------|
| <b>Course : INTERNATIONAL BUSINESS</b> |              |              | <b>Trimester : IV</b> |
| <b>Course Code: MBA 403</b>            | <b>L T P</b> | <b>3 0 0</b> | <b>Credits: 3</b>     |

**Objective:** To enable the students to learn about the nature, scope and structure of international business, and understand the influences of various environmental factors on international business operations.

### SYLLABUS

**Introduction** **2**

Importance, nature and scope of international business, Modes of entry into international business, Internationalization process and managerial implications.

**Environmental Context of International Business** **7**

Framework for analyzing international business environment: domestic, global and their impact on international business decisions, World trade in goods and services: major trends and developments, World trade and protectionism: tariff and non-tariff barriers, Counter trade.

**International Financial Environment** **9**

Foreign investments: pattern, structure and effects, Movements in foreign exchange and interest rates, Impact on trade and investment flows, WTO, IMF, World Bank, UNCTAD, Agreement on Textiles and Clothing (ATC), GSP, GSTP and other international agreements, International commodity trading and agreements.

**Regional Economic Groupings** **4**

Regionalism vs. multilateralism, Structure and functioning of EC and NAFTA, Regional economic cooperation.

**Multinational Corporations and Emerging Developments** **8**

Issues in foreign investment, Technology transfer, Pricing and regulations, International collaborative arrangements and strategic alliances, Growing concern for ecology, Counter trade.

**Text Books**

1. Bennet, Roger; *International Business*; Pearson Education
2. Daniel, John D. and Radebaugh, Lee H.; *International Business: Environments and Operations*; Pearson Education

**Reference Books**

1. Hill, Charles W. L. and Jain, Arun K.; *International Business*; Tata McGrawHill
2. Sharan, V.; *International Business*; Pearson Education
3. Griffin, Ricky W. and Pustay, Michael W.; *International Business: A Managerial Perspective*; Addison Wesley

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| <b>Course:</b>               | <b>PROFESSIONAL SKILLS ENHANCEMENT - III</b> |              | <b>Trimester : IV</b> |
| <b>Course Code: MBA 405P</b> | <b>L T P</b>                                 | <b>0 0 3</b> | <b>Credits: 2</b>     |

**Objective:** To make the students develop their communication skills in the areas of group discussions and interviews and their work life.

### SYLLABUS

#### Group Discussions- Theory and Practice

Importance as a selection tool, Qualities assessed, GD Framework, common myths, FAQs and analysis, Stress based and Case based GDs, Situational GDs and practice on various types of topics.

#### Personal Interviews

Importance, its use as a selection tool, qualities assessed, preparation for a formal interview, Interview framework, Analytical and behavioral interviews, Golden questions and mock interviews

#### Business Writing Skills

Resume writing, Practice e-mail, Memos and business letter writing based on theory.

#### Problem Solving Skills

Various approaches to analyzing issues and problems, Root cause analysis, Prioritization, Resource optimization, Creativity and innovative thinking skills

#### Text Book

1. Courtland, L. Bovee, Thill, John V. and Chatterjee, Abha; *Business Communication Today*; Pearson Education

#### Reference Books

1. Locker, K.O. and Kaczmarek, K.S.; *Business Communication: Building Critical Skill*; McGraw-Hill
2. Taylor, Shirley; *Communication for Business*; Pearson Education
3. Lesikar, R.V. and Pettit, J.D.; *Business Communication; Theory and Application*; McGraw-Hill Education

|                                      |              |              |                      |
|--------------------------------------|--------------|--------------|----------------------|
| <b>Course : STRATEGIC MANAGEMENT</b> |              |              | <b>Trimester : V</b> |
| <b>Course Code: MBA 501</b>          | <b>L T P</b> | <b>3 0 0</b> | <b>Credits: 3</b>    |

**Objective:** This course provides an introduction to the concept of strategy and strategic management process. It develop seeks to an understanding of the strategic choices and process of strategic planning and implementation and control in a dynamic and competitive global environment.

### SYLLABUS

**Introduction 4**

Meaning, Scope, and importance, Strategic Management process, Levels of strategy, Strategic decision making.

**Strategy Formulation 4**

Strategic planning, Vision, Mission, Purpose, Goals, and Objectives, Big Hairy Audacious Goals.

**Environmental Appraisal 6**

External environment analysis: PESTEL Analysis, EFE matrix (External Factor Evaluation): Porter’s Five Forces Model, Internal Environment Analysis, Resource Based View (RBW) Analysis, VRIO Framework, Value Chain Analysis, IFE matrix (Internal Factor Evaluation).

**Corporate, Business and Functional Level Strategies 6**

Corporate level strategies, Stability, Expansion, Retrenchment, Combination Strategies, Corporate Restructuring, Business level strategies: Porter’s generic strategies.

**Strategic Analysis and Choice 6**

ETOP, SAP, BCG Matrix, Ansoff Grid, GE Nine Cell Planning Grid, Hofer’s Product market evolution.

**Strategy Implementation and Control 4**

Strategy implementation, McKinsey’s 7’S framework, Implementation through organization structure, Leadership and Corporate Culture, Strategy Evaluation and control.

**Text Books**

1. Jauch, L.F., and Glueck, W.F.; *Business Policy and Strategic Management*; McGraw-Hill Education
2. Wheelen, L. Thomas and Hunger, David J.; *Strategic Management and Business Policy, Crafting and Executing Strategy*; Pearson Education

**Reference Books**

1. Kazmi, Azhar; *Business Policy and Strategic Management*; McGraw-Hill Education
2. Thomson, Arthur A. and Strickland, A. J.; *Strategic Management: Concept and Cases*; McGraw-Hill Education
3. David, Fred; *Strategic Management: Concepts and Cases*; PHI Learning

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|-----------------------------|--|--------------|-------------------|-----------------------|
| <b>Course:</b>              | <b>BUSINESS ETHICS, CSR AND CORPORATE GOVERNANCE</b> |              |                   | <b>Trimester : VI</b> |
| <b>Course Code: MBA 601</b> | <b>L T P</b>   | <b>3 0 0</b> | <b>Credits: 3</b> |                       |

**Objective:** To acquaint students with the ethical framework within which corporations should function and to give an overview of the corporate governance system and corporate social responsibility.

### SYLLABUS

#### **Introduction: Business Ethics** **4**

Theories of business ethics, Utilitarian views on business ethics, Indian ethos: concept, culture and management.

#### **Impact of Ethics on Business** **8**

Ethics impact in business, Ethical issues in capitalism and market systems, Ethics and social responsibility, Ethics and marketing, Ethics in finance, Ethics in human resource, Ethics in information technology, Intellectual property rights, Designs, Patents, Trademarks, Copy rights.

#### **Introduction: Corporate Social Responsibility** **6**

Meaning, Corporate philanthropy, CSR and CR, CSR and corporate sustainability, CSR and business ethics, CSR and corporate governance, Environmental aspect of CSR, CSR models, Drivers of CSR.

#### **Introduction: Corporate Governance** **4**

Issues and need of corporate governance *code*, Major corporate governance failures, Major codes and standards on corporate governance.

#### **Corporate Governance in India** **8**

Corporate governance framework in India, Corporate governance and the role of Board of Directors: Role, Responsibilities and Powers, Disqualifications, Board committees and their functions: Remuneration committee, Nomination Committee, Compliance Committee, Shareholders Grievance Committee, Investors Relation Committee, Investment Committee, Risk Management Committee, and Audit Committee, Clause 49 of Listing Agreement; Corporate governance in public sector undertakings.

#### **Text Books**

1. Velasquez, M.G.; *Business Ethics: Concepts and Cases*; PHI Learning
2. Fernando, A.C.; *Business Ethics*; Pearson Education

#### **Reference Books**

1. Hartman, Laura P. and Chatterjee, Abha; *Business Ethics*; McGraw-Hill Education
2. Blowfield, Michael and Murray, Alan; *Corporate Responsibility*, Oxford University Press
3. Mallin, Christine A.; *Corporate Governance (Indian Edition)*; Oxford University Press

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|----------------------------------|--------------|--------------|------------------------|
| <b>Course: CONSUMER BEHAVIOR</b> |              |              | <b>Trimester: IV/V</b> |
| <b>Course Code: MRM 101E</b>     | <b>L T P</b> | <b>3 0 0</b> | <b>Credits: 3</b>      |

**Objective:** To equip students with basic knowledge of issues and dimensions of Consumer Behavior.

**SYLLABUS**

|  |          |
|--|----------|
| <b>Introduction</b>  | <b>5</b> |
| Nature, scope and importance of consumer behavior, Contributing disciplines, Applications of consumer behavior in marketing decisions, Consumer v/s industrial buying behavior.              |          |
| <b>Consumer Buying Process</b>   | <b>6</b> |
| Types of consumer buying behavior: extensive problem solving, limited problem solving, routine problem solving and dissonance reducing behavior; Stages of consumer decision making process. |          |
| <b>Internal Determinants of Buying Behavior</b>  | <b>7</b> |
| Consumer motivation, Consumer perception, Learning and information processing, Consumer attitude and personality.  |          |
| <b>Beliefs and External Determinants of Buying Behavior</b>  | <b>6</b> |
| Family, Reference group and social class, Culture and subcultures.   |          |
| <b>Innovation Diffusion and Consumer Adoption Process</b>  | <b>6</b> |
| Diffusion of innovation and consumer adoption process.   |          |

**Text Books**

- Schiffman, Leon G., Kanuk, Leslie Lazar and Kumar, Ramesh; *Consumer Behavior*; Pearson Education
- Loudon, David L. and Della Bitta Albert J.; *Consumer Behavior*; McGraw-Hill Education

**Reference Books**

- Hawkins, Dal., Roger, J. Best and Kenneth, A. Coney; *Consumer Behavior Implication for Marketing Strategy*; McGraw-Hill Education
- Engel, James F., Roser, D. Blackwell and Paul, W. Miniard; *Consumer Behavior*; Cengage Learning
- Hoyer, Wayne D. and Debovar, J. MacInnis; *Consumer Behavior*; Houghton Mifflin Company
- Wikie, William L.; *Consumer Behavior*; John Wiley and Sons
- Assael, H.; *Consumer Behavior and Marketing Action*; Cengage Learning

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| <b>Course:</b> INTERNATIONAL MARKETING | <b>Trimester: IV/V</b> |              |                   |
| <b>Course Code: MRM 102E</b>           | <b>L T P</b>           | <b>3 0 0</b> | <b>Credits: 3</b> |

**Objective:** To impart knowledge about concepts and theories of international marketing and their applications in deciding about marketing strategies related to product, pricing, distribution and promotion in international business.

## SYLLABUS

### **Introduction** 5

Nature, scope and importance of international marketing, International market orientation, Scanning and monitoring global marketing environment, Influence of physical, demographic, economic, socio-cultural, political and legal environments on international marketing operations, Segmentation and selection of markets.

### **International Market Entry and Development** 5

Strategic planning, International market entry strategies: exporting, licensing, contract manufacturing, joint venture, setting up of wholly owned subsidiaries abroad, and strategic alliances, Exit strategies.

### **International Product Planning and Pricing Decisions** 5

Major product decisions, Product features and quality: product design, labelling, packaging, branding and product support services, Product standardization v/s. adaptation, Managing product line, International product life cycle, New product development, International pricing process and policies, Delivery terms and currency for export price quotations, Transfer pricing.

### **International Distribution Decisions** 8

International distribution channels and their roles and functions, Selection and management of overseas agents, International logistics: inventory management, transportation, warehousing and insurance.

### **International Promotion** 7

Promotion strategies across countries: complexities and issues, International promotion tools and planning: advertising personal selling publicity and sales promotion, Viral marketing, Global sponsorships, Developing international promotion campaign, Emerging trends in international marketing: ecological concerns and international marketing ethics, International CSR practices.

#### **Text Books**

1. Cateora, Philip R. and John, L. Graham; *International Marketing*; McGraw Hill
2. Czinkota, M.R. and Ronkainen, I.A.; *International Marketing*; Cengage Learning

#### **Reference Books**

1. Kotabe, M. and Helsen, K.; *Global Marketing Management*; John Wiley
2. Jain, Subhash C.; *International Marketing Management*; PWS-Kent Publishing Company
3. Fayerweather, John; *International Marketing*; PHI Learning
4. Keegan, W.; *Global Marketing Management*; Pearson Education



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|------------------------------|---|--------------|------------------------|
| <b>Course:</b>               | <b>INTEGRATED MARKETING COMMUNICATION</b> |              | <b>Trimester: IV/V</b> |
| <b>Course Code: MRM 103E</b> | <b>L T P</b>                              | <b>3 0 0</b> | <b>Credits: 3</b>      |

**Objective:** This course seeks to impart knowledge to the students about the nature, purpose and complexity in planning and execution of an effective integrated marketing communications program.

### SYLLABUS

**Introduction** **8**

Evolution of IMC and reasons for its growth, IMC planning process, Communication process: traditional and alternative response hierarchy models, Establishing objectives and budgeting, Determining promotional objectives, DAGMAR approach, Promotional budget.

**Creative and Media Strategy** **7**

The creative process: inputs, Advertising appeals and execution, Media planning and strategy: developing a media plan, Market analysis and establishing media objectives, Developing and implementing media strategies, Evaluation and follow up, Advertising spiral.

**Managing Mass Communication** **6**

Developing and managing an advertising program, Deciding on media and measuring advertising effectiveness, Sales promotion, Events and experiences, Public advertising.

**Managing Personal Communication** **4**

Direct marketing, Interactive marketing, Word of mouth, Designing the sales force, Personal selling.

**Evaluation of Broadcast, Print, Internet and Support Media** **5**

Evaluation of TV, radio, print and support media, Advantages and limitations of TV, radio, Internet and support media.

**Text Books**

1. Clow, K.E. and Baack, D.; *Integrated Advertising, Promotion and Marketing Communication*; Pearson Education
2. Belch, George E. and Belch, Michael E.; *Advertising and Promotion: An Integrated Marketing Communications Perspective*; McGraw-Hill Education

**Reference Books**

1. Kotler, P., Keller, K., Koshy, L. and Jha, M.; *Marketing Management-A South Asian Perspective*; Pearson Education
2. Batra, Rajeev, Myers, John G. and Aaker, David A.; *Advertising Management*; Pearson Education

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|------------------------------|--|--------------|------------------------|
| <b>Course:</b>               | <b>SALES AND DISTRIBUTION MANAGEMENT</b> |              | <b>Trimester: IV/V</b> |
| <b>Course Code: MRM 104E</b> | <b>L T P</b>                             | <b>3 0 0</b> | <b>Credits: 3</b>      |

**Objective:** The objective of this course is to familiarize the students with sales and distribution management.

### SYLLABUS

#### **Introduction to Sales** **4**

Role of selling in marketing, Personal selling, Salesmanship and sales manager, Types of sales personnel, Characteristics of a successful salesman, Theories of selling, Process of effective selling.

#### **Building Sales Organization** **4**

Types of sales organizations and their structure, Functions and responsibilities of sales person, Filling sales positions, Recruitment, Selection, Training and Development.

#### **Leading Sales Organization** **8**

Sales force motivation, Sales force compensation, Designing incentives and contests, Sales forecasting, Sales budget, Sales quota, Sales territory, Building sales reporting mechanism and monitoring, Sales force productivity, Sales force appraisal.

#### **Channel Planning** **8**

Marketing channels, Structure and functions, Marketing channel design, Service output, Supply side channel analysis, Channel flow and efficiency analysis, Channel structure and intensity analysis, Forward and reverse logistics, Gap analysis.

#### **Managing the Marketing Channels** **6**

Channel incentives and margins, Channel power, Managing channel conflict, Motivating channel members, Channel coordination, Strategic alliances, Vertical integration, Overview of retailing, Wholesaling and franchising.

#### **Text Books**

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

#### **Reference Books**

1. Still, R.R., Cundiff, E.W. and Govani, N.A.P.; *Sales Management*; Pearson Education
2. Coughlan, A. T., Anderson, E., Stern, L. W. and El-Ansary, A. I.; *Marketing Channels*; Pearson Education
3. Panda, T.K., and Sahdev, S.; *Sales and Distribution Management*; Oxford University Press
4. Futrell, C.M.; *Sales Management*; Cengage Learning
5. Rosenbloom, B.; *Marketing Channels*; Cengage Learning

|  |              |              |                        |
|--|--------------|--------------|------------------------|
| <b>Course : PRODUCT AND BRAND MANAGEMENT</b> |              |              | <b>Trimester: IV/V</b> |
| <b>Course Code: MRM 105E</b>                 | <b>L T P</b> | <b>3 0 0</b> | <b>Credits: 3</b>      |

**Objective:** To impart basic knowledge of various dimensions of product and brand management.

### SYLLABUS

**Product Management** **6**

Introduction to product management, Products and their types, Product focused organization V/s market focused organization, Product management: an overview, changes affecting product management.

**Developing Product Strategy** **6**

An overview of product strategy, Product mix: length, width, depth and consistency, Product line extensions and contractions, Product line filling, Product line pruning, Elements of a product strategy: setting objectives, selection of strategic alternatives, increasing sales and market share, and increasing profitability.

**New Product Development** **6**

Classification of new products, New product development process: idea generation, idea screening, concept development, and testing, Business analysis, Product development, Market testing and commercialization.

**Brand Management** **6**

Meaning and characteristics of brands, Branding strategies: to brand or not to brand, Brand Sponsorship, Brand Extension, Brand Line Extension, Multiple branding, Co-branding and its types, Ageing, Decline and revitalization of brands, Brand Positioning.

**Brand Equity** **6**

Meaning and importance of brand equity, Brand value, Brand image, Brand personality, Brand loyalty, Perceptual mapping, Cult branding, Financial evaluation of brands

**Text Books**

1. Majumdar, R.; *Product Management in India*; PHI Learning
2. Keller, Kevin Lane; *Strategic Brand Management*; Pearson Education

**Reference Books**

1. Kapferre, Jean-Noel; *The New Strategic Brand Management*; Kogan Page
2. Lehmann, D.R. and Winer, R.S.; *Product Management*; McGraw-Hill Education

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|--|--------------|--------------|------------------------|
| <b>Course :        MARKETING OF SERVICES</b> |              |              | <b>Trimester: IV/V</b> |
| <b>Course Code: MRM 106E</b>                 | <b>L T P</b> | <b>3 0 0</b> | <b>Credits: 3</b>      |

**Objective:** To acquaint students with the concepts and processes of services marketing and to enable them to solve problems relating to marketing of services.

### SYLLABUS

#### **Concepts and Issues of Services Marketing 4**

Service, core and supplementary services, Service levels and delivery, Classification and characteristics of services, Emergence of service economy, Factors affecting growth of service sector.

#### **Strategic Issues in Services Marketing 4**

The service encounter, Managing customer expectations, Level of expectations, Zone of tolerance. Consumer behavior in service marketing, Segmentation, Targeting, Differentiation and positioning of services.

#### **Concept of Service Marketing Mix 7**

Price: pricing concepts and issues in pricing, pricing policy, and pricing approaches, Promotion: internal and external communication and issues in services promotion, Place: service distribution, channel options and service distribution strategy, People: internal marketing and employee motivation, Physical evidence: essential and peripheral physical evidence, Process: nature and customer participation in service process.

#### **Managing Service Quality & Service Design 7**

Essentials of a service system, Components of services, Designing the service, Service delivery system, Measuring service quality, SERVQUAL, Demand measurement and supply management.

#### **Application of Services Marketing 8**

Financial services, Hospitality services, Health services, Educational services, and professional services.

#### **Text Books**

1. Zeithaml, Gremler Bitner and Pandit, Ajay; *Services Marketing*; McGraw-Hill Education
2. Christopher Lovelock, Wirtz, Jochen and Chatterjee, Jayanta; *Services Marketing: People, Technology and Strategy*; Pearson Education
3. Verma, Harsh V.; *Services Marketing: Text and Cases*; Pearson Education

#### **Reference Books**

- 1 Nargundkar, Rajendra, *Services Marketing: Text and Cases*; McGraw-Hill Education
- 2 Apte, Govind; *Services Marketing*; Oxford University Press

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|---|--------------|--------------|------------------------|
| <b>Course :        MARKETING RESEARCH</b> |              |              | <b>Trimester: IV/V</b> |
| <b>Course Code: MRM 107E</b>              | <b>L T P</b> | <b>3 0 0</b> | <b>Credits: 3</b>      |

**Objective:** The course is designed to develop the analytical abilities and research skills amongst the students to enable them to gather and analyze information to take marketing decisions.

**SYLLABUS**

|   |          |
|---|----------|
| <b>Introduction</b>   | <b>7</b> |
| Importance and role of research in marketing, Types of marketing research, Significance of market research, Market research process: An overview.   |          |
| <b>Measurement and Scaling</b>  | <b>6</b> |
| Theory of measurement, Comparative scaling, Primary scales of measurement, Non-comparative scaling, Questionnaire designing, Focus group discussion, Pre-testing questionnaire, Construct validity and reliability.                                 |          |
| <b>Sample Design and Data Collection</b>  | <b>5</b> |
| Census and sample, Sampling design process and external validity, Classification of sampling techniques-probability and non-probability, Sample size determination, Data collection process, Online data collection and interaction content on web. |          |
| <b>Inferential Statistics and Multivariate Methods</b>  | <b>8</b> |
| Sample Kolmogorov-Smirnov z-test, Test of significance, T-test, Analysis of variance (ANOVA), Simple linear regression, Multivariate regression, Factor analysis, Cluster analysis, Multi dimensional scaling.                                      |          |
| <b>Reporting the Results and Ethical Issues in Marketing Research</b>   | <b>4</b> |
| Preparing marketing research report and presentation, Written report, Format of report, Common, problems in preparing report, Critical nature of report, Graphical presentation of reports, Ethical, issues in marketing research.                  |          |

**Text Books**

1. Malhotra, Naresh K. and Das, Satyabhushan; *Marketing Research*; Pearson Education
2. Zikmund, William G., and Babin, Barry J.; *Essentials of Marketing Research*; South Western

**Reference Books**

1. Tull, Donald S. and Hawkins, Del I.; *Marketing Research: Measurement and Method*; PHI Learning
2. Nargundkar, Rajendra; *Marketing Research: Text and Cases*; McGraw-Hill Education
3. Brown, Tom J., Suter, Tracy A. and Churchill, Gilbert A.; *Basic Market Research*; Cengage Learning
4. Luck, David J. and Rubin, Ronald S.; *Marketing Research*; PHI Learning
5. Beri, G.C.; *Marketing Research*; McGraw-Hill Education

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|------------------------------|--------------------------|--------------|------------------------|
| <b>Course:</b>               | <b>RETAIL MANAGEMENT</b> |              | <b>Trimester: IV/V</b> |
| <b>Course Code: MRM 108E</b> | <b>L T P</b>             | <b>3 0 0</b> | <b>Credits: 3</b>      |

**Objective:** To familiarizing the students with the concepts, process and management of retail business.

### SYLLABUS

#### **Introduction** **6**

Retailing in India, Evolution of retail in India, Drivers of retail change, Challenges of retail development in India, Global retail market, Types of retailers, Functions of retailers, Retailing as a career.

#### **Retail Models and Theories of Retail Development** **6**

Evolution of retail formats, Theories of retail development: Environmental theory, Cyclical theory and Conflict theory, Concept of life cycle in retail: innovation, accelerated growth, maturity and decline, Phases of growth of retail markets.

#### **Retail Strategy** **6**

Strategy: the retail perspective, vision and mission, situational analysis, identifying strategic alternatives, and developing strategic plan, Retail store location: trading area analysis, Index of retail saturation, Reilly's law of retail gravitation, Huff's model, Central place theory.

#### **Retail Merchandising and Store Management** **6**

Evolution of merchandising, Category management, Merchandise planning and control, Methods of merchandise procurement.

#### **Emerging Issues in Retail Management** **6**

FDI in retailing, Concept of single-brand retailing v/s multi-brand retailing, National brands v/s private labels, Online retailing, Servicing the retail customer.

#### **Text Books**

1. Berman, B. and Evans, J.R.; *Retail Management-A Strategic Approach*; Pearson Education
2. Pradhan, S.; *Retailing Management-Text and Cases*; McGraw-Hill Education

#### **Reference Books**

1. Newman, A.J. and Cullen, P. ; *Retailing : Environment and Operations*; Thomson Learning
2. Bajaj, C., Tuli, R. and Srivastava, N.V.; *Retail Management*; Oxford University Press
3. Levy, M. and Weitz, B.A.; *Retailing Management*; McGraw-Hill Education

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|--|--------------|--------------|------------------------|
| <b>Course :        MARKETING OF FINANCIAL SERVICES</b> |              |              | <b>Trimester: IV/V</b> |
| <b>Course Code: MRM 109E</b>                           | <b>L T P</b> | <b>3 0 0</b> | <b>Credits: 3</b>      |

**Objective:** To acquaint the students about the various types of financial services and products and how these are to be marketed. It will also develop an understanding among the students regarding recent developments in marketing of financial products and services.

### SYLLABUS

**Introduction** **4**

Introduction to financial services marketing, Distinctive characteristics of financial services, Analyzing the marketing environment of financial services, Strategic development and marketing planning of financial services.

**Financial Services Marketing Mix** **6**

The marketing information system and the marketing research for financial services, Understanding the behavior of the financial services customer, Segmentation, Targeting and positioning, The marketing-mix of financial services: product, price, promotion, place, people, physical evidence and process.

**CRM in Financial Institutions** **6**

The management of customer relationship and expectations, Importance and significance of CRM in banks and financial institutions, Critical success factors in financial services: trust, quality, satisfaction and loyalty.

**Strategies for Different Financial Services** **8**

Designing and managing financial services, Problems and challenges in marketing of financial services, Marketing of insurance services, Marketing of allied services: mutual funds, credit cards, housing finance, personal loans and factoring services, Quality issues in financial services, Pricing of financial services.

**Channels of Distribution** **6**

Concept of distribution, Multiple delivery channels/ATM, EFT, CMS, POS, Brokers and Bancassurance, Promotion: public relations and publicity, and image building, Globalization and its impact on financial services.

**Text Books**

1. Khan, M. Y.; *Financial Services*; McGraw-Hill Education
2. Lovelock, C., Wirtz, J. and Chatterjee, J.; *Services Marketing*; Pearson Education

**Reference Books**

1. Natarajan, G.; *Financial Markets & Services*; Himalaya Publishing House
2. Clifford, G.; *Financial Markets, Institutions and Financial Services*; PHI Learning
3. Avadhani, V. A.; *Marketing of Financial Services*; Himalaya Publishing House

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|---|--------------|--------------|------------------------|
| <b>Course: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT</b> |              |              | <b>Trimester: IV/V</b> |
| <b>Course Code: FIN 101E</b>                              | <b>L T P</b> | <b>3 0 0</b> | <b>Credits: 3</b>      |

**Objective:** To impart knowledge to the students regarding the theories and practices of security analysis, portfolio management and investment decision.

### SYLLABUS

#### **Investment 6**

Concept, Objectives and investment alternatives, Comparison with speculation and gambling, Selection of investment in global market, Return and risk.

#### **Indian Capital Market 4**

Overview, Types: primary market and secondary market, Functions, Limitations, Institutional structure, SEBI, Stock market indicators.

#### **Security Analysis 5**

Valuation of fixed and variable income securities, Fundamental analysis, Technical analysis, Efficient market hypothesis.

#### **Portfolio Analysis 8**

Concept, Composition, Process, Objectives, Risk and return of portfolio, An optimum portfolio selection, Markowitz portfolio theory, Capital asset pricing model.

#### **Portfolio Performance Evaluation 7**

Sharpe measure, Treynor measure, Portfolio revision, Portfolio rebalancing, Portfolio management in India.

#### **Text Books**

1. Donald, E. Fishcher and Ronald, J. Jordan; *Security Analysis and Portfolio Management*; Pearson Education
2. Chandra, Prasanna; *Investment Analysis and Portfolio Management*; McGraw-Hill Education

#### **Reference Books**

1. Pandian, Punithavathy; *Security Analysis and Portfolio Management*; Vikas Publishing House
2. Luenberger, David G.; *Investment Science*; Oxford University Press
3. Khatri, Dhanesh K.; *Investment Management and Security Analysis: Text and Cases*; Macmillan
4. Avadhani, V.A.; *Security Analysis and Portfolio Management*; Himalaya Publishing House



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| <b>Course: FINANCIAL DERIVATIVES</b> |              |              | <b>Trimester: IV/V</b> |
| <b>Course Code: FIN 102E</b>         | <b>L T P</b> | <b>3 0 0</b> | <b>Credits: 3</b>      |

**Objective:** To provide a overview of financial derivatives as a risk hedging instrument and various trading mechanisms and regulations related to derivatives.

### SYLLABUS

**Introduction** **6**

Derivatives: types of derivatives, Derivative markets, Derivatives trading in India, Forwards and futures markets, Valuation of forwards and futures, Hedging strategies by using futures.

**Introduction to Financial Derivatives** **4**

Financial derivatives: options, futures and swaps, concepts and applications.

**Introduction to Options** **6**

Types of options, Valuation of options: Black and Scholes model, Trading strategies involving options, Strategies involving single option and stocks, Spreads, Swaps, Valuation of interest rate swaps, Valuation of currency swaps.

**Introduction to Interest Rate Derivatives** **8**

Bond arithmetic and analytics, Hedging and speculation, Regulation and compliance, Introduction to currency derivatives, Foreign exchange derivatives, Exchange traded currency derivatives.

**Commodity Derivatives** **6**

Trading and regulations, Exotic options, Credit default swaps(CDSs), Role of derivatives in global economic recession.

**Text Books**

1. Hull, John C.; *Options, Futures, and Other Derivatives*; Pearson Education
2. Srivatsava, R.; *Derivatives and Risk Management*; Oxford University Press

**Reference Books**

1. Kolb, Robert W.; *Futures, Options, and Swaps*; John Wiley and Sons
2. Head, Red; *Financial Derivatives: An Introduction to Forwards, Futures and Options*; PHI Learning
3. Chance, D. M.; *An Introduction to Derivatives and Risk Management*; Thomson Learning
4. Taraella, D. and Curon, R.; *Financial Instruments*; John Wiley and Sons
5. Capinski, Marek; *Mathematics for Finance: An Introduction to Financial Engineering*; Springer
6. Lederman, Jon and Klein, Robert, A.; *Financial Engineering and Derivatives*; McGraw-Hill Education

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|---|--------------|--------------|------------------------|
| <b>Course: INTERNATIONAL FINANCIAL MANAGEMENT</b> |              |              | <b>Trimester: IV/V</b> |
| <b>Course Code: FIN 103E</b>                      | <b>L T P</b> | <b>3 0 0</b> | <b>Credits: 3</b>      |

**Objective:** To impart knowledge about the various theories and concepts of international financial management.

### SYLLABUS

#### **International Financial Environment 8**

Global financial markets, Interest rates in the global money markets, Bretton Woods system of exchange rate, International monetary system, International Monetary Fund (IMF), International liquidity and special drawing rights (SDRs).

#### **Exchange Rates and Foreign Exchange Market 9**

Fundamental parity relationships, Structural models of exchange rate determination, Exchange rate forecasting and exchange rate of rupee, Structure of foreign exchange market, Mechanics of currency trading, Types of transactions and settlement dates, Forward contracts, Currency futures and options, Currency and interest rate swaps.

#### **Financial Risk Exposures and its Management 5**

Overview of risk exposures, Measuring exposure risk, Management of currency exposure.

#### **Financial Management in Multinational Corporations 8**

Long term sources of international financing, Short term borrowing and investment, Cash management: centralized vs. Decentralized, Cash transmission, Methods of payment, Capital budgeting, Cost of capital, Capital structure of multinational corporations.

#### **Text Books**

1. Apte, Prakash G.; *International Finance-A Business Perspective*; McGraw-Hill Education
2. Shapiro, Alan C.; *Multinational Financial Management*; PHI Learning

#### **Reference Books**

1. Eitonen, David K., Stonehill, Arthur, I. and Moffett, Michael H.; *Multinational Business Finance*; Pearson Education
2. Sharan, V.; *International Financial Management*; PHI Learning
3. Vij, Madhu.; *International Financial Management*; Excel Books
4. Albir, R.Z.; *Exchange Risk and Corporate International Finance*; Macmillan

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|--|--------------|--------------|------------------------|
| <b>Course: PROJECT APPRAISAL AND FINANCING</b> |              |              | <b>Trimester: IV/V</b> |
| <b>Course Code: FIN 104E</b>                   | <b>L T P</b> | <b>3 0 0</b> | <b>Credits: 3</b>      |

**Objective:** To impart intensive knowledge and skills about setting up projects, assessing their feasibility and appraising them for their viability.

### SYLLABUS

**Introduction** **4**

Meaning and importance of project, Project objectives, planning and implementation, Identification of investment opportunities: generation of project ideas, Pre-feasibility analysis, Marketing and technical analysis.

**Project Preparation** **8**

Technical feasibility, Estimation of costs, Demand analysis and commercial viability, Risk analysis, Planning overview strategy and resource allocation, Generation and screening of project ideas, Financial planning, Estimation of fund requirements, Sources of funds.

**Project Appraisal** **5**

Business criterion of growth, Liquidity and profitability, Social cost-benefit analysis in public and private sectors, Investment criterion and choice of techniques.

**Financial Evaluation** **6**

Time value of money, Investment criteria, Project cash flows, Cost of capital, Project risk analysis, Projected rate of return and special decision situations, Preparation of project report.

**Project Financing** **7**

Judgmental, behavioral, strategic and organizational considerations, Financing of project: raising finance in domestic market and international market, Infrastructure financing, Tax planning while financing of a project.

**Text Books**

1. Chandra, Prasanna; *Projects: Planning Analysis, Selection, Financing, Implementation and Review*; McGraw-Hill Education
2. Bhavesh, M. P.; *Project Management: Strategic Financial Planning, Evolutions and Control*; Sangam Publications

**Reference Books**

1. Gopalakrishnan, P.; *Project Management*; McGraw-Hill Education
2. Machiraju, H. R.; *Introduction to Project Finance: An Analytical Perspective*; Vikas Publishing House
3. Chhabra, Rajiv; *Project Management*; Wiley India

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|---------------------------------------|--------------|--------------|------------------------|
| <b>Course: CORPORATE TAX PLANNING</b> |              |              | <b>Trimester: IV/V</b> |
| <b>Course Code: FIN 105E</b>          | <b>L T P</b> | <b>3 0 0</b> | <b>Credits: 3</b>      |

**Objective:** To provide an insight into the concept of corporate taxes and to equip the students with a thorough knowledge of corporate tax planning devices.

### SYLLABUS

#### **Introduction to Taxation 6**

Taxes: types, need, impacts and economic perspective, Taxes in various countries, Basic concepts of income tax, Basic understanding of income under different heads of income, Incomes exempt from income tax.

#### **Tax Planning 12**

Meaning of tax planning, Tax evasion, Tax avoidance, Tax computation: tax laws, definitions, residential status, computation of tax under various heads of income and related planning aspects, Computation of Gross Total Income (GTI) and tax liability, Tax planning with respect to setting up of a new business.

#### **Tax Procedures 12**

Filing of returns (manual as well as online), TDS, Interest, Assessments, Penalties, Appeals, Settlements of taxation of companies: special provisions, Set-off and carry-forward of losses, Minimum alternate tax (MAT).

#### **Text Books**

1. Singhania, V.K. and Singhania, M.; *Corporate Tax Planning & Business Procedures*; Taxmann Publication
2. Ahuja, Girish and Gupta, Ravi; *Corporate Tax Planning and Management*; Bharat Law House

#### **Reference Books**

1. Srinivas, A.; *Corporate Tax Planning*; McGraw-Hill Education
2. Karayan, John E., Swenson, Charles W. and Neff, Joseph W.; *Strategic Corporate Tax Planning*; John Wiley and Sons
3. Vashisht, Nitin and Lal, B. B.; *Direct Taxes: Income Tax, Wealth Tax and Tax Planning*; Pearson Education
4. *Income Tax Act, 1961; Income Tax Rules, 1962; Circulars Issued by C.B.D.T.; Income Tax, Reports (I.T.R.)*

|  |              |              |                        |
|--|--------------|--------------|------------------------|
| <b>Course: INSURANCE AND RISK MANAGEMENT</b> |              |              | <b>Trimester: IV/V</b> |
| <b>Course Code: FIN 106E</b>                 | <b>L T P</b> | <b>3 0 0</b> | <b>Credits: 3</b>      |

**Objective:** To provide knowledge about the framework of insurance and risk management and the use of insurance devices in order to increase value of business as well as individual welfare.

### SYLLABUS

**Introduction** **6**

Concept of risk, Objectives and needs of risk management, Types of risk, Identification and measurement of risk, Risk management process, Risk management by individuals and corporations Principles of insurance and insurance contracts.

**Law and Economics of Insurance** **8**

Insurance business environment, Insurance and allied laws, Regulatory framework for insurance business: IRDA Act and regulations, accounting & taxation aspects, and consumer rights.

**Risk Aversion and Risk Management** **6**

Risk aversion and demand for insurance by individual, Business risk management and demand for insurance, Expected utility application of statistical techniques in risk avoidance.

**Functional Aspects of Insurance and Risk** **10**

Organizational structure of insurance companies, Reinsurance, Insolvency risk, Underwriting practices, Asset allocation and investment strategies, Performance evaluation of insurance companies, Pricing of insurance products: ratings and valuation, Benefits and costs of insurance, Life-insurance: basic concepts related to the structure of coverage, Various insurance products and their features.

**Text Books**

1. Rejda, G.E.; *Principles of Risk Management and Insurance*; Pearson Education
2. Harrington, Scott and Niehaus, Gregory; *Risk Management and Insurance*; McGraw-Hill Education

**Reference Books**

1. Vaughan, E. J. and Vaughan, T. M.; *Essentials of Risk Management and Insurance*; John Wiley and Sons
2. Jeevanandam, C.; *Risk Management*; S. Chand and Co.
3. Panda, G.S.; *Principles and Practices of Insurance*; Kalyani Publications
4. Jain, Rajiv; *Insurance Law and Practice*; Vidhi Publishing
5. Gupta, P.K.; *Insurance and Risk Management*; Himalaya Publishing House

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|---------------------|--|--------------|------------------------|
| <b>Course:</b>      | <b>BANKING: THEORY, LAW AND PRACTICE</b> |              | <b>Trimester: IV/V</b> |
| <b>Course Code:</b> | <b>FIN 107E</b>                          | <b>L T P</b> | <b>3 0 0</b>           |
|                     |  |              | <b>Credits: 3</b>      |

**Objective:** To help students in comprehending the basic principles of banking and make them aware about the functions and developments in banking sector.

### SYLLABUS

#### **Introduction** 7

Banking basics, Origin, History and growth of Indian Banking, Role and structure of Banking in India, Banking sector: retail, corporate, rural and international, Products and services: credit, debit and smart cards, Internet banking, mobile banking, insurance.

#### **Bank Deposits, Advances and Investments** 7

Demand and time deposits, Process and documentation, Bank lending, Forms and types of advances, Collaterals, Priority sector advances, Export credit, Non-performing assets, CRR, SLR, Government securities.

#### **Banking Legislation** 8

Banking Regulation Act, 1949, Reserve Bank of India Act, 1934, Reserve Bank's instruments of credit control, Negotiable Instruments Act, 1881.

#### **Banking Sector: Issues, Challenges and Reforms** 8

Reforms in banking sector in India, Various committees and commissions, Issues and challenges faced by Indian banking.

#### **Text Books**

1. Chhabra, T.N.; *Elements of Banking Law*; Dhanpat Rai and Sons
2. Varshney, P.N.; *Banking Law and Practice*; Sultan Chand and Sons

#### **Reference Books**

1. Saxena, G.S.; *Legal Aspects of Banking Operations*; Sultan Chand and Sons
2. Suneja, H.R.; *Practical and Law of Banking*; Himalaya Publishing House

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|--|--------------|--------------|------------------------|
| <b>Course: INDIAN FINANCIAL SYSTEM</b> |              |              | <b>Trimester: IV/V</b> |
| <b>Course Code: FIN 108E</b>           | <b>L T P</b> | <b>3 0 0</b> | <b>Credits: 3</b>      |

**Objective:** To impart knowledge of the financial system of India, the role of important financial institutions, financial markets and financial instruments.

### SYLLABUS

**Introduction** **3**

Nature and role of financial system, Financial system and economic development, Indian financial system: An overview.

**Financial Institutions** **11**

Reserve Bank of India: organization, management and functions, Recent monetary policy of RBI, Commercial banks: meaning, functions, present structure, e-banking and recent developments in commercial banking, NBFC, Sectoral financial institution NABARD, Exim Bank and PFC.

**Financial Markets** **8**

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

**Financial Instruments** **5**

Shares, Debentures, Bonds, Zero-coupon bonds, Deep-discount bonds, Warrants, Derivatives: futures, and options swaps, ADRs, GDRs, IDRs.

**Foreign Investments** **3**

Types, Trends and implications, Regulatory framework for foreign investments in India.

**Text Books**

1. Pathak, Bharti V.; *Indian Financial System*; Pearson Education
2. Khan, M.Y.; *Indian Financial System*; McGraw-Hill Education

**Reference Books**

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

|                     |   |              |                        |
|---------------------|---|--------------|------------------------|
| <b>Course:</b>      | <b>INDUSTRIAL RELATIONS AND LABOUR LAWS</b> |              | <b>Trimester: IV/V</b> |
| <b>Course Code:</b> | <b>HRM 101E</b>                             | <b>L T P</b> | <b>3 0 0</b>           |
|                     |   |              | <b>Credits: 3</b>      |

**Objective:** To impart knowledge about concepts, functions, importance and major provisions relating to labour laws.

### SYLLABUS

#### **Introduction** **6**

Concept, nature and objectives of industrial relations (IR), Role of state, trade unions, and ILO in IR.

#### **Trade Unions** **6**

Trade unions: origin and growth, Unions after Independence, Unions in the era of liberalization, Role of trade unions in collective bargaining, Problems of trade unions in India.

#### **Labour Problems** **9**

Discipline and misconduct, Grievance handling procedure, Workers' participation in management, Industrial accidents and industrial unrest, Strikes and Lock-outs, Settlement of industrial disputes, Consultative bodies (bipartite, tripartite) and IR strategies, Workers' participation in management (WPM), Conciliation, Arbitration, Adjudication, Collective bargaining.

#### **Labour Legislations: Major Provisions of Relevant Legislations** **9**

Abolition of bonded and child Labor, Major provisions of the: Industrial Disputes Act, 1947, Factories Act, 1948, Payment of Wages Act, 1936, Minimum Wages Act, 1948, Payment of Bonus Act, 1965 Employee Compensation Act, 1923, Employees' State Insurance Act, 1948, Payment of Gratuity Act, 1972, The Employees' Provident Funds and Miscellaneous Provisions Act, 1952.

#### **Text Books**

1. Srivastava, S. C.; *Industrial Relations and Labour Laws*; Vikas Publishing House
2. Padhi, P.K.; *Labour and Industrial Law*; PHI Learning

#### **Reference Books**

1. Pylee, M.V. and George, A Simon; *Industrial Relations and Personnel Management*; Vikas Publishing House
2. Venkata, Ratnam C. S.; *Industrial Relations*; Oxford University Press
3. Sinha, P.R.N.; *Industrial Relations, Trade Unions, and Labour Legislation*; Pearson Education
4. Mamoria, C.B. and Gankar, S.V.; *Dynamics of Industrial Relations*; Himalaya Publishing House
5. Labour Laws (Bare Acts); Taxmann
6. Malik, P.L.; *Handbook of Industrial Laws*, 2 volumes; Eastern Book Company



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|--|--------------|--------------|------------------------|
| <b>Course: RECRUITMENT AND SELECTION</b> |              |              | <b>Trimester: IV/V</b> |
| <b>Course Code: HRM 102E</b>             | <b>L T P</b> | <b>3 0 0</b> | <b>Credits: 3</b>      |

**Objective:** To impart knowledge of the process of recruitment and selection of employees.

### SYLLABUS

|   |           |
|---|-----------|
| <b>Introduction</b>   | <b>1</b>  |
| Concepts, scope and importance.   |           |
| <b>Pre Recruitment Phase</b>  | <b>5</b>  |
| Legal aspects and organization policy: nationality, gender, age, and job reservation for weaker sections of the society, Equal opportunity employment, Agreement with employee unions.  |           |
| <b>Human Resource Planning and Job Analysis</b>   | <b>2</b>  |
| Meaning and significance of human resource planning, Data gathering, Analysis, Decision making and budget approval in HR planning, Job Analysis: meaning, significance, and approaches in job analysis, Methods of data collection and analysis, Job description and job specification.   |           |
| <b>Recruitment</b>  | <b>7</b>  |
| Principles of recruitment, Strategic choices in recruitment: out sourcing, internal recruitment and external recruitment, Medium of recruitment: reach and economics of medium of internal and external recruitment.  |           |
| <b>Selection and Interviewing</b>   | <b>10</b> |
| Assessing candidates for selection, Testing for aptitude and skills: meaning and significance of aptitude and skills, Assessing approaches: application blanks, skill tests, aptitude tests, Reliability and validity of tests, Testing methods, Evaluating test scores, Interviewing: meaning and significance, Types of interviews, Emerging trends in recruitment and selection: interview through video conferencing, online test, and Skype. |           |
| <b>Personal Traits to be considered at Interview</b>  | <b>5</b>  |
| Personality and physical features, Emotional maturity, Oral communication, Job knowledge, Person-job fitness, Person-organization fitness, Expectation-offer compatibility and salary negotiation, Antecedents: educational background, age, qualifications, and experience.  |           |

**Text Books**

1. Dale, Margaret; *The Art of HRD: Successful Recruitment and Selection*, Vol 1; Indiana Publishing House
2. Gatewood, R. D., Field, H. S. and Barrick, R.; *Human Resource Selection*; Cengage Learning

**Reference Books**

1. Berry, Litty M.; *Employee Selection*; Cengage Learning
2. Heneman, H. G. and Judge, T. A.; *Staffing Organizations*; McGraw-Hill Education
3. Sahu, R. K.; *Managing Recruitment Functions*; Excel Books
4. Arthur, D.; *Recruiting; Interviewing, Selecting, and Orienting New Employees*; PHI Learning

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|---|--------------|--------------|------------------------|
| <b>Course: TRAINING AND DEVELOPMENT</b> |              |              | <b>Trimester: IV/V</b> |
| <b>Course Code: HRM 103E</b>            | <b>L T P</b> | <b>3 0 0</b> | <b>Credits: 3</b>      |

**Objective:** To enable the students to understand the purpose, processes and methodology of planning and conduct of training for development of human resource in an Organization.

### SYLLABUS

#### **Training and Development** 6

Relationship between training and development, Objectives of training, Purpose of training in organizations, Aligning of training to organization needs and strategies, Budgeting for training in organizations, Benefits of training.

#### **Process of Training** 5

Identifying and analyzing training needs in organizations, Designing training and development program, Implementation of the training programs, Evaluation of the programs.

#### **Conduct of Effective Training** 5

Involvement of top management, Dedication of trainers, Motivation of trainees, Quality infrastructure for training, Availability of time, Environment for teaching-learning.

#### **Trends in Training** 7

Concept of learning organizations, Training for team work, Training for effective communication, Training for management of cultural diversity in organizations, Training for total quality management, Training for MNCs.

#### **Human Resource Development** 7

Concept and historical perspective, Objectives of HRD, Aims and problems in learning, Challenges and methods of adult learning, Shaping individual response to development (Johari Window, Transactional Analysis), Career planning, Succession planning, Employee appraisal and counselling, Employee mentoring.

#### **Text Books**

1. Blanchard, N.P.; *Effective Training*; Pearson Education
2. Pareek, Udai; *Training Instruments in HRD and Organizational Development and Training*; McGraw-Hill Education

#### **Reference Books**

1. Lyton, P. Rolf and Pareek, Udai; *Training for Development*; Sage Publication
2. Raymond, Noe; *Employee Training And Development*; McGraw-Hill Education
3. William, E. Blank; *Handbook for Developing Competency Based Training Program*; PHI Learning
4. Tapomoy, Deb; *Training and Development Concepts and Application*; Ane Books
5. Janakiraman, B.; *Training and Development*; Biztantra Dreamtech Press

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|--------------------------------------|--------------|--------------|------------------------|
| <b>Course: PERFORMANCE APPRAISAL</b> |              |              | <b>Trimester: IV/V</b> |
| <b>Course Code: HRM 104E</b>         | <b>L T P</b> | <b>3 0 0</b> | <b>Credits: 3</b>      |

**Objective:** To acquaint the students with the concepts and process of employee performance appraisal.

### SYLLABUS

**Performance Appraisal** **6**

Concept, Objectives and principles of performance appraisal, Importance and benefits of performance appraisal.

**Performance Appraisal Systems** **6**

Performance appraisal systems, Types of performance appraisal systems, Problems with performance appraisal, Essential characteristics of an effective performance appraisal system.

**Methods of Performance Appraisal** **6**

Traditional and modern methods of performance appraisal, 360-Degree feedback system, Key elements of MBO, Performance appraisal practices in India.

**Appraisal Interview and Feedback** **6**

Concept and need for conducting an appraisal interview, Appraisal interview from the manager's and the employee's perspective, Conducting an appraisal discussion.

**Potential Appraisal** **6**

Concept and need of a potential appraisal system, Process and methods of assessing employee potential.

**Text Books**

1. Richard, C. Grote; *The Complete Guide To Performance Appraisal*; Amacom
2. Aguinis, Herman; *Performance Management*; Pearson Education

**Reference Books**

1. Allan M. Mohrman, Resnick-West, Susan M. and Edward, E. Lawle; *Designing Performance Appraisal Systems: aligning appraisals and organizational realities*; Jossey-Bass Publishers
2. Truell, George F.; *Performance Appraisal: Current Issues and New Directions*; PAT Publications
3. Murphy, Kevin R. and Cleve, Jeanette; *Understanding Performance Appraisal: Social, Organizational, and Goal-Based Perspectives*; Sage Publications
4. Dessler, Gary and Varkkey, Biju; *Human Resource Management*; Pearson Education

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|------------------------------|--|--------------|------------------------|
| <b>Course:</b>               | <b>NEGOTIATION AND CONFLICT MANAGEMENT</b> |              | <b>Trimester:</b> IV/V |
| <b>Course Code:</b> HRM 105E | <b>L T P</b>                               | <b>3 0 0</b> | <b>Credits:</b> 3      |

**Objective:** To impart basic knowledge about the concepts and process of conflict, negotiations and process of conflict management.

### SYLLABUS

#### **Conflict** 7

Concept, sources, types, and stages of conflict, Classification of conflict: intra-individual, inter-personal, inter-group and organizational, Strategies for conflict resolution: individual, organizational, Role of communication in conflict, Stimulating conflict in organizations.

#### **Conflict in Organizations** 4

Approaches to conflict resolution: leadership approaches, and managerial approaches, Individual differences, power and influence, Ethics in conflict resolution.

#### **Negotiation** 12

Concept, Nature, Characteristics of negotiation, Kinds of negotiation: distributive and integrative, Effective negotiation techniques, Post negotiation phase, Negotiation sub processes: perception, cognition and emotion, and cross-cultural negotiation, Influence of culture on negotiation.

#### **Collective Bargaining** 7

Concept of collective bargaining, Approaches to collective bargaining, Critical issues in bargaining, Theories of collective bargaining.

#### **Text Books**

1. Roger, Fisher, Uru, William and Patton, Bruce; *Getting to Yes: Negotiating Agreement Without Giving In*; Penguin Books
2. Corvette, B.A.B.; *Conflict Management: A Practical Guide To Developing Negotiation Strategies*; Pearson Education
3. Flanders, Allan; *Collective Bargaining*; Penguin Books

#### **Reference Books**

1. Tandon, B. K.; *Collective Bargaining and the Indian Scene*; Sultan Chand and Sons
2. Kindler, Herbert S.; *Conflict Management: Resolving Disagreements in the Workplace*; Thomson Learning
3. Carter, Gregg L; *How to Manage Conflict in the Organization*; Amacom

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|--|--------------|--------------|------------------------|
| <b>Course: STRATEGIC HUMAN RESOURCE MANAGEMENT</b> |              |              | <b>Trimester: IV/V</b> |
| <b>Course Code: HRM 106E</b>                       | <b>L T P</b> | <b>3 0 0</b> | <b>Credits: 3</b>      |

**Objective:** To impart basic knowledge of the strategic role performed by HR in business organizations and to provide insight of the alignment between different HR systems and practices and organizational outcomes.

### SYLLABUS

**Introduction** 5

Evolution of strategic human resource management, Conceptual framework of strategic HRM, Strategic HR Planning Model, Challenges in strategic human resource management, Strategic human resource management for competitive advantage, Work life balance.

**Investment Perspective of HR** 5

Investment in training and development, Non-traditional investment approaches, Investment in disabled employees, Employee assistance programs.

**Strategy and HR Planning** 8

Importance of human resources strategy, Strategy driven role, Behavior and practices, Integration of strategy and HR planning, Determinants of integration and problems with integration.

**Strategic Knowledge Management** 8

HR dimension to knowledge management, Strategic approach to industrial relations, Outsourcing and its HR implications, Human side of mergers and acquisitions.

**Role of Strategic HR Leader** 4

Future roles and leadership competencies, Managing workforce diversity, Cultural issues of expatriates.

**Text Books**

1. Mello, Jeffrey A.; *Strategic Human Resource Management*; Cengage Learning
2. Greer, Charles R.; *Strategic Human Resource Management*; Pearson Education

**Reference Books**

1. Agarwal, T.; *Strategic Human Resource Management*; Oxford University Press
2. Armstrong, Michael and Baron, Angela; *Handbook of Strategic HRM*; Jaico
3. Dhar, Rajib Lochan; *Strategic Human Resource Management*; Excel Books
4. Regis, Richard; *Strategic Human Resource Management & Development*; Excel Books
5. Belcourt, Monica and McBey, Kenneth J.; *Strategic Human Resource Management*; Cengage Learning
6. Boxell and Purcell, J; *Strategy And Human Resource Management*; Macmillan

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| <b>Course: COMPENSATION MANAGEMENT</b> |              |              | <b>Trimester: IV/V</b> |
| <b>Course Code: HRM 107E</b>           | <b>L T P</b> | <b>3 0 0</b> | <b>Credits: 3</b>      |

**Objective:** To acquaint the students with the concepts of compensation management and to make them appreciate its applications in different professional areas.

### SYLLABUS

#### **Introduction** **8**

Concepts of compensation and reward management, Monetary and non-monetary compensation and rewards, Economic and behavioral theories related to wages: subsistence theory, wages fund theory, surplus value theory, and bargaining theory, Wage and motivator.

#### **Compensation Determination** **9**

Concepts of minimum wage, Living wage and fair wage, Job evaluation: methods and techniques, Point factor rating, Factor comparison, Job classification, Ranking, Hay plan method, Performance based pay systems, Knowledge based pay system, Market based pay system, Incentive based pay system, Types of incentive plans, Wage differentials.

#### **Individual-based Compensation** **9**

Individual and team-based compensation, Incentives: types of incentive plans, Taylor's differential piece rate system, Halsey premium plan, Rowan premium plan, Employee benefits and pensions, Stock option and purchase plans using ESOP compensation, Principles of executive compensation, International compensation.

#### **Wage Administration in India** **4**

Wage policy in India, Methods of wage determination in India, The pay commission, Wage boards: structure, scope and functions, Role of collective bargaining in wage determination.

#### **Text Books**

1. Henderson, Richard I.; *Compensation Management: Rewarding Performance*; Pearson Education
2. Milkovich, G.T., Newman, J.M. and Venkatratnam, C.S.; *Compensation*; McGraw-Hill Education

#### **Reference Books**

1. Venkatratnam, C.S.; *Rethinking Rewards and Incentive Management*; Excel Books
2. Singh, B.D.; *Compensation and Reward Management*; Excel Books

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|---|--------------|--------------|-------------------------|
| <b>Course : SUPPLY CHAIN MANAGEMENT</b> |              |              | <b>Trimester : IV/V</b> |
| <b>Course Code: ORM 101E</b>            | <b>L T P</b> | <b>3 0 0</b> | <b>Credits: 3</b>       |

**Objective:** To familiarize the students with the mechanism of supply chain planning, design, and operations. This will help to manage facilities, inventory, transport, and information about the key drivers of supply chain management.

### SYLLABUS

**Introduction** **5**

Basic concepts, scope and philosophy of supply chain management, Importance of supply chain management, Supply chain decision, Evolution of supply chain management.

**Designing the Supply Chain** **7**

Role of distribution supply chain, Factors influencing distribution network, Process of supply network design n, Distribution strategy, Models for facilities location and capacity allocation, Impact of uncertainty on supply chain design, Evaluation of supply chain design, Demand chain management, Strategic alliances.

**Performance Measurement and Control** **8**

Concept, Dimensions of performance measurement, Tools for performance improvement, Benchmarking: introduction, and forms of benchmarking, GAP Analysis, Benchmarking study report, Achieving strategic integration, Supply chain operations reference(SCOR) modeling, SCOR Analysis, Value chain, Concept of configurability, Evaluation of supply chain performance, Impediments to improved performance.

**Logistics Management** **5**

Concept of logistics, In-bound and Out-bound logistics, Key activities of logistics, Managing the costs of logistics, Application of logistics management, Trade-offs in logistics management, Bull-Whip effect in logistics, Third and Fourth party logistics, Emergence of IT in logistics, International issues in logistics, Warehousing, Types of warehouses, Site selection, layout and design of warehouses.

**Emerging Trends** **5**

Role of Information Technology in supply chain management: electronic data interchange, E-Customer relationship management, use of data mining tools, and E-business framework, Customer profitability analysis, International issues in supply chain management.

**Text Books**

1. Chopra, Sunil, Meindl, Peter and Kalra, D. V.; *Supply Chain Management: Strategy, Planning and Operation*; Pearson Education
2. Altekhar, Rahul V.; *Supply Chain Management: Concepts and Cases*; PHI Learning

**Reference Books**

1. Ballou, Ronald H.; *Supply Chain Management*; Pearson Education
2. Sahay, B.S.; *Supply Chain Management*; Macmillan

3. Raghuram, G.; *Logistics and Supply Chain Management*; Macmillan
4. David, Simchi-Levi, Philip, Kaminsky and Edith, Simchi-Levi; *Designing and Managing the Supply Chain*; McGraw-Hill Education



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| <b>Course : TOTAL QUALITY MANAGEMENT</b> |              |              | <b>Trimester: IV/V</b> |
| <b>Course Code: ORM 102E</b>             | <b>L T P</b> | <b>3 0 0</b> | <b>Credits: 3</b>      |

**Objective:** To understand the concept total quality management and the principles and various tools available to achieve total quality management. Also to create an awareness about the ISO 9000: 2008 quality management system standards and its need for industry.

**SYLLABUS**

**Total Quality Management: Concept and Fundamentals 5**

Definition and dimensions of quality, Evolution of quality management, TQM framework, Principles of TQM, Philosophies of quality gurus: Deming’s 14 points, Crosby’s four absolutes, and Juran’s trilogy, Barriers to TQM.

**Human Aspect of Total Quality Management 5**

TQM culture, Resistance to change, Quality leaders: role and characteristics, employee involvement, motivation, empowerment, and recognition and reward, Quality council, Team work for TQM, Quality circles, Ergonomics.

**Total Quality Management Practices 10**

Tools for process analysis: flow chart, check Sheet, histograms, Pareto diagram, cause and effect diagram, and scatter diagram and control charts, Continuous improvement: PDSA cycle, Poka-Yoke concept, business process re-engineering (BPR), Benchmarking, Quality function deployment (QFD), Taguchi method, Failure mode and effect analysis, Malcolm Baldrige award model, TQM implementation Process.

**Quality Management System 5**

Strategic quality management, Cost of quality: direct and indirect cost, Total quality cost curve, Quality index, ISO9001-2008 quality standards, Quality audits.

**Six Sigma 5**

Concept, Benefits, DMAIC approach, Implementation process, Six sigma team: champion, black belt and green belt.

**Text Books**

1. Besterfield, D.H., Besterfield, C., Besterfield, G.H. and Besterfield, M.; *Total Quality Management*; Pearson Education
2. Ross, J.E.; *Total Quality Management: Text, Cases, and Readings*; St. Lucie Press

**Reference Books**

1. Evans, J.R. and Lindsay, W.M.; *An Introduction to Six Sigma and Process Improvement*; Thomson
2. Besterfield, Dale H.; *Total Quality Management*; Pearson Education
3. Thomas Pyzdek and Keller, Paul; *The Six Sigma Handbook*; McGraw-Hill Education
4. Pande, P., Neuman, R. and Cavanagh, R.; *The Six Sigma Way*; McGraw-Hill Education

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|---------------------|--------------------------------------|--------------|-------------------------|
| <b>Course :</b>     | <b>SERVICE OPERATIONS MANAGEMENT</b> |              | <b>Trimester : IV/V</b> |
| <b>Course Code:</b> | <b>ORM 103E</b>                      | <b>L T P</b> | <b>Credits: 3</b>       |

**Objective:** To impart basic knowledge about the nature of services, aligning operations strategy to organizational goals, designing operations facility and managing demand of services.

### SYLLABUS

#### **Introduction** **3**

Nature and characteristics of services, Classification of services, Growing importance of service.

#### **Service Process Design and Automation** **4**

Service design and delivery process, Service process strategies, Technology automation, Service encounter.

#### **Service Quality and Continuous Improvement** **6**

Concept of service quality, Quality service by design, Service process control, Measurement of service quality, Quality philosophies and performance excellence, Service recovery and guarantee.

#### **Facility Design for Services** **7**

Service facility design, Process analysis of facility layouts, Facility location decision factors, Quantitative models for facility location based on different objective functions of optimization criteria.

#### **Demand and Capacity Management in Services** **6**

Forecasting demand in Services, Smoothing customer demand in services, Service capacity management, Yield management, Resource and workforce scheduling in services.

#### **Managing Queuing System in Services** **4**

Introduction to queuing system, Queuing system characteristics, M/M/1 queuing model.

#### **Text Books**

1. Fitzsimmons, B., James, A. and Fitzsimmons, Mona J.; *Service Management: Operations, Strategy, and Information Technology*; McGraw-Hill Education
2. Johnston, Robert and Clark, Graham; *Service Operations Management*; Pearson Education

#### **Reference Books**

1. Haksever, C., Render, B., Russel, S. R. and Murdick, R. G; *Service Management and Operations*; PHI Learning.
2. Metters, Richard, Metters, Kathryn King, Pullman, Madeleine and Walton, Steve; *Service Operations Management*, Cengage Learning

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|--|--------------|--------------|-------------------------|
| <b>Course : ENTERPRISE RESOURCE PLANNING</b> |              |              | <b>Trimester : IV/V</b> |
| <b>Course Code: ORM 104E</b>                 | <b>L T P</b> | <b>3 0 0</b> | <b>Credits: 3</b>       |

**Objective:** To impart knowledge about enterprise resource planning, related technologies and its implementations.

### SYLLABUS

**Introduction** **4**

Concept of Enterprise Resource Planning, Advantages and limitations of Enterprise Resource Planning, Growth of Enterprise Resource Planning.

**Enterprise Resource Planning and Related Technologies** **7**

Business process re-engineering (BPR), Decision support systems (DSS), Executive support systems (ESS), Data warehousing, Data mining; Online analytical processing (OLAP).

**Enterprise Resource Planning Modules** **7**

Finance, Production planning, Control and maintenance, Sales and distribution, Human resource management (HRM), Inventory control system, Quality management, Customer relationship management (CRM), Supply chain management (SCM), Management information system (MIS).

**Enterprise Resource Planning Implementation Life Cycles**

Evaluation and selection of ERP package, Project planning, Implementation team training and testing, End user training and going live, Post-evaluation and maintenance.

**Enterprise Resource Planning Case Studies** **5**

Post-implementation review of ERP Packages in manufacturing, services and other organizations.

**Text Books**

1. Garg, V.K. and Venkitakrishnan, N. K; *Enterprise Resource Planning: Concepts and Practice*; PHI Learning
2. Brady, Joseph A., Monk, Ellen F. and Wangner, Bret J.; *Concepts in Enterprise Resource Planning*; Cengage Learning

**Reference Books**

1. Alexis, Leon; *ERP Demystified*; McGraw-Hill Education
2. Sumner, Mary; *Enterprise Resource Planning*; Pearson Education
3. Bansal, Veena; *Enterprise Resource Planning*; Pearson Education

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| <b>Course :</b>     | <b>OPERATIONS STRATEGY</b> |              | <b>Trimester : IV/V</b> |
| <b>Course Code:</b> | <b>ORM 105E</b>            | <b>L T P</b> | <b>Credits: 3</b>       |

**Objective:** To impart knowledge about building operational strategies and efficient operations management practices, to enable the students to take decisions about capacity sizing, timing, flexibility and strategic sourcing.

### SYLLABUS

#### **Introduction 3**

Operations strategy, Framework for company's operations strategy, Key premise and goals, Framework for operations strategy, Operations strategy framework for specific business situations.

#### **A Framework for Operations Strategy Competition, Competencies and Operations 6**

Concepts of operational trade-off, Competency focus related to strategic positioning and operational efficiency, Qualitative and Quantitative methods to evaluate a firm's operations strategy, Strategic response based on process and resource capabilities.

#### **Capacity Sizing and Timing 6**

Developing a capacity strategy: sizing, timing, type, and location of each asset change, Approaches to changing capacity, Affect of capacity on responsiveness and competitiveness.

#### **Capacity Flexibility and Strategic Sourcing 9**

Decision for building new capacity, Type of capacity, Type of technology and facility, Product-dedicated or product-flexible technology, Response to changes in demand, supply or processing, Strategic sourcing: suppliers, goods or services and managing supplier relationship, Designing and managing a global operations network, Concept of total landed cost.

#### **Demand Management using Mass Customized Service and Technology 6**

Design efficient and effective processes for customer services, Strategies to provide mass customized service, Information technology facilitating customized services, Concept of cost-to-serve, Assessing attractiveness and long-term feasibility of mass customized service.

#### **Text Books**

1. Nigel, Slack and Lewis, Michael; *Operations Strategy*; Pearson Education
2. Walter, David; *Operations Strategy*; Palgrave/ Macmillan

#### **Reference Books**

1. Hayes, Robert H., Pisano, Gary P., Upton, David M. and Wheelwright, Steven C.; *Operations, Strategy, and Technology: Pursuing the Competitive Edge*; Wiley Higher Education
2. Beckman, S. L. and Rosenfield, D. B.; *Operations Strategy*; McGraw-Hill Education
3. Hill, Terry; *Manufacturing Strategy*; McGraw-Hill Education

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|--------------------------------------|--------------|--------------|-------------------------|
| <b>Course : MATERIALS MANAGEMENT</b> |              |              | <b>Trimester : IV/V</b> |
| <b>Course Code: ORM 106E</b>         | <b>L T P</b> | <b>3 0 0</b> | <b>Credits: 3</b>       |

**Objective:** To impart knowledge about material planning, material purchase management, and inventory management with a view to minimising the total.

### SYLLABUS

|   |          |
|---|----------|
| <b>Introduction</b>   | <b>5</b> |
| Material management and productivity, Functions of material management, Organization structures in material management, Role of material management techniques in improving material productivity.  |          |
| <b>Materials Planning</b>   | <b>6</b> |
| Objectives, Material requirement planning, Manufacturing resource planning, JIT production planning, Strategic material planning, Material control: acceptance, sampling, inspection, and make or buy decision, Economic analysis, Break even analysis, Store management and warehousing.   |          |
| <b>Purchase Management</b>  | <b>5</b> |
| Importance of good purchasing system, Organization of purchasing functions, Purchase policy and procedures, Responsibility and limitations, Purchasing decisions, Role of purchasing in new product development, Role of purchasing in cost reduction, Negotiations and purchase, Purchasing research: identification of right sources of supply, Developing new sources of supply. |          |
| <b>Cost Reduction</b>   | <b>5</b> |
| Cost control v/s cost reduction, Price analysis, Material cost reduction techniques, Variety reduction, Cost reduction and value improvement, Techniques of cost control, Standard costing, Cost effectiveness, Cost analysis for material management, Material flow cost control.  |          |
| <b>Inventory Management</b>   | <b>7</b> |
| Concept of inventory, Types of inventory, EOQ Model and its advantages and limitations, Various inventory models, Optimal stocking and issuing policies, ABC analysis, Re-order level(RoL).   |          |
| <b>Integrated Materials Management and Evaluation</b>   | <b>2</b> |
| MIS for materials management, Criteria for evaluation, Inventory turnover ratio.  |          |

**Text Book**

1. Gopalakrishnan, P. and Sundaresan, M.; *Materials Management - An Integrated Approach*; McGraw-Hill Education
2. Datta, A. K.; *Materials Management Procedures: Text and Cases*; PHI Learning

**Reference Books**

1. Plossl, G W; *Material Requirements Planning*; McGraw-Hill Education
2. Roy, Chawdhury B. K.; *Management of Materials*; Sultan Chand and Sons
3. Bhatt, H. K.; *Materials Management*; Himalaya Publishing House
4. Govt. of India; *Guidelines for Materials management in Public Enterprises*; Indian Bureau of Public Enterprises
5. Arnold, Tony, Chapman, Stephen, N. and Clive, Lloyd M.; *Introduction to Materials Management*

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|---|--------------|--------------|------------------------|
| <b>Course : PROJECT APPRAISAL AND FINANCING</b> |              |              | <b>Trimester: IV/V</b> |
| <b>Course Code: ORM 107E</b>                    | <b>L T P</b> | <b>3 0 0</b> | <b>Credits: 3</b>      |

**Objective:** To impart knowledge and skills in identifying opportunities for setting up projects, assessing their feasibility and appraising them for their viability.

### SYLLABUS

#### **Introduction 4**

Meaning and importance of project, Types of projects, Project life cycle, Project planning and implementation, Identification of investment opportunities, Generation of project ideas, Pre-feasibility analysis, Project life cycle, Marketing and technical analysis, Objectives of project planning, monitoring and control of investment projects.

#### **Project Preparation 8**

Technical feasibility, Estimation of costs, Demand analysis and commercial viability, Risk analysis, Collaboration arrangements, Planning: overview, strategy and resource allocation, Generation and screening of project ideas, Financial planning, Estimation of fund requirements, Sources of funds, Loan syndication for the projects.

#### **Project Appraisal 5**

Business criterion of growth, Liquidity and profitability, Social cost-benefit analysis in public and private sectors, Investment criterion and choice of techniques: estimation of shadow prices and social discount rate.

#### **Financial Evaluation 6**

Project rating index, Time value of money, Investment criteria, Project cash flows, Cost of capital, Project risk analysis, Projected rate of return, Special decisions situations, Network techniques for project management, Preparation of project report.

#### **Project Financing 7**

Judgmental, behavioral, strategic and organizational considerations, Financing of project: raising finance in domestic market and international market, Infrastructure financing, Tax planning while financing of projects.

#### **Text Books**

1. Chandra, P.; *Projects: Planning Analysis, Selection, Financing, Implementation and Review*; McGraw-Hill Education
2. Machiraju, H. R.; *Introduction to Project Finance: An Analytical Perspective*; Vikas Publication

#### **Reference Book**

1. Bhavesh, M. P.; *Project Management: Strategic Financial Planning, Evolutions and Control*; Sangam Books
2. Chhabra, Rajiv; *Project Management*; Wiley India

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| <b>Course: INTERNATIONAL TRADE PRACTICES AND DOCUMENTATION</b> |              |              | <b>Trimester: IV/V</b> |
| <b>Course Code: IBM 101E</b>                                   | <b>L T P</b> | <b>3 0 0</b> | <b>Credits: 3</b>      |

**Objective:** The course aims at providing a detailed knowledge of international trading practices, documentation and various regulations pertaining to it.

### SYLLABUS

**Introduction 6**

Overview of international trade operations, Processing of an export order and institutional framework, Export-Import documentation, Foreign exchange regulations: FEMA, Trade facilitation with EDI.

**EXIM Policy Framework 3**

Regulatory framework, Objectives of EXIM policy, Policy overview, Facilities and restrictions.

**Export Payment Terms 5**

INCOTERMS: nature of Payment terms, Modes of payment: advance payment, open account, documentary collection and documentary credit, Letter of credit (LC): parties involved, process of opening and advising LC, types of LC, Introduction of UCPDC.

**Credit Risk Management 5**

Export credit insurance: concept and importance, Role of Export Credit Guarantee Corporation (ECGC), Financial guarantees, Coverage of commercial and political risks: procedures and documentary requirements.

**Transit Risk Management 4**

Nature of transit risk, Contract of cargo insurance, Parties Involved: insurer, assured, indemnity and insurable value, Perils and losses, Insurance policy and certificate, Cargo less claim: procedure and documentation.

**Central Excise Clearance 4**

Excise duty: definition, rationale, stages of levying and collection, Type of duties, Legal framework: Central Excise Act and Rules, Central Excise Tariff Act, Valuation, Options of refund and movement in bond: Rules 12, 13 and 14, Procedures and documentary requirements.

**Legal Framework 3**

India's harmonised system of coding, EDI related to custom procedures with ICEGATE.

**Text Books**

1. Cherunilam, Francis; *International Business*; PHI Learning
2. Taggart, James H. and McDermott, Michael C.; *The Essence of International Business*; PHI Learning

**Reference Books**

1. Paras, Ram; *Export: What, Where And How?*; Anupam Publishers
2. *Handbook of Procedures*, Volumes I and II; Ministry of Commerce, Government of India
3. Khurana, P.K.; *Export Management*; Galgotia Publishing
4. Albagum, Gerald and Duerr, Edwin; *International Marketing and Export Management*; Pearson Education



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| <b>Course: INTERNATIONAL TRADE</b> |              |              | <b>Trimester: IV/V</b> |
| <b>Course Code: IBM 102E</b>       | <b>L T P</b> | <b>3 0 0</b> | <b>Credits: 3</b>      |

**Objective:** The course aims at providing a detailed knowledge of international trade, and various regulations.

### SYLLABUS

**Import-Export Management: Overview** **7**

Import-export management: key features, Foreign trade: institutional framework and basics, Trade policy, Foreign trade, Documentation overview and facilitation, Exporting, Importing counter trade, Promise and pitfall of exporting, Improving export performance, Counter trade.

**Processing of Export Order** **10**

Processing of export order, Nature and format of export order, Examination and confirmation of export order, Manufacturing or procuring goods, Central excise clearance, Pre-shipment inspection, Transportation of goods to port of shipment, Dispatch of documents by forwarding agent to the exporter, Certificate of origin and shipment advice, Presentation of documents to bank, Claiming export incentives, Excise rebate, Duty drawback.

**Export Promotion Organization** **8**

Export promotion organization: its objectives, Importance of institutional infrastructure, Govt. policy making and consultations, Indian trade promotion organization (ITPO), Indian Institute of Foreign Trade (IIFT), Indian Institute of Packaging (IIP), Indian Counsel of Arbitration (ICA), Federation of Indian Export Organization (FIEO), Export Processing Zones (EPZ), 100% Export Oriented Units (EOUs), Facilities for Units in EOUs, EPZs, EHTPs and STPs.

**Export Import Policy of India** **5**

Meaning and general objectives, Highlights and implications of latest Export-Import Policy.

**Text Books**

1. Francis, Cherunilam; *International Trade and Export Management*; Himalaya Publishing House
2. Albagum, Gerald and Duerr, Edwin; *International Marketing and Export Management*; Pearson Education

**Reference Books**

1. Varma, M. L.; *International Trade*; Vikas Publishing House
2. Kumar, Aseem; *Export and Import Management*; Excel Books
3. Govt. of India; *EXIM Policy*; Ministry of Commerce and Industry
4. Khurana, P.K.; *Export Management*; Galgotia Publishing

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|------------------------------|---|--------------|-------------------|------------------------|
| <b>Course:</b>               | <b>INTERNATIONAL BUSINESS ENVIRONMENT</b> |              |                   | <b>Trimester:</b> IV/V |
| <b>Course Code:</b> IBM 103E | <b>L T P</b>                              | <b>3 0 0</b> | <b>Credits:</b> 3 |                        |

**Objective:** The objective of this course is to sensitize the students towards the overall business environment within which organization runs its business in an international perspective.

### SYLLABUS

#### **Introduction** 6

Inter governmental institutional framework: evolution, status and challenges, Liberalization, Tariff and non-tariff barriers, World Trade Organization, Recent trends of international trade: real merchandise trade and output, Nominal trade developments.

#### **Global Competitiveness** 6

Internationalisation of technological innovations, Designing global organizational structure and control, Global knowledge management, Globalisation and human resource developments, Multicultural management, International marketing, Export management.

#### **India's Foreign Trade** 6

Policy and trends, Financing of international trade, Licensing, Joint ventures, International capital flows, Foreign direct investment: global FDI patterns, FDI distribution by regions and sectoral analysis of FDI.

#### **Cross Border Mergers and Acquisitions** 6

Foreign portfolio investment (FPI), Sovereign wealth funds (SWFs), Crossborder mergers and acquisitions, International banking and euro currency market, Strategic issues in international management, Global e-business.

#### **Balance of Payments** 6

International monetary systems, Forex markets and risk management, Corporate governance, Business ethics, Corporate social responsibility, World economic growth and the environmental issues, Country risk analysis.

#### **Text Books**

1. Sharan, Vyuptakesh; *International Business: Concept Environment and Strategy*; Pearson Education
2. Daniels, John D.; *International Business: Environments and Operations*; Pearson Education

#### **Reference Books**

1. Hill, C. W. L. and Jain, A. K.; *International Business Competing in Global Market Place*; McGraw-Hill Education
2. Bhall, V.K. and Ramu, S.S.; *International Business Environment*; Anmol Publications

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|--|--------------|--------------|------------------------|
| <b>Course: FOREIGN EXCHANGE MANAGEMENT</b> |              |              | <b>Trimester: IV/V</b> |
| <b>Course Code: IBM 104E</b>               | <b>L T P</b> | <b>3 0 0</b> | <b>Credits: 3</b>      |

**Objective:** The course aims at providing a detailed knowledge of Foreign Exchange Management and various related regulations.

### SYLLABUS

**Introduction** **4**

Types of foreign exchange markets and transactions, Quoting foreign exchange rates, Spread, Official and free market rates, Cross rates, Forward rates, Quoting forward rates.

**Forex Tools** **10**

Organization of foreign exchange markets, Currency futures, Currency options, Currency swaps, Corporate exposure management, Alternative definitions of foreign exchange risk.

**Exchange Rate Determination** **10**

Theory and practice of forecasting exchange rates: economic fundamentals, Financial and socio-political factors, Technical analysis, Tax treatment of foreign exchange gains and losses.

**Exposure Management** **6**

Exposure information system, Alternative strategies for exposure management, Exposure management techniques, Organization of the exposure management function, Parameters and constraints on exposure management.

**Text Books**

1. Thomas, W. McRae and Walker, David P.; *Foreign Exchange Management*; PHI Learning
2. Shapiro, A. C.; *International Financial Management*; John Wiley and Sons

**Reference Books**

1. Aliber, R.Z.; *Exchange Risk and Corporate International Finance*; Macmillan
2. *The Foreign Exchange Management Act, 1999*

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|------------------------------|---|--------------|-------------------|------------------------|
| <b>Course:</b>               | <b>INTERNATIONAL FINANCIAL MANAGEMENT</b> |              |                   | <b>Trimester:</b> IV/V |
| <b>Course Code:</b> IBM 105E | <b>L T P</b>                              | <b>3 0 0</b> | <b>Credits:</b> 3 |                        |

**Objective:** To impart knowledge about the various theories and concepts of international financial management.

### SYLLABUS

#### **International Financial Environment 8**

Global financial markets, Interest rates in the global money markets, Bretton Woods system of exchange rate, International monetary system, International monetary fund (IMF), International liquidity and special drawing rights (SDRs).

#### **Exchange Rates and Foreign Exchange Market 9**

Fundamental parity relationships, Structural models of exchange rate determination, Exchange rate forecasting and exchange rate of rupee, Structure of foreign exchange market, Mechanics of currency trading, Types of transactions and settlement dates, Forward contracts, Currency futures and options, Currency and interest rate swaps.

#### **Financial Risk Exposures and its Management 5**

Overview of risk exposures, Measuring exposure risk, Management of currency exposure.

#### **Financial Management in Multinational Corporations 8**

Long term sources of international financing, Short term borrowing and investment, Cash management: centralized vs. decentralized, Cash transmission, Methods of payment, Capital budgeting, Cost of capital and capital structure of the multinational corporations.

#### **Text Books**

1. Apte, Prakash G.; *International Financial Management*; Tata McGraw Hill
2. Sharan, V.; *International Financial Management*; PHI Learning

#### **Reference Books**

1. Albir, R.Z.; *Exchange Risk and Corporate International Finance*; Macmillan
2. Vij, Madhu; *International Financial Management*; Excel Books
3. Shapiro, Alan C.; *Multinational Financial Management*; John Wiley and Sons

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|--|--------------|--------------|------------------------|
| <b>Course: INTERNATIONAL MARKETING</b> |              |              | <b>Trimester: IV/V</b> |
| <b>Course Code: IBM 106E</b>           | <b>L T P</b> | <b>3 0 0</b> | <b>Credits: 3</b>      |

**Objective:** The course aims at providing an understanding on how international marketing concepts and theories are useful in decision making. The course also provides an appreciation and application of various international marketing theories in different situations.

### SYLLABUS

**Introduction** **2**

Nature, Scope and importance and of international marketing, International market orientation and involvement.

**Influence of Environment** **5**

Physical, Demographic, Economic, Socio cultural, Political and legal environments in international marketing operations.

**International Product Planning** **6**

Major product decisions: product features and quality, product design, labelling, packaging, branding and product support services, Product standardization vs. adaptation, Managing product line, International product life cycle, New product development.

**Pricing for International Markets** **4**

Factors affecting international price determination, International pricing process and policies, Delivery terms and currency for export price quotations.

**International Distribution Decisions** **6**

Distribution channel strategy: international distribution channels, their roles and functions, Selection and management of overseas agents, International distribution logistics, Inventory management.

**International Promotion Strategies** **4**

Communications across countries: complexities and issues, International promotion tools: advertising, personal selling, publicity, and sales promotion, Developing international promotion campaign.

**Contemporary Issues** **3**

Organizing and control, Emerging trends in international marketing, Ecological concerns and international marketing ethics, International CSR Practices.

**Text Books**

1. Fayerweather, John; *International Marketing*; Pearson Education
2. Cateora, Philip R. and John L. Grahm; *International Marketing*; McGraw-Hill Education

**Reference Books**

1. Bhattacharya, B.; *Export Marketing Strategies for Success*; Global Business Press
2. Kotabe, Masaaki and Kristiaan, Helsen; *Global Marketing Management*; John Wiley and Sons
3. Keegan, Paul; *International Marketing*; Pearson Education

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|---------------------|-------------------------------------|--------------|--------------|------------------------|
| <b>Course:</b>      | <b>PRODUCT AND BRAND MANAGEMENT</b> |              |              | <b>Trimester:</b> IV/V |
| <b>Course Code:</b> | <b>IBM 107E</b>                     | <b>L T P</b> | <b>3 0 0</b> | <b>Credits:</b> 3      |

**Objective:** To impart basic knowledge of various dimensions of product and brand management.

### SYLLABUS

#### **Product Management** **6**

Introduction to Product Management, Products and their types, Product focused organization v/s Market focused organization, Product Management: facts versus fiction, Changes affecting product management.

#### **Developing Product Strategy** **6**

An overview of product strategy, Product mix: length, width, depth and consistency, Product line extensions and contractions, Product line filling, Line pruning, Elements of a Product Strategy: setting objectives, selection of strategic alternatives, Increasing sales and market share, Increasing Profitability.

#### **New Product Development** **6**

Classification of New Products, New Product Development Process: idea generation, idea screening, concept development, and testing, Business Analysis, Product Development, Market Testing and Commercialization.

#### **Brand Management** **6**

Meaning and characteristics of brands, Branding strategies: to brand or not to brand, Brand sponsorship, Brand extension, Brand line extension, Multiple branding, Co-branding and its types, Ageing, Decline and revitalization of brands, Brand positioning.

#### **Brand Equity** **6**

Meaning and importance of brand equity, Brand value, Brand image, Brand personality, Brand loyalty, Perceptual mapping, Cult branding, Financial evaluation of brands.

#### **Text Books**

1. Keller, K..L.; *Strategic Brand Management*; Pearson Education
2. Majumdar, Ramanuj; *Product Management in India*; PHI Learning

#### **Reference Books**

1. Kapferer, Jean-Noel; *The New Strategic Brand Management*; Kogan Page
2. Das, Naveen; *Brand Management Perspectives and Practices*; ICFAI University Press
3. Lehmann, D. R. and Winer, R. S.; *Product Management*; McGraw-Hill Education

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|------------------------------|--|--------------|------------------------|
| <b>Course:</b>               | <b>MARKETING OF FINANCIAL SERVICES</b> |              | <b>Trimester:</b> IV/V |
| <b>Course Code:</b> BNI 101E | <b>L T P</b>                           | <b>3 0 0</b> | <b>Credits:</b> 3      |

**Objective:** The basic objective of this course is to acquaint the students about the various types of financial services and products and how these are to be marketed. It will also develop an understanding among the students regarding recent developments in marketing of financial products and services.

### SYLLABUS

**Introduction** **4**

Introduction to financial services marketing, Distinctive characteristics of financial services, Analyzing the marketing environment of financial services, Strategic development and marketing planning of financial services.

**Financial Services Marketing Mix** **6**

The marketing information system and the marketing research for financial services. Understanding the behavior of the financial services customer. Segmentation, Targeting and Positioning, The marketing-mix of financial services: product, price, promotion, place, people, physical evidence and process.

**CRM in Financial Institutions** **6**

The management of customer relationship and expectations. Importance and significance of CRM in banks and financial institutions. Critical success factors in financial services: Trust, Quality, Satisfaction and loyalty.

**Strategies for Different Financial Services** **8**

Designing and managing financial services, Problems and challenges in marketing of financial services, Marketing of insurance services, Marketing of allied services: mutual funds, credit cards. housing finance, personal loans and factoring services, Quality issues in financial services, Pricing of financial services.

**Channels of Distribution** **6**

Concept of distribution, Multiple delivery channels/ATM, EFT, CMS, POS, Brokers and Bancassurance, Promotion: public relations and publicity, and image building, Globalization and its impact on financial services.

**Text Books**

1. Khan, M. Y.; *Financial Service*; McGraw-Hill Education
2. Lovelock, C., Wirtz, Jochen and Chatterjee, Jayanta; *Services Marketing*; Pearson Education

**Reference Books**

1. Natarajan, G.; *Financial Markets & Services*; Himalaya Publishing House;
2. Clifford, G.; *Financial Markets, Institutions and Financial Services*; PHI Learning
3. Avadhani, V. A.; *Marketing of Financial Services*; Himalaya Publishing House

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|------------------------------|--|--------------|------------------------|
| <b>Course:</b>               | <b>BANKING: THEORY, LAW AND PRACTICE</b> |              | <b>Trimester: IV/V</b> |
| <b>Course Code: BNI 102E</b> | <b>L T P</b>                             | <b>3 0 0</b> | <b>Credits: 3</b>      |

**Objective:** To help students in comprehending the basic principles of banking and make them aware about the latest functions and developments in banking sector.

### SYLLABUS

#### **Introduction** 7

Banking basics, Origin, History and growth of Indian banking, Role and structure of Banking in India, Banking sectors: retail, corporate, rural and international, products and services like: credit, debit and smart cards, internet banking, mobile banking, insurance.

#### **Bank Deposits, Advances and Investments** 7

Demand and time deposits, Process and documentation, Bank lending, Forms and types of advances, Collaterals, Priority sector advances, Export credit, Non performing assets, CRR, SLR, Government securities.

#### **Banking Acts** 8

Banking Regulation Act, 1949, Reserve Bank of India Act, 1934, Reserve Bank's instruments of credit control, Negotiable instruments Act, 1881.

#### **Banking Sector: Issues, Challenges and Reforms** 8

Reforms in banking sector in India, Various committees and commissions, Issues and challenges faced by Indian Banking.

#### **Text Books**

1. Sundaram, K.P.M. and Varshney, P.N.; *Banking, Theory Law and Practice*; Sultan Chand and Sons
2. Suneja, H.R.; *Practice and Law of Banking*; Himalaya Publishing House

#### **Reference Books**

1. Saxena, G.S.; *Legal Aspects of Banking Operations*; Sultan Chand and Sons
2. Chhabra, T.N.; *Elements of Banking Law*; Dhanpat Rai and Sons



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|--|--------------|--------------|------------------------|
| <b>Course: CUSTOMER RELATIONSHIP MANAGEMENT IN BANKING AND INSURANCE</b> |              |              | <b>Trimester: IV/V</b> |
| <b>Course Code: BNI 103E</b>   | <b>L T P</b> | <b>3 0 0</b> | <b>Credits: 3</b>      |

**Objective:** The objective of this course is to enable the students to understand the role and importance of CRM in Banking and Insurance.

### SYLLABUS

**Introduction** **6**

Definition of Customer Relationship Management (CRM), Effects of liberalization on CRM, Knowledge Management, Winning markets through effective CRM.

**Technological Tools for CRM** **8**

Data mining for CRM, Changing patterns of e-CRM solutions in the future, Framework for deploying value of customer relationship in an organization, e-CRM deriving values of customer relationship, Implementing technology-based CRM solutions.

**Implementing CRM** **4**

Optimal allocation rules for CRM, Measuring the effectiveness of relationship marketing, The past, present and future of CRM, Characteristics of a good customer survey contact management.

**Relationship Management in Business to Business (B2B) Commerce** **6**

Building customer loyalty, Business-to-Business Commerce, Cross border B2B, Relationship with intermediaries, Relationship marketing for creating value in business market, Managing relationships in supply chains of the 21<sup>st</sup> Century.

**CRM in Services and CRM Strategies** **6**

Status of CRM in India, benefits of implementing a CRM system, CRM in customer service, Relationship marketing strategies and customer-perceived service quality, Organizing for relationship management, Strengthening relationships that lead to increased business.

**Text Book**

1. Sheth, Jagdish, N. Parvatiyar, Atul and Shainesh, G.; *Customer Relationship Management*; McGraw-Hill Education

**Reference Books**

1. Shainesh, G.; *Customer Relationship Management*; McMillan
2. Kumar S.; *Customer Relationship Management*; Biztantra Publication
3. Paul G.; *CRM at the Speed of Light*; McGraw-Hill Education.

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|--|--------------|--------------|------------------------|
| <b>Course: GENERAL INSURANCE AND REINSURANCE</b> |              |              | <b>Trimester: IV/V</b> |
| <b>Course Code: BNI 104E</b>                     | <b>L T P</b> | <b>3 0 0</b> | <b>Credits: 3</b>      |

**Objective:** To familiarize students with various products of general insurance and theory and practices of reinsurance including various forms and documents used.

### SYLLABUS

#### **Introduction 10**

Insurance market and organizational structure, types of insurances and their scopes, Rules and regulations, Objective of underwriting, Underwriting process and rating practices, Factor for underwriting, underwriting hazards, Various Forms in use in underwriting.

#### **Policy Forms and their Construction 10**

Policy forms parts, Terms/conditions, Exclusions, Clauses, Memos and warranties, Premium payment regulations, Claim procedure and management, Survey and assessment (types, methods etc), Rating in de-tariff scenario.

#### **Reinsurance 10**

Concept, Importance, Role, Functions and rating, Methods and application to different classes of insurance, Reinsurance market, Forms and practices including exchange control and taxation regulations, Accounting.

#### **Text Books**

1. Matthew, M.J.; *Insurance Principles and Practices*; RBSA Publishers.
2. Indian Insurance Institute; i) Practice of General Insurance  
ii) General Insurance

#### **Reference Books**

1. Karampal, Bodla, B.F. and Garg, M.C.; *Insurance Management: Principles and Practices*; Deep and Deep
2. Periasamy, P.; *Principle and Practice of Insurance*; Himalaya Publishing House
3. Agarwal, O.P.; *Banking and Insurance*; Himalaya Publishing House
4. Committee on Insurance at Pension; *Principles and Practice of General Insurance*; ICAI

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| <b>Course: TREASURY OPERATIONS AND RISK MANAGEMENT</b> |              |              | <b>Trimester: IV/V</b> |
| <b>Course Code: BNI 105E</b>                           | <b>L T P</b> | <b>3 0 0</b> | <b>Credits: 3</b>      |

**Objective:** To impart knowledge about treasury operation and risk management.

**SYLLABUS**

**Introduction 6**

Financial Markets: money market and need for the market, instruments of money markets, Types of interest rate quotations, Treasury management, Objectives of treasury, Structure and organization, Functions and responsibility of treasurer.

**Treasury and International Banking 6**

Regulations, Supervision and compliance of treasury operations, Role of RBI, Bond dynamics, Fixed income securities and other capital market instruments, Accounting valuation and elimination of exposures, Role of information technology in treasury management.

**FOREX Market 10**

Derivative markets, Futures, Options, Swaps, Foreign Exchange Markets, Role of banks in the market, Spot and forward mechanism, Swap, Outright deals and dealer operations, Premium and discount, New instruments, FOREX valuation.

**Risk Management 8**

Risk definition, Risk measurement and control, Asset Liability Management, Risk hedging, Derivatives-Basel II: challenges and implementation, Role of mid office/risk management department.

**Text Book**

1. Rejda, George; *Principles of Risk Management and Insurance*; Pearson Education

**Reference Books**

1. Garner, Robert, Coplan, Robert, Nissenbaum, Martin, Raasch, Barbara and Ratner, Charles; *Ernst and Young's Personal Financial Planning Guide*; John Wiley and Sons
2. Matthew, M.J.; *Insurance Principles and Practices*; RBSA Publishers

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|--|--------------|--------------|------------------------|
| <b>Course: INSURANCE AND RISK MANAGEMENT</b> |              |              | <b>Trimester: IV/V</b> |
| <b>Course Code: BNI 106E</b>                 | <b>L T P</b> | <b>3 0 0</b> | <b>Credits: 3</b>      |

**Objective:** To provide students a conceptual framework of insurance and risk management, and its importance.

### SYLLABUS

#### **Introduction 6**

Concept of risk, Objectives and needs of risk management, Types of risk, Identification and measurement of risk, Risk management process, Risk management by individuals and corporations principles of insurance and insurance contracts.

#### **Law and Economics of Insurance 8**

Insurance business environment, Insurance and allied laws, Regulatory framework of insurance business: IRDA Act and regulations, Consumer rights.

#### **Risk Aversion and Risk Management 6**

Risk aversion and demand for insurance by individual, Business risk management and demand for insurance, Expected utility application of statistical techniques in risk avoidance.

#### **Functional Aspects of Insurance and Risk 10**

Organizational structure of insurance companies, Reinsurance, Insolvency risk, Underwriting practices, Asset allocation and investment strategies, Performance evaluation of insurance companies, Statistical modelling, Pricing of insurance products: ratings and valuation, benefits and costs of insurance and principles and practice of life and non-life insurances, Concepts related to the structure of various products and their features.

#### **Text Books**

1. Scott, Harrington and Gregory, Niehaus; *Risk Management and Insurance*; McGraw-Hill Education
2. Rejda, G.E.; *Principles of Risk Management and Insurance*; Pearson Education

#### **Reference Books**

1. Vaughan, E. J. and Vaughan, T. M.; *Essentials of Risk Management and Insurance*; John Wiley and Sons
2. Panda, G.S; *Principles and Practices of Insurance*; Kalyani Publications
3. Jain, Rajiv; *Insurance Law and Practice*; Vidhi Publishing

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|---------------------|--------------------------------------|--------------|--------------|------------------------|
| <b>Course:</b>      | <b>BUSINESS INTELLIGENCE SYSTEMS</b> |              |              | <b>Trimester:</b> IV/V |
| <b>Course Code:</b> | <b>ITM 101E</b>                      | <b>L T P</b> | <b>3 0 0</b> | <b>Credits:</b> 3      |

**Objective:** To develop analytical and critical thinking skills for the development of integrative plans for enterprise-wide systems that optimize enterprise performance.

### SYLLABUS

**System and Information Concepts** **4**

Types of systems, Subsystems, System and Information concepts to MIS, Phases of decision making process, DSS Definition, Characteristics & Capabilities of DSS, DSS Application, Introduction to Business Intelligence, Need for BI systems.

**Multidimensional Data Model** **5**

Distinction between a relational data model and multidimensional data model, Differentiate among star schema, Snowflake schema and multi-star schema.

**Data Warehouse** **5**

Planning for data warehouse, Identify data requirements, Data architecture, Developing a logical data model for a data warehouse.

**Data Mining and Learning** **7**

Data mining process including objective identification, Model selection, Hypothesis formulation, Target data collection, Testing/verification, Interpretation/evaluation and application, Decision trees and neural networks as two major data mining algorithms.

**Application of Business Intelligence** **4**

Role of Analytics in Business, Enterprise Performance Management, Strategic use of BI in organizational management

**Business Intelligence Solutions** **5**

Planning for BI project management, BI solutions and vendors, Pre-requisites of BI solutions, Challenges in BI application implementation.

**Text Books**

1. Turban, Efraim; *Business Intelligence*; Pearson Education
2. Turban, E., Sharda, R., Delen, D. and King, D.; *Business Intelligence: A Managerial Approach*; Pearson Education

**Reference Book**

1. Larissa, T. Moss and Atre, Shaku; *Business Intelligence Roadmap, the complete project lifecycle for decision support applications*; Addison-Wesley Professional

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|---------------------|---------------------------|--------------|--------------|-------------------|-------------|
| <b>Course:</b>      | <b>IT RISK MANAGEMENT</b> |              |              | <b>Trimester:</b> | <b>IV/V</b> |
| <b>Course Code:</b> | <b>ITM 102E</b>           | <b>L T P</b> | <b>3 0 0</b> | <b>Credits:</b>   | <b>3</b>    |

**Objective:** To impart knowledge about various business of risks in the field of information technology and risk management.

### SYLLABUS

#### **Introduction** **5**

Introduction to risk management, Subjective risk, Pure risk, Uncertainty, Peril, Hazard, Acceptable risk versus unacceptable risk, Classification of risk, Cost of risk, Introduction to IT risk management..

#### **Objectives of Risk Management** **5**

Personal risk management, Corporate risk management, Administration of risk management process: influencing factors, constraints, monitoring and review.

#### **Managing Information Technology Risks** **5**

Identify risks, Assessment of risks including assigning assessment of financial impact, Mitigating risks, Developing response plans, Risk management procedures.

#### **IT Risk Management Policies and Procedures** **5**

Basic principles of information security, Safe email use, Setting out processes for common tasks, Managing changes in IT systems, Responses to IT incidents.

#### **IT Risk Management Applicability** **6**

Integrating risk management into system development life cycle, ISO 27005 framework, NIST SP 800 30 framework, Cyber law, Introduction to Indian IT Act.

#### **Best Practices in IT Risk Management** **4**

IT Risk Managements frameworks developed by large organizations, Case studies

#### **Text Books**

1. Grebmer, Andreas Von; *Information and IT Risk Management in a Nutshell: A Pragmatic Approach to Information Security*; Guideline. Ch
2. Harington, Scott; *Risk Management & Insurance*; McGraw-Hill Education

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|---|--------------|--------------|------------------------|
| <b>Course: CLOUD COMPUTING FOR BUSINESS</b> |              |              | <b>Trimester: IV/V</b> |
| <b>Course Code: ITM 103E</b>                | <b>L T P</b> | <b>3 0 0</b> | <b>Credits: 3</b>      |

**Objective:** To impart knowledge about cloud computing and its application in business.

### SYLLABUS

**Introduction** **4**

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

**Governance and Enterprise Risk Management** **5**

Information security governance processes, Enterprise risk management in cloud computing, Enterprise risk management recommendations, Information risk management.

**Information Lifecycle Management and Data Center Operations** **6**

Key challenges regarding data lifecycle security, Data center operations, Implement five principal characteristics of cloud computing, Data center security recommendations.

**Application Security** **5**

Web Application, Attack methods, What is web application security, Application security layer, Vulnerability distribution, Security solutions, Applications in cloud environments security.

**Virtualization** **5**

Hardware virtualization, Software virtualization, Memory virtualization, Storage virtualization, Data virtualization, Network virtualization, Virtualization security and recommendations.

**Cloud Computing for Business** **5**

Comparison of traditional Vs Cloud based business solutions, Designing cloud based business solutions, Business models for engaging cloud vendors, Issues and challenges in cloud based business models.

**Text Books**

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

**Reference Books**

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

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| <b>Course:</b>      | <b>STRATEGIC MANAGEMENT OF INFORMATION TECHNOLOGY</b> |              |              | <b>Trimester: IV/V</b> |
| <b>Course Code:</b> | <b>ITM 104E</b>                                       | <b>L T P</b> | <b>3 0 0</b> | <b>Credits: 3</b>      |

**Objective:** To acquire business skills to compliment the traditional technical skills to cut cost of information systems and improve the quality without reducing services.

### SYLLABUS

#### **Introduction 4**

Concept of strategy, Vision, Mission, Goal, Objective, Strategic management process, Hierarchy of strategy, I.T. planning process – who, what, where, why, when, how?, IT and business related challenges.

#### **Strategic Information Systems Plan: IT Strategy and Organization Strategy 6**

Linking IT and Business Strategy, IT strategy framework, IT strategic planning & governance process, Strategic information systems planning (SISP), Aligning business strategy with IT strategy, Eight step approach to IT strategy development, IT policy, Enterprise IT Architecture.

#### **I.T. Acquisition: Vendor Relationships and Contract Negotiation 6**

IT procurement, The need for service level agreements (SLA's), Negotiating customized terms and conditions, Contract performance metrics, Managing a financially troubled vendor.

#### **Information Asset Control: Data Center Management, and IT Outsourcing 6**

Data center management solutions, Outsourcing policy: ISO 27001 Security, Data center management challenges, I.T. audit, Information resources, Security and risk management.

#### **Disaster Planning: Business Continuity Planning 4**

Post disaster plan, Emergency preparedness, Business continuity planning, Business impact analysis, Risk assessment, Risk management, Risk monitoring and testing.

#### **The Concept of Social Business 4**

Use of social media for business, Best Practices and case Studies.

#### **Text Book**

1. Turban, Efraim and Volonino, Linda; *Information Technology for Management: Improving Strategic and Operational Performance*; John Wiley and Sons

#### **Reference Books**

1. Linda, M. Applegate and Austin, Robert D.; *Corporate Information Strategy and Management Text and Cases*; McGraw-Hill/Irwin
2. Haberberg, A. and Rieple, A.; *Strategic Management*; Oxford
3. Hill, C.W.L. and Jones, G.R.; *An Integrated approach to Strategic Management*; Cengage Learning
4. Mital, Amita; *Cases in Strategic Management*; McGraw-Hill Education



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| <b>Course : ENTERPRISE RESOURCE PLANNING</b> |              |              | <b>Trimester : IV/V</b> |
| <b>Course Code: ITM 105E</b>                 | <b>L T P</b> | <b>3 0 0</b> | <b>Credits: 3</b>       |

**Objective:** To impart knowledge about enterprise resource planning, related technologies and its implementation.

### SYLLABUS

**Introduction** **4**

Concept of ERP, Advantages of ERP, Growth of ERP.

**ERP and Related Technologies** **7**

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

**ERP Modules** **7**

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

**ERP Implementation Life Cycles** **7**

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

**ERP Case Studies** **5**

Post implementation review of ERP Packages in manufacturing, services, and other organizations.

**Text Books**

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

**Reference Books**

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

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| <b>Course :</b>     | <b>ENTREPRENEURSHIP, CREATIVITY AND INNOVATION</b> |              | <b>Trimester : IV/V</b> |
| <b>Course Code:</b> | <b>ENP 101E</b>                                    | <b>L T P</b> | <b>3 0 0</b>            |
|                     |  |              | <b>Credits: 3</b>       |

**Objective:** To impart knowledge about entrepreneurship and the role of creativity and innovation in entrepreneurial initiatives.

### SYLLABUS

#### **Fundamentals of Entrepreneurship** **6**

Concept and need of entrepreneurship, Characteristics and types of entrepreneurship, Entrepreneurship as a career, Entrepreneurship as a style of Management, The changing role of the entrepreneur, Entrepreneurial traits, Factors affecting entrepreneur.

#### **Theories on Creativity and Innovation** **6**

Innovation versus creativity, Knowledge management fundamentals, Managing for innovation, Introduction to several seminal theories, Discussions on innovation in the organization, Framework for innovation and creativity in the organization.

#### **Leading the Creativity Organization** **6**

Innovative leadership styles in the entrepreneurial organization, Exploration of leaders in the organizations, Key principles of leadership for unlocking creativity, Functional Creativity: human resources, company culture and unusual workspaces.

#### **Theories of Entrepreneurship** **6**

Influences on entrepreneurship development, External influences on entrepreneurship development: socio-cultural, political and economical, Personal entrepreneurial success and failure: reasons and remedies, Women entrepreneurs: challenges and achievements of women entrepreneurs.

#### **Project Planning for Entrepreneurs** **6**

Technical, Financial, Marketing, Personnel, and management feasibility reports, Financial schemes offered by various financial institution: commercial Banks, IDBI, ICICI, SIDBI, SFCs, foreign currency financing, Estimation of financial requirements.

#### **Text Books**

1. Barringer, Bruce R. and Ireland Duane R.; *Entrepreneurship: Successfully Launching New Ventures*; PHI Learning
2. Davies, Paul; *New Business in India: The 21st Century Opportunity*; World Scientific Publishing Company

#### **Reference Books**

1. Hisrich, D. Robert, Peters, Michael P. and Sheperd, Dean A.; *Entrepreneurship*, McGraw-Hill Education
2. Zimmerman W. Thomas and Scarborough, Norman M.; *Essentials of Entrepreneurship and Small Business Management*; PHI Learning

IMS Unison University

3. Holt, H. David; *Entrepreneurship: New Venture Creation*; Prentice- Hall of India
4. Kuratko, F. Donald and Hodgetts, R.M.; *Entrepreneurship: Theory, Process, Practice*; Cengage Learning
5. Desai, Vasant; *Dynamics of Entrepreneurship: New Venture Creation*; PHI Learning
6. Patel, V.G.; *The Seven Business Crises and How to Beat Them*; McGraw-Hill Education
7. Report on Small Scale Industries Sector, SIDBI

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|--|--------------|--------------|-------------------------|
| <b>Course: BUSINESS PLAN: PREPARATION AND IMPLEMENTATION</b> |              |              | <b>Trimester : IV/V</b> |
| <b>Course Code: ENP 102E</b>                                 | <b>L T P</b> | <b>3 0 0</b> | <b>Credits: 3</b>       |

**Objective:** To enhance appreciation of the role of entrepreneurship in the economic progress of the country through wealth creation and innovative strategies.

### SYLLABUS

#### **The Nature and Importance of Entrepreneurs 6**

Nature and development of entrepreneurship: earliest Period, middle Ages, 17<sup>th</sup> Century, 18<sup>th</sup> Century, 19<sup>th</sup> Century and 20<sup>th</sup> Century, Definition of entrepreneurs today, The entrepreneurial decision process, Desirability and profitability of new venture formation, Types of start-ups, Role of entrepreneurs in economic development, Ethics and social responsibility of entrepreneurs, Future of entrepreneurship.

#### **The Business Plan: Creating and Starting the Venture 6**

Planning as part of business plan, Scope and value of the business plan, Writing the Business Plan: introductory page, executive summary, Environment and industry analysis, Description of venture, Production plan, Operations plan, Marketing plan, Organizational plan, Assessment of risk, Financial plan, Using and implementing the business plan, Measuring plan process, Updating the plan.

#### **The Marketing Plan 6**

Industry analysis, Competitor analysis, Marketing research for new venture, Understanding the marketing plan, The Marketing Mix, Steps in preparing the marketing Plan, Contingency planning.

#### **The Organizational Plan 6**

Developing the management team, Legal forms of business: ownership, liability of owners, Costs of starting a business, Continuity of business, Capital requirements, Management control, Distribution of profits and losses, Designing the organization, Building the management team and a successful organizational culture, The role of board of directors, Board of advisors,

#### **The Financial Plan 6**

Operating and capital budgets, Performa income statements, Performa cash flow, Performa balance sheet, Break-Even analysis, Performa sources and application of funds, Software packages.

#### **Text Book**

1. Hisrich, Robert D., Peters, Michael P. and Shepherd, Dean A; *Entrepreneurship*; McGraw-Hill Education

#### **Reference Books**

1. Holt, David H.; *Entrepreneurship New Venture Creation*; PHI Learning
2. Khanka, S. S.; *Entrepreneurial Development*; S Chand and Co.

|   |              |              |                         |
|---|--------------|--------------|-------------------------|
| <b>Course : BUSINESS OPPORTUNITIES: IDENTIFICATION AND EVALUATION</b> |              |              | <b>Trimester : IV/V</b> |
| <b>Course Code: ENP 103E</b>  | <b>L T P</b> | <b>3 0 0</b> | <b>Credits: 3</b>       |

**Objective:** To impart knowledge about entrepreneurial competencies and skills required for starting and sustaining a successful enterprise.

### SYLLABUS

#### **Entrepreneurship and New Venture Opportunities 8**

Defining entrepreneurial perspective, Profile : Henry Ford, Dhiru Bhai Ambani, Perspective on Small Business, Corporate entrepreneurship, Analysis of business opportunities, Environmental scanning, Sectoral studies, Ancillary industry development, Identification of opportunities for ancillary industries, Entrepreneurial opportunities in service industry, transportation, distribution and agro industries, Institutional framework for entrepreneurship development in our country.

#### **International Entrepreneurial Opportunities 8**

The nature of international entrepreneurship, Importance of international entrepreneurship, International versus domestic entrepreneurship, Stage of Economic Development, Politico-legal environment, Cultural environment, Technological environment, Strategic issues, Entrepreneurial entry into international business, Exporting, Direct foreign investment, Barriers to international trade, General Agreement on Tariffs and Trade (GATT), Trade blocs and Free trade areas, Entrepreneurial strategy and Trade barriers, Entrepreneurial partnering.

#### **Entrepreneurship and Innovation 8**

Creativity as a prerequisite to innovation, Opportunities through change, Sources of new ideas, Methods of generating ideas, Creative problem solving, Opportunity recognition, Product planning and development process, e-commerce and business start-ups.

#### **Business Acquisitions and Franchising 6**

Rationale for acquiring a business, Evaluating acquisition opportunities, Methods of valuation, Structuring the acquisition, Franchising.

#### **Text Book**

1. Hisrich, Robert D, Peters, Michael P. and Shepherd, Dean A.; *Entrepreneurship*; McGraw-Hill Education

#### **Reference Books**

1. Holt, David H.; *Entrepreneurship New Venture Creation*; PHI Learning
2. Coulter, Mary; *Entrepreneurship in Action*; PHI Learning
3. Khanka, S. S.; *Entrepreneurial Development*; S Chand and Co.
4. Desai, Vasant; *Dynamics of Entrepreneurship Management*, Himalaya Publishing House

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|--|--------------|--------------|-------------------------|
| <b>Course : FINANCING THE ENTREPRENEURIAL BUSINESS</b> |              |              | <b>Trimester : IV/V</b> |
| <b>Course Code: ENP 104E</b>                           | <b>L T P</b> | <b>3 0 0</b> | <b>Credits: 3</b>       |

**Objective:** To impart knowledge about financing the entrepreneurial business.

### SYLLABUS

#### **The Entrepreneurial Team and Business Formation** **6**

Matching human resource needs and skills, The board of directors, Sole proprietorship, Partnership, Corporations.

#### **Financing of Enterprise** **6**

Need for Financial Planning, Sources of finance: internal, external, capital structure, capitalization, term loans, Sources of short term finance, Venture capital, Export finance, Equity financing, Asset management, Debt financing, Institutional Finance to entrepreneurs, Need for institutional finance, Institutional finance : commercial banks and other financial institutions.

#### **Lease Financing to Entrepreneurs** **6**

Meaning of lease, Types of lease agreements, Advantages and disadvantages of lease financing, Growing popularity of lease financing in India, Future prospects to leasing, Concept of hire purchase, Difference between hire purchase and leasing, Procedure for hire purchase, Factoring.

#### **Institutional Support to Entrepreneurs** **6**

Need for institutional support, Institutional support for small entrepreneurs: National Small Industries Corporation (NSIC), Small Industries Development Organization (SIDO), Small Scale Industries Board (SSIB), State Small Industries Development Corporations (SSID), District Industries Centers (DICs), Industrial Estates, Specialized Institutions, Technical Consultancy Organizations (TCOs).

#### **Small Scale Enterprises : Taxation Benefits and Government Policy** **6**

Rationale behind tax benefits, Tax benefits, Tax holiday, Depreciation, Rehabilitation allowance, Investment allowance, Expenditure on scientific research, Tax concession in rural areas and backward areas, Government policy for small scale enterprises: Industrial Policy Resolution (IPR) 1948, IPR 1956, IPR 1977, IPR 1980, IPR 1990, New Small Enterprises Policy 1991, Micro, Small and Medium Enterprises Development (MSMED) Act 2006, Government support to small scale industries during plan period.

#### **Text Book**

1. Hisrich, Robert D., Peters, Michael P. and Shepherd, Dean A.; *Entrepreneurship*; McGraw-Hill Education

#### **Reference Books**

1. Holt, David H.; *Entrepreneurship New Venture Creation*; PHI Learning
2. Khanka, S. S.; *Entrepreneurial Development*; S Chand and Co.

|   |              |              |                         |
|---|--------------|--------------|-------------------------|
| <b>Course: EMERGING BUSINESS SECTORS AND TECHNOLOGIES</b> |              |              | <b>Trimester : IV/V</b> |
| <b>Course Code: ENP 105E</b>                              | <b>L T P</b> | <b>3 0 0</b> | <b>Credits: 3</b>       |

**Objective:** To impart knowledge about emerging business sectors and technologies to enable the students to take prudent decisions about new business opportunities.

### SYLLABUS

**The Entrepreneurial Revolution 9**

Entrepreneurial economy, The environment for entrepreneurs, Predominance of new ventures in the economy, Entrepreneurial firms impact, Emerging trends: the internet and e-commerce, The e-commerce challenge, e-names: the web address, Developing a website, sticking to your website, Emerging e-commerce strategies

**Ethics and Entrepreneurship 7**

The Ethical side of enterprise, Ethics and laws, Establishing a strategy for ethical responsibility, Ethics and business decisions, The social responsibility challenge, Ethical consideration in corporate entrepreneurship, Ethical leadership by entrepreneurs.

**Knowledge Workers 7**

Future of knowledge workers, Growth of knowledge workers, Upcoming areas and recent advances.

**e-Commerce and e-Business 7**

Business through internet, The technology revolution, The growth and importance of websites, Business through websites, Vast reach of websites to masses, Craze of internet shopping amongst masses.

**Text Book**

1. Roy, Rajeev; *Entrepreneurship*; Oxford University Press

**Reference Book**

1. Khanka, S. S.; *Entrepreneurial Development*; S Chand and Co.
2. Charantimath, Poornima M.; *Entrepreneurship Development: Small Business Enterprise*; Pearson Education
3. Loss, Monica and Bascunan, F. L.; *Entrepreneurship Development*; Global Vision Publishing House
4. Sahay, A. and Sharma, V.; *Entrepreneurship and New Venture Creation*; Excel Books

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|---------------------|--|--------------|-------------------------|
| <b>Course:</b>      | <b>MANAGING CORPORATE ENTREPRENEURSHIP</b> |              | <b>Trimester : IV/V</b> |
| <b>Course Code:</b> | <b>ENP 106E</b>                            | <b>L T P</b> | <b>Credits: 3</b>       |

**Objective:** To impart knowledge about various issues related to corporate entrepreneurship. Students will develop an understanding on topics that will allow them to appreciate the management aspects of corporate entrepreneurship.

### SYLLABUS

#### **Corporate Entrepreneurship** **7**

Corporate new venture units, Fundamentals of corporate entrepreneurship management, Scope of management, Functions of management, Management process, Managing people in the entrepreneurial venture.

#### **Financing Corporate Entrepreneurship** **6**

Entrepreneurial ventures and financial analysis, Need for financial planning, Sources of finance, Capital structure, Term loans, Sources of short term finance, Capitalization, Export finance, Entrepreneurial finance, Debt, Venture capital, Working capital management, Inventory management.

#### **Production and Operational issues** **5**

Production and operation management, Investment analysis, Plant location, Product design, Production design, Quality control, Marketing management, Market segmentation, Market assessment, Marketing mix, Branding and packaging, Pricing policy, Distribution channels, Methods of marketing, Total quality management.

#### **Ethical Issues in Corporate Entrepreneurship** **6**

Ethical considerations in corporate entrepreneurship, The ethical side of entrepreneurship, Strategy for ethical responsibility, Social responsibility challenges.

#### **Growth and Transition in Corporate Entrepreneurship** **6**

Managing growth and transition in corporate entrepreneurship, Growth strategies, Penetration strategies, Market development strategies, Diversification strategies, The organization life cycle, Perspective on strategic management,

#### **Text Book**

1. Holt, D. H.; *Entrepreneurship: New Venture Creation*; PHI Learning

#### **Reference Books**

1. Khanaka, S. S.; *Entrepreneurial Development*; S. Chand and Co.
2. Roy, R.; *Entrepreneurship*; Oxford University Press
3. Hisrich, R. D.; Peters, M.P. and Shepherd, D.A; *Entrepreneurship*; McGraw-Hill Education
4. Kuratko, D.; *Entrepreneurship: Theory, Process, and Practice*; Cengage Learning
5. Lall, M. and Sahai, S.; *Entrepreneurship*; Excel Books



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|---|--------------|--------------|------------------------|
| <b>Course: FAMILY BUSINESS MANAGEMENT</b> |              |              | <b>Trimester: IV/V</b> |
| <b>Course Code: ENP 107E</b>              | <b>L T P</b> | <b>3 0 0</b> | <b>Credits: 3</b>      |

**Objective:** To impart knowledge to the students about managing and family business and their entrepreneurial skills.

### SYLLABUS

**Introduction to Family Business** **8**

Importance of family business, Family business in India, The founder, The next generation, Entry of family businesses, Non family managers, Succession planning, Best practices, Conflicts in family business, Responsibilities and rights of family shareholders of a family business, Strategies for improving the capability of a family business, Improving family business performance, Nepotism in family business.

**Growth and Social Responsibility** **6**

Stages of growth, Growth strategies, Global expansion, Relocation, Financing growth, Corporate Social Responsibility (CSR): dimensions of CSR, role of governments, role of markets, Business case for CSR, Criticisms for CSR, Social entrepreneurs.

**Entrepreneurship in Family and Non Family Firms** **4**

Organizational culture in family firms, Dimensions of cultural support of family business entrepreneurship, Important strategic resource, Managerial implications.

**Profiles of Living Entrepreneurs** **6**

India: N R Narayana Murthy, Infosys: Sunil Bharti Mittal, from communication to retail; Kiran Mazumdar Shaw, Biocon Ltd.; USA: Philip Knight, the creation and success of Nike 16; Jeff Bezos, Amazon; Bill Gates, Microsoft; China: Zhang Yin and the Nine Dragons.

**Exit Strategies** **6**

Reasons for exiting, Long term preparation, Short term preparation, Seller financing, The sale, Initial public offering.

**Text Book**

1. Roy, Rajeev; *Entrepreneurship*; Oxford University Press

**Reference Books**

1. Khanka, S. S.; *Entrepreneurial Development*; S. Chand and Co.
2. Charantimath, Poornima M.; *Entrepreneurship Development: Small Business Enterprise*; Pearson Education
3. Loss, Monica and Bascunan, F. L.; *Entrepreneurship Development*; Global Vision Publishing House
4. Sahay, A. and Sharma, V.; *Entrepreneurship and New Venture Creation*; Excel Books

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|--|--------------|--------------|-------------------------|
| <b>Course : SMALL BUSINESS MANAGEMENT AND STRATEGY</b> |              |              | <b>Trimester : IV/V</b> |
| <b>Course Code: ENP 108E</b>                           | <b>L T P</b> | <b>3 0 0</b> | <b>Credits: 3</b>       |

**Objective:** To impart knowledge about setting up and managing a small business.

### SYLLABUS

#### **Introduction** **4**

Characteristics, Relationship between small and large units, Rationale, Objectives, Scope, Role of small enterprises in economic development, Problems of small scale industries.

#### **Project Identification, Selection, Formulation and Appraisal** **9**

Project identification, Project selection, Project report: meaning, significance of project report, Contents of project report, Formulation of project report, Planning commissions guidelines for formulating the project report, Common errors in project formulation, Concept of project appraisal, Methods of project appraisal.

#### **Government Policy for Small Scale Enterprises** **3**

Government policy for small scale enterprises, Government support to small scale enterprises.

#### **Strategies in Small Business** **7**

Working capital management: significance of working capital, Assessment of working capital, Factors determining requirements of working capital, Sources of working capital and management of working capital, Inventory management: concept of inventory, Motives of holding inventories and models of inventory management, Production and operations management: Investment analysis, Plant location, Plant layout, Product design, Production design, Quality control and small business technology, Quality and total quality management, Need for TQM in small enterprises.

#### **Small Enterprises in International Business** **7**

Export performance and trends of small enterprises, Major constraints, Export potentials of small scale units, Export documents and procedures, Types of documents: commercial documents, regulatory documents and export assistance documents, Documents required by importing countries, Processing of an export order.

#### **Text Book**

1. Khanka, S. S.; *Entrepreneurial Development*; S. Chand and Co.

#### **Reference Book**

1. Holt, David H.; *Entrepreneurship : New Venture Creation*; PHI Learning

|  |              |              |                        |
|--|--------------|--------------|------------------------|
| <b>Course: RETAIL STORE MANAGEMENT</b> |              |              | <b>Trimester: IV/V</b> |
| <b>Course Code: RTM 101E</b>           | <b>L T P</b> | <b>3 0 0</b> | <b>Credits: 3</b>      |

**Objective:** To enable the students to understand and analyze the retail store management.

### SYLLABUS

**Store Organization and Human Resource Management 5**

Meaning and importance, Principles of effective store organization and management, Formal organization structures, Informal organization: objectives, policies and procedures, Staffing of Store Personnel.

**Store Location and Design 6**

Store Location: selecting a city, Types of locations within a city, Trading area analysis, Catchment area analysis, Site evaluation, Terms of occupancy, Site Selection, Location and site evaluation.

**Store Layout and Space planning 5**

Store layout and space planning, Types of layouts, Role of visual merchandiser, Visual merchandising techniques, Exteriors, Interiors.

**Store Operations 8**

Importance of store operations, Store maintenance, Merchandising handling and controlling, purchasing store supplies and equipment, Operations control: expense control, Store Maintenance, Insurance, Outsourcing, Credit management.

**Store Management 6**

Store management, Responsibilities of store manager, Store security, Parking space problem at retail centers, Facilities Management.

**Text Book**

1. Berman, Barry and Joel, R. Evans; *Retail Management: A Strategic Approach*; Pearson Education

**Reference Books**

1. Reynolds, Jonathan and Christine, Cuthbertson; *Retail Strategy: The View from the Bridge*; Elsevier
2. Oldfield, Brenda M.; *Contemporary Cases in Retail Operations Management*; Macmillan
3. Oliver, Preston Robinson and Norris, B. Brisco; *Retail Store Organization and Management*; PHI Learning
4. David, J. Rachman; *Retail Strategy and Structure: A Management Approach*; PHI Learning

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|------------------------------|---|--------------|------------------------|
| <b>Course:</b>               | <b>RETAIL SALES AND CATEGORY MANAGEMENT</b> |              | <b>Trimester: IV/V</b> |
| <b>Course Code: RTM 102E</b> | <b>L T P</b>                                | <b>3 0 0</b> | <b>Credits: 3</b>      |

**Objective:** To enable students to learn the components of retail sales and category management.

### SYLLABUS

#### **Retail Sales** **6**

Introduction to retail sales, Buyer-seller dyads, Personal selling in retail: its importance, steps in personal selling process in retail, lead generation, Models of communication: AIDA model, Lavidge Steiner model, Innovation-Trial-Adoption Model.

#### **Retail Shopper Decision Making** **6**

Retail shopper decision making process: need/problem recognition, information search, outlet selection and purchase, alternative evaluation in shopping, Shopping behavior: post-purchase behavior, factors influencing shopper behavior, Consumer behavior in retail scenario.

#### **Category Management in Retail** **6**

Concept: categories and their definitions, beneficiaries of category management, use of category management, Methodology of category management: Data retrieval analysis and applications.

#### **Merchandise Planning** **6**

Merchandise plan, Need for a merchandise plan, Process of merchandise planning, Preparing the OTB plan, An alternative model for merchandise planning, Unit planning method, Sales curve.

#### **Strategic Issues in Category Management** **6**

Strategic issues in category management: understanding the purpose, Business situation analysis, Threat of substitutes, SWOT analysis, PLC in category management, Category roles in category management, Strategic moves and alternative portfolio model, Expansion or growth strategies for product categories, Analyzing and identifying potential product categories.

#### **Text Books**

1. Chiplunkar, R.M.; *Product Category Management*; McGraw-Hill Education
2. Pradhan, Swapna; *Retailing Management: Text and Cases*; McGraw-Hill Education

#### **Reference Books**

1. Sivakumar, A.; *Retail Marketing*, Excel Books
2. Berman, Barry and Joel, R. Evans; *Retail Management: A Strategic Approach*; PHI Learning
3. Reynolds, Jonathan and Christine, Cuthbertson; *Retail Strategy: The View from the Bridge*; Elsevier

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|------------------------------|--------------|--------------|------------------------|
| <b>Course: e-RETAILING</b>   |              |              | <b>Trimester: IV/V</b> |
| <b>Course Code: RTM 103E</b> | <b>L T P</b> | <b>3 0 0</b> | <b>Credits: 3</b>      |

**Objective:** The course enables students to learn the essentials of e-retailing.

### SYLLABUS

**Foundation of e-Retailing 4**

Meaning, Definition, Transition from traditional marketing to e-marketing, Demographics and targeting, Advantages of e-retailing, Shortcomings of e-retailing.

**e-Retailing: The Application Domain 4**

e-retailing practices, e-retailing application perspective, e-retailing Online merchandising techniques, Online store front, Creating look and feel, Online brand management, Online purchasing.

**e-Retailing: The Current Trends 2**

Current trend analysis and measures, Current status of online retailing, e-retailing statistics.

**e-Commerce 6**

Procedures and methods, Meaning and usage, B2B model, B2C model, C2C model, B2G model, P2P model, M-commerce, e-commerce payment systems, e-payment security challenges, e-payment business risks, e-commerce security solutions.

**e-Retailing: Marketing Mix 6**

The roles of cyber intermediaries in e-retailing, e-retailing and supply chain management system, Concept of online pricing, Factors affecting online pricing, Different methods of on line pricing, Price discrimination in e-retailing, Pricing strategies for information goods, Dynamics of pricing for e-retailing, Promotional strategies of e-retail business.

**Customer Relationship Management in e-Retailing 8**

Reconfiguring and redesigning the reward system for frequent buyer programs.

**Text Books**

1. Pradhan, Swapna; *Retailing Management – Text and Cases*; McGraw-Hill Education
2. Hanson, W. and Kalyanam, K.; *E-Commerce and Web Marketing*; Cengage learning

**Reference Books**

1. Madaan, K.V.S.; *Fundamentals of Retailing*; McGraw-Hill Education
2. Rajaraman, V.; *Essentials of E-commerce Technology*; PHI Learning
3. Roberts, Mary Lou; *Internet Marketing*; Cengage learning

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|--|--------------|--------------|------------------------|
| <b>Course: RETAIL BRANDING AND CRM</b> |              |              | <b>Trimester: IV/V</b> |
| <b>Course Code: RTM 104E</b>           | <b>L T P</b> | <b>3 0 0</b> | <b>Credits: 3</b>      |

**Objective:** The objective of course is to provide insights into the essentials of differentiated retail branding and managing continual customer relationship/ loyalty.

### SYLLABUS

#### **Perspectives on Retailing** **2**

World of retailing, Retail management: introduction, meaning, characteristics and emergence of organizations of retailing, types of retailers, multichannel retailing, customer buying behavior.

#### **Retail Branding Basics** **6**

Branding perspectives, Branding challenges and opportunities, Brand equity concept, Strategic brand management process, Identifying and establishing brand positioning and values, Customer based brand equity, Brand positioning and values, Positioning guidelines.

#### **Retail Branding Procedure** **8**

Planning and implementing brand marketing programs, Choosing brand elements to build brand equity, Designing marketing programs to build brand equity, Product strategy, Pricing strategy, Channel strategy, Integrating marketing communications, Building brand equity.

#### **CRM in Services and CRM Strategies** **14**

Status of CRM in India, Benefits of implementing a CRM system, CRM in customer service, Relationship marketing strategies and customer perceived service quality, Organizing for relationship management, Strengthening relationships that lead towards increased business.

#### **Text Books**

1. Dunne, Patrick M., Robert F. Lusch and Griffith, David A.; *Retailing*; Thomson Learning
2. Mukerjee, Kaushik; *Customer Relationship Management: A Strategic Approach to Marketing*; Prentice Hall of India
3. Moorthi, Y. L. R.; *Brand Management: The Indian Context*; Vikas Publication

#### **Reference Books**

1. Gilbert, David; *Retail Marketing Management*; Pearson Education
2. Shajahan, S.; *Relationship Marketing*; McGraw-Hill Education

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|---|--------------|--------------|------------------------|
| <b>Course: RETAIL SUPPLY CHAIN MANAGEMENT</b> |              |              | <b>Trimester: IV/V</b> |
| <b>Course Code: RTM 105E</b>                  | <b>L T P</b> | <b>3 0 0</b> | <b>Credits: 3</b>      |

**Objective:** This course will enable the students into understand the logistics function and supply chain management to achieve cost-effective supply and distribution of goods and services to meet varying customer demand.

### SYLLABUS

**Introduction to Retail SCM** **7**

Retail Supply Chain, Merchandise replenishment and budgeting, Types of retail supply chain Businesses, Retail supply chain change drivers, Supply chain risk, Supply chain metrics, Internationalization of retail supply chain.

**Retail Strategy and Supply Chain** **6**

The conventional chain, Modules for supply chain design, Activity systems and process definition, Supply chain process improvement cycles.

**Retail Supply Chain Process Improvement** **6**

Continuous Improvement Cycles, Collaboration with supply chain partners, Demand driven supply chain, Product tracking along retail supply chains.

**Financial Success in Retail Supply Chain** **6**

Supply chain costs, Collaboration to reduce costs, Retail return loops, Logistics costs with emphasis on packaging.

**Managing Inventory and Logistics** **5**

What to order, How often to order, Monitoring stock levels, Managing the logistics mix, Balancing cost and Service requirements.

**Text Book**

1. Ayers, James B. and Odegaard, Mary Ann; *Retail Supply Chain Management*; Auerbach Publications

**Reference Books**

1. Christopher, John Fernie and Martin, L.; *Logistics and Supply Chain Management*; Pitman
2. Chopra, Sunil and Peter, Meindl; *Supply chain Management: Strategy, Planning and Operation*; Pearson Education
3. Sahay, B.S.; *Supply Chain Management for Global Competitiveness*; Macmillan
4. Schary, Philip B., Tage and Skjott, Larsen; *Managing the Global Supply Chain*; Viva
5. Weele, Arjan J. Van; *Purchasing and Supply Chain Management-Analysis, Planning and Practice*; Thomson Learning

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|------------------------------|---|--------------|------------------------|
| <b>Course:</b>               | <b>SPACE PLANNING AND MALL MANAGEMENT</b> |              | <b>Trimester:</b> IV/V |
| <b>Course Code:</b> RTM 106E | <b>L T P</b>                              | <b>3 0 0</b> | <b>Credits:</b> 3      |

**Objective:** To acquaint the students with the concept of merchandising and impart knowledge about effective space planning in shopping malls.

### SYLLABUS

#### **Introduction to Mall Management** 6

Concept of shopping malls, Growth of malls in India, challenges of mall development in India, Comparison of Indian and western shopping malls, Shopping centers V/s malls: the paradox, Types of shopping malls, Mall management.

#### **Mall Development Process** 6

Planning and design decisions, Site selection for shopping malls, Mall design process.

#### **Location and Space Management** 6

Choosing a store location, Importance, Trading-area analysis, Benefits, Geographic information system, Size and shape of trading areas for new stores, Reilly's law of retail gravitation, Characteristics of trading areas, Store allocation, Leasing negotiations, Maintenance and repairs, Security and safety procedures and regulations, Operational activities, Footfalls measurement, Common area management.

#### **Tenant Relationship** 6

Tenant relationship management, Selection of anchor Tenant, tenant mix, Types of retail tenants, Anchor tenants, Tenant mix decisions, Owner-tenant relationship, Handling anchor tenants.

#### **Leasing Administration** 6

Leasing, Types of leasing, leasing process, Rent changes in leasing agreement, Best leasing practices, Lease preparation, Expiry and termination of lease agreement.

#### **Text Books**

1. Singh, H. and Srinivisan, S. R.; *Mall Management: Operating in Indian Retail Space*; McGraw-Hill Education
2. Pradhan, Swapna; *Retailing Management: Text and Cases*; McGraw-Hill Education

#### **Reference Books**

1. Das, A.; *Mall Management with Case Studies*; Taxmann Publications
2. Sivakumar, A.; *Retail Marketing*; Excel Books
3. Berman, Barry and Joel, R. Evans; *Retail Management: A Strategic Approach*; Pearson Education
4. Reynolds, Jonathan and Christine, Cuthbertson; *Retail Strategy: The View from the Bridge*; Elsevier