



# Aliah University

Proposed Syllabus Structure with Choice-Based  
Credit System (CBCS)

Dept. of Management & Business Administration

Towards...

**Excellence** | **Empowerment** | **Equity**

## Preface

The business world has changed significantly in the past few decades. The pace at which technology has evolved is unheard and unseen. The fourth industrial revolution is bringing advanced robotics and autonomous transport, artificial intelligence (AI) and machine learning, advanced materials and biotechnology. Keeping in view the latest industry trends, digital economy and market requirements, the curriculum of 5 year Integrated Masters in Business Administration (MBA) is hereby proposed. Collecting input from all the key stakeholders of the management education (industry, academia, and alumni), benchmarking with top Indian and foreign business schools, and also referring the future of the jobs report of world economic forum, the proposed curriculum had identified the six key learning outcomes of the said programme..

The proposed curriculum focuses on the alignment of 5-year Integrated MBA program curriculum with department/institute's mission. The curriculum emphasizes an intensive, flexible core in management education with large number of specializations and electives including second generation courses. The core courses of 5-year Integrated MBA program are comprised of six key learning outcomes that every employer seeks in management talent. Overall, an attempt has been made to connect theory to practice and equip MBA students to meet the ever-changing needs of the industry. Employability, innovation, theory to practice connectedness is the central focus of the proposed MBA curriculum design and development.

The department also aims to approve the curriculum by AICTE and shall proceed for NBA accreditation in due course of time.

## Learning Outcomes

The learning outcomes specify the knowledge, skills, values and attitudes students are expected to attain in courses or in a program. The six most critical learning outcomes of the proposed 5-year Integrated MBA is as below:

1. ***Business Environment and Domain Knowledge (BEDK)***: Economic, legal and social environment of Indian business... Graduates are able to improve their awareness sand knowledge about functioning of local and global business environment and society. This helps in recognizing the functioning of businesses, identifying potential business opportunities, evolvment of business enterprises and exploring the entrepreneurial opportunities.

2. ***Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI):***  
Competencies in quantitative and qualitative techniques. Graduates are expected to develop skills on analysing the business data, application of relevant analysis, and problem solving in other functional areas such as marketing, business strategy and human resources.
3. ***Global Exposure and Cross-Cultural Understanding (GECCU):*** Demonstrate a global outlook with the ability to identify aspects of the global business and Cross Cultural Understanding.
4. ***Social Responsiveness and Ethics (SRE):*** Developing responsiveness to contextual social issues/problems and exploring solutions, understanding business ethics and resolving ethical dilemmas. Graduates are expected to identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethical standards in organizational decision making. Demonstrate awareness of ethical issues and can distinguish ethical and unethical behaviors.
5. ***Effective Communication (EC):*** Usage of various forms of business communication, supported by effective use of appropriate technology, logical reasoning, articulation of ideas. Graduates are expected to develop effective oral and written communication especially in business applications, with the use of appropriate technology (business presentations, digital communication, social network platforms and so on).
6. ***Leadership and Teamwork (LT):*** Understanding leadership roles at various levels of the organization and leading teams. Graduates are expected to collaborate and lead teams across organizational boundaries and demonstrate leadership qualities, maximize the usage of diverse skills of team members in the related context.

## **Choice Based Credit System (CBCS)**

The Choice Based Credit System (CBCS) enables a student to obtain a degree by accumulating required number of credits prescribed for that degree. The number of credits earned by the student reflects the knowledge or skill acquired him / her. Each course is assigned with a fixed number of credits based on the contents to be learned. The student also has choice in selecting courses out of those offered by various departments. The grade points earned for each course reflects the student's proficiency in that course. The CBCS enables the students to earn

credits across departments and provides flexibility in duration to complete a Program of study. The CBCS facilitates transferor credits earned in different Departments/Centers of other recognized / accredited universities or institutions of higher education in India and abroad. In this System student representatives take part in designing the curriculum for a program of Study and facilitate in running the academic programs.

### (a) Scope and Coverage

1. The CBCS is applicable to all full-time Post Graduate; 5 year integrated Post Graduate (eg. MBA) and M. Phil. Programs of study approved by the Academic Council or competent authority of the University.
2. It is also applicable to any other Program of study approved by the Academic Council or competent authority of the University that has been prescribed to follow the CBCS pattern.
3. The learning and evaluation is on Semester pattern.
4. Eligibility, qualifications and admission procedure for each Program of study is as approved by the Academic Council and specified in Information Brochure of the University.

### (b) Credits and Courses

#### **3.1. Contact hours**

1. One credit shall mean one period of teaching for theory or two periods for laboratory / practical course per week in a semester.
2. One teaching period shall be for 50 / 60 minutes duration including 10 minutes for discussion/ academic movement.
3. 2 (Two) credits shall be assigned to one week of field training program (wherever applicable) where the students spend the entire duration in the field along with the faculty member(s).
4. 4 (Four) credits shall be assigned to 8 weeks of Internship undergone in Company/ Organization/approved by the Department.
5. One Tutorial hour per week shall be conducted in addition to regular contact hours for both Hard core and Soft core theory Courses.

### 3.2. Number of credits

1. The credits for 5-year Integrated MBA Programme (inclusive of Core, General Electives, Electives and Project work) shall be in the range specified in Table 1 given below.
2. A candidate who has successfully completed all the Core, General Electives and Specialization courses and a Project work, if any, and accumulated not less than minimum number of Credits prescribed shall be eligible to receive the Degree.
3. The duration of 5-year Integrated MBA Programme is 10 semesters. Extension of the duration shall be at the discretion of appropriate authority of the University and is subject to change from time to time.

## Programme Structure & Credits

The Programme structure and credits for 5-year Integrated MBA Programme has been designed as per the stakeholders' needs and industry demands Minimum number of class room contact teaching credits for the programme should be 280 credits (one credit equals 10 hours). Out of 280 credits, 129 credits are to be allotted for core courses, 39 credits for non-core (AECC & SEC) courses, 37 for generic electives (GE) and rest of 75 credits for discipline electives (DSE).

**Table-1: Credit distribution for 5-year Integrated MBA**

5-year Integrated MBA Programme	Credits				
	Core	Non-core (AECC & SEC)	Generic Elective (GE)	Discipline Specific Electives (DSE)	Internship
First Year ( Sem-I & Sem-II)	24	8 (AECC)	12	-----	
Second Year ( Sem-III & Sem-IV)	36	8 (SEC)	12	-----	
Third Year ( Sem-V & Sem-VI)	24	-----	-----	24	
	84	16	24	24	
	<b>148</b>				
Fourth Year ( Sem-VII & Sem-VIII)	56				
Fifth Year ( Sem-IX & Sem-X)				40	06
	56			40	06
	<b>102</b>				
Total	<b>250</b>				

\* Each for Specialization

Contact hours include work relating to Lecture, Tutorial and Project (LTP), where the academic institution can exercise flexibility to decide course wise requirements

- ***Core Courses:*** Core courses of 5-year Integrated MBA Programme provide a holistic approach to management education, giving students both an overview of the field, and a basis to build, and specialize upon. These core courses are the strong foundation to establish management knowledge and provide broad multi-disciplined knowledge that can be further studied in depth during the elective phase. The core courses provide students with more than just practical knowledge, case-based lessons and collaborative learning models, train students to analyse, decide, and lead—rather than merely know—while creating a common student experience that fosters a deep and tenacious community. A wide range of core courses provide groundwork in the basic management disciplines: accounting, marketing, responsible business, finance, information management system, organizational behavior and human resources, statistics, strategy, and supply chain management. The integrated foundation is important for students because it not only allows them to build upon existing skills, but also to explore career options in a range of industries, and expand their understanding of various business fields. **The Core-Courses shall be offered as Choice-Based Courses for other departments.**

- ***Elective Courses:*** The Elective courses fall (as of now) under at least one of the three functional areas of business: Finance, Human Resources and Marketing with an objective and scope to introduce additional elective fields, namely, Organisational Behaviour, Business Analytics, Information Management, Strategy and Operations Management in near future. The curriculum has also identified new and evolving specialisations. These elective courses are: Entrepreneurship, Management of micro & small business management, Retail management, Healthcare management, Social enterprise management, Agribusiness management, Rural Marketing, Tourism & Hospitality management etc. Students in 5-year Integrated MBA Programme can define what areas of study they would like to pursue, or even take some courses (Choice-based courses) from other departments of the university based on their educational background. These elective courses are taught through the combination of readings, lectures, cases, group presentations, experiential exercises and class discussion.

- ***Alternative Study Credit Activities:*** Today there is a need to prepare MBA students for a VUCA (Volatile Uncertain, Complex and Ambiguous) world. Business models are being redefined, and the lines between careers, industries and geographical boundaries are constantly

being redrawn. To stay relevant, MBA students must go beyond the boundaries of their campus. The future very much rests on how current and future leaders are being prepared, both inside and outside of the classroom by Management programs. Higher education today is no longer confined to the classroom alone. The classroom is now less a place for knowledge transmission than a platform for development i.e. to apply acquired information to debates and discussions, drive inquisitiveness as well as develop causal thinking and analytical prowess. Employers expect graduates to be work-ready from day one and are increasingly focused on applicants' verifiable skills. Thus, non-classroom non-traditional sources of learning have a critical role to play. It is about the context and environment for learning and development. Students should be taken outside the walls of the campus to learn at various locations around the city, and the world, in order to put lessons into a larger context. Also, it helps the students to develop communication and networking skills to obtain the information they need, and then employ their own analysis, judgment and moral compass to make the right decisions. Business schools are much more integral part of their surrounding community. Students should work on projects that strengthen local organizations, government, businesses and the society. Engagement is an important aspect of producing management education that is responsible and accountable. To meet the demand for work-ready graduates, experiential learning is an essential curriculum component. Apart from core and elective courses, the following vital programmes (with appropriate credits) engage and empower students by allowing them to discuss, debate and solve real business challenges are to be considered as alternatives for the core and elective courses for 5-year Integrated MBA Programme:

1. Outbound Experiential Learning Programmes
2. Communication through Theatre Techniques
3. Course of Independent Study
4. MOOC Courses
5. NSE and other similar Certification Programs
6. Social Sensitization Projects
7. Community Development Projects
8. Rural Innovation Projects
9. Consulting Projects
10. Industry or Academic Internships
11. Field/Live Projects
12. Global Virtual Team Project
13. Study Abroad Programme
14. Student Exchange Programme

## Pedagogy

In addition to conventional time-tested lecture method the committee suggests the following approaches:

1. **Case Based Learning:** Case based learning enhances student skills at delineating the critical decision dilemmas faced by organizations, helps in applying concepts, principles and analytical skills to solve the delineated problems and develops effective templates for business problem solving. Case method of teaching is to be harnessed as a critical learning tool.

2. **Experiential/Live Projects:** The learning is driven by the students who take up experiential projects in companies, where senior executives with a stake in teaching guide them.

3. **Global Virtual Teams:** The MBA/PGDM students be equipped to work across time zones, languages, and cultures. To acquire the skills necessary, students can work on a project with member schools from department/institute's Global Network/international linkages. The idea of introducing "Global Virtual Teams," a required course in the core curriculum, helps for grounding in team dynamics realizing the routine difficulties of working with people stationed in remote parts of the world. The course will help students develop a set of skills that the market is demanding.

4. **Global Classrooms:** Apart from course faculty, using modern ICT technology students learn in class room from people who are located all over the world who bring real-time insights from their industries, their customers, happenings in their local place and environment. This sparks different ways of thinking as well as cover the conventional material.

5. **Second Generation Core Courses:** Expanded core course offerings that include Business Intelligence/ Analytic, spread sheet modelling and a Project focused Capstone course.

6. **Leadership Building:** In addition to developing a strong background in the functional areas of business, the revised MBA/ PGDM curriculum focuses on developing essential leadership



capabilities in its graduates. Encouraging leadership building through the Leadership Initiative of student council/ clubs/ Business Thought Leadership (BTL) Series and or experiential learning programs. Also fostering entrepreneurship through Innovation Labs.

**7. *Emphasis on Indian Business Models:*** In the last twenty years several Indian organisations have made remarkable presence in the global business scenario with the innovation of new business models and building world class organisations. The quick examples are Infosys, Dr Reddy Laboratories, Tata group and ITC-E-choupal, National Stock Exchange, few micro finance companies and so on. Faculty should appropriately pickup such examples and motivate the students evolving world class models from India.

It is desirable to have an understanding of the contemporary pedagogical methods practiced all over the world. In order to employ appropriate pedagogical tools in management education, it is important to understand the changing profile of learning. The paradigm shift is from Teaching to learning, Learning things to Learning how to learn, Certification to Demonstration of competence and skills, Disseminators to Guides and mentors, Time-limited to Lifelong learning and Linear to Serendipitous learning. Moderator Supported Learning Approaches (MSLA) such as Case debates, Crossword Play, Computer Simulations and Card games. May be used to engage and involve the students in learning process. Self-learning Tools (SLT) such as Poster Sessions, Break ‘n Build, Free fall learning mechanisms are other innovative teaching methods like Action-Oriented Leadership, Case Study Method, Pedagogy Innovations in Business Education include Experiential Design Thinking Contemplative Practices Usage of Dance and Drama as pedagogical tools can enhance deeper learning.

**Proposed scheme for CHOICE BASED CREDIT SYSTEM (CBCS)  
5 year Integrated MBA: Undergraduate Level (Semester I to Semester VI)**

Semester	Core Course (14)	Ability Enhancement Compulsory Course (AECC) (2)	Skill Enhancement Course (SEC) (2)	Elective: Discipline Specific DSE (4)	Elective: Generic (GE) (4)
I	C1	AECC1			GE1
	C2				
II	C3	AECC2			GE2
	C4				
III	C5		SEC1		GE3
	C6				
	C7				
IV	C8		SEC2		GE4
	C9				
	C10				
V	C11			DSE1	
	C12			DSE2	
VI	C13			DSE3	
	C14			DSE4	

C: Core Course, AECC: Ability Enhancement Compulsory Course, SEC: Skill Enhancement Course, DSE: Discipline Specific Elective, GE: Generic Elective.

**Proposed Paper-Spread for CHOICE BASED CREDIT SYSTEM (CBCS) in  
5 year Integrated MBA: Undergraduate Level (Semester I to Semester VI)**

Semester	Core Course	Ability Enhancement Compulsory Course (AECC)	Skill Enhancement Course (SEC)	Elective: Discipline Specific DSE	Elective: Generic (GE)	Non-Credit Compulsory
I	Fundamentals of Management & Organisational Behaviour	Fundamentals of Computer Applications			Ethics & Corporate Social Responsibility	Elementary Arab and Islamic Studies
	Statistics for Business Decisions				Entrepreneurship Development	
II	Micro Economics	Business Communication & Personality Development (Language : English / MIL)			Indian Society & Culture	
	Business Accounting				Total Quality Management	
III	Macro economics		IT Tools for Business		Econometrics	
	Principles of Marketing				Production & Operations	
	Management Accounting					
IV	Business Research		Statistical Software package (s)		Taxation	Environmental Science
	Human Resource Management				India's Diversity & Business	
	Financial Management					
V	Quantitative Techniques for Management			DSE-I/II/III/IV		
	Legal Aspects of Business			DSE-I/II/III/IV		
VI	Business Policy & Strategy			DSE-I/II/III/IV		
	Financial Institutions & Markets			DSE-I/II/III/IV		

## Discipline Specific Elective (DSE) Courses

Sl. No.	DSE - I (Finance)	DSE – II (Marketing)	DSE - III (Human Resource)
1.	International Finance	Consumer Behaviour	HRD : Systems & Strategies
2	Investment Banking & Financial Services	Personal Selling & Sales Force Management	Training & Development
3	Investment Analysis & Portfolio Management	Advertising & Brand Management	Management of Industrial Relations
4	Project Appraisal	Retail Management	Performance & Compensation Management
5	Business Analysis & Valuation	Distribution & Supply Chain Management	Counseling & Negotiation Skills for Managers
6	Financial Modeling & Derivatives	Marketing of Services	Cross Cultural HRM
7	Islamic Banking		
8	Strategic Corporate Finance	International Marketing	Talent & Knowledge Management
9	Research Project	Research Project	Research Project

**Proposed Credit distribution CHOICE BASED CREDIT SYSTEM (CBCS) in  
5 year Integrated MBA: Undergraduate Level (Semester I to Semester VI)**

Credit distribution

Course	No. of Papers & Credits	Credits	
		Theory + Practical	Theory + Tutorial
Core Courses	14 papers 6 credit each	-----	14 x (4+2) =84
Elective Courses			
1. Discipline Specific Electives (DSE)	4 papers 6 credit each	1 x 6 = 6	3 x (4+2) = 18
2. Generic Elective (GE)	4 papers 6 credit each	-----	4 x (4+2) = 24
3. Ability Enhancement Compulsory Courses (AECC)	2 papers 4 credit each	1 x 4 = 4	1 x 4 = 4
Skill Enhancement Courses (SEC)	2 papers 4 credit each	2 x 4 = 8	-----
Total		18	130
		<b>148</b>	

**Proposed Paper-spread for CHOICE BASED CREDIT SYSTEM (CBCS) in  
5 year Integrated MBA: Postgraduate Level (Semester VII to Semester X)**

Core Courses

Functional areas	Core courses	Semester
Foundations of Management	Managerial Economics	VII
	Business Communication	VII
	Legal and Business Environment	VII
	Indian Ethos & Business Ethics	VII
Organisational Behaviour	Organisational Behaviour	VII
Management Information System	Computer Applications in Business	VII
Business Analytics	Quantitative Techniques	VII
Finance	Financial Reporting, Statements and Analysis	VIII
	Corporate Finance	VIII
Marketing Management	Marketing Management	VIII
Operations Management	Operations Management	VIII
Human Resource Management	Human Resource Management	VIII
Strategy	Corporate Strategy	VIII
	Entrepreneurship	VIII

**Proposed Electives for CHOICE BASED CREDIT SYSTEM (CBCS) in  
5 year Integrated MBA: Postgraduate Level (Semester VII to Semester X)**

Discipline Specific Elective Courses

Functional Area	Elective Courses	Semester
<b>Finance</b>	Investment Analysis and Portfolio Management	IX
	Managing Banks and Financial Institutions	IX
	Project Appraisal and Finance	IX
	Valuation	IX
	Financial Markets and Services	IX
	Mergers, Acquisitions and Corporate Restructuring	X
	Financial Derivatives	X
	International Finance	X
	Behavioral Finance	X
	Tax Planning	X
<b>Marketing Management</b>	Integrated Marketing Communications/ Promotion Strategy	IX
	Digital and Social Media Marketing	IX
	Brand Management	IX
	Marketing Research	IX
	Relationship Marketing	IX
	Rural Marketing	X
	Consumer Behaviour	X
	B2B Marketing	X
	Strategic Marketing	X
	International Marketing	X
<b>Human Resources Management</b>	Human Resource Planning, Recruitment, and Selection	IX
	Employee Relations	IX
	Labour Laws	IX
	Performance Management Systems	IX
	Strategic HRM	IX
	Compensation and Benefits Management	X
	Team Dynamics at Work	X
	International HRM	X
	Human Resource Development	X
Human Resource Metrics & Analytics	X	

\*A student will be offered Four Major Electives and One Minor Elective in each of Sem. IX & Sem. X

\*\* Semester-wise distribution of electives may be advised by the members of the Faculty.

Proposed Credit distribution for CHOICE BASED CREDIT SYSTEM (CBCS) in  
5 year Integrated MBA: Postgraduate Level (Semester VII to Semester X)

Credit distribution

Course	No. of Papers & Credits	Credits	
		Theory + Practical	Theory + Tutorial
1. Core Courses	14 papers 4 credit each	-----	14 x 4 = 56
2. Elective Courses			
3. Discipline Specific Electives (DSE)	10 papers 4 credit each	-----	10 x 4 = 40
Internship		6	
Total		6	96
		<b>102</b>	



## **Curriculum Mapping at the PG level for 5-year Integrated MBA Programme**

A curriculum map is a communication tool that visually aligns identified learning outcomes with the content of individual courses or experiences in the program. It is typically designed as a matrix, with the learning outcomes listed on the top row and the individual courses or experiences listed in the first column (or vice versa). Curriculum maps provide an overview of the structure of the curriculum and the contribution of individual courses to the goals of the program. These maps also project the synchronisation of an academic curriculum with the industry demand. Curriculum maps can identify student learning outcomes. Curriculum maps can also help to identify gaps (learning outcomes that are addressed by only a few courses) and suggest whether students take courses in an optimal sequence. Finally, curriculum maps can serve as useful advising tools that provide students with an overview of the role of each course in the curriculum and why some courses should be taken in a particular order. The Curriculum mapping process will serve as a reference template for introducing further papers (course curricula) on the basis of industry demand. These maps can be further augmented with the integration of alternative channels of knowledge impart, namely, MOOCs. Apart from the general consensus mapping, an individual mapping process may be adopted by an individual teacher for a specific course and it may include essential questions, content, skills, and assessments and thereby providing greater autonomy to the teacher in designing and up-scaling courses.

***Curriculum Mapping Process:*** The following steps were followed:

- a) Listing all core courses and events/experiences (internships etc.) in the first column
- b) Determining the alignment between core courses and probable outcomes
- c) Making a judgment regarding the level of material delivery using simplest type of curriculum map or the level of knowledge/ skill curriculum map
- d) Analyzing syllabus to determine whether students are given opportunities to demonstrate performance on the outcomes and provided with feedback.
- e) Determine those areas which are subject to frequent change.
- f) Determine those areas which require long-term focus and continuous upgradation.
- g) Fix the Review Cycles

## CURRICULUM MAP FOR PG LEVEL IN 5-YEAR INTEGRATED MBA COURSE

Sr. No	Core Courses/ Events/ Internships	Business Ethics and Social Responsiveness	Critical Thinking Business Analysis, Problem solving and Innovation	Global Exposure and cross cultural understanding	Business Environment and Domain Knowledge	Effective Communication	Leadership and Team Work
1	Fundamentals of Management & Organisational Behaviour		✓		✓		✓
2	Statistics for Business Decisions		✓		✓		
3	Micro Economics	✓	✓		✓	✓	
4	Business Accounting		✓		✓	✓	✓
5	Macroeconomics	✓	✓		✓	✓	
6	Principles of Marketing		✓		✓	✓	✓
7	Management Accounting		✓		✓	✓	✓
8	Business Research		✓		✓		
9	Human Resource Management		✓		✓	✓	✓
10	Financial Management		✓		✓	✓	✓
11	Quantitative Techniques for Management		✓		✓		
12	Legal Aspects of Business	✓		✓	✓	✓	
13	Business Policy & Strategy						
14	Financial Institutions & Markets						
15	Managerial (Micro)Economics	✓	✓		✓	✓	
16	Business Communication					✓	✓
17	Legal and Business Environment (Micro and Macro)	✓		✓	✓	✓	
18	Indian Ethos and Business Ethics	✓					✓

19	Financial Reporting, Statements and Analysis		✓		✓		
20	Corporate Finance		✓		✓	✓	✓
21	Marketing Management		✓		✓	✓	✓
22	Operations Management		✓		✓	✓	
23	Computer Applications for Business		✓		✓		
24	Human Resources Management	✓			✓		✓
25	Organisational Behaviour		✓		✓		✓
26	Corporate Strategy	✓	✓				
27	Entrepreneurship	✓	✓		✓		
28	Quantitative Techniques		✓		✓		
29	Internship	✓	✓	✓	✓	✓	✓

## COURSE MATRIX FOR 5 YEAR INTEGRATED MBA UNDER CBCS

Semester	Core Course– 6 credit	AECC– 4credit	SEC- 4credit	GE- 6credit		DSE – 6 credit	Non-Credit Compulsory	Credit			
Sem-I	Fundamentals of Management & Organisational Behaviour	Fundamentals of Computer Application		Ethics & Corporate Social Responsibility			Elementary Arabic and Islamic Studies	22			
	Statistics for Business Decisions			Entrepreneurship Development							
Sem-II	Micro Economics	Business Communication & Personality Development (Language : English / MIL)		IT Tools for Business			Indian Society & Culture				22
	Business Accounting						Total Quality Management				
Sem-III	Macro-economics		IT Tools for Business	Production & Operations Management				28			
	Principles of Marketing			Econometrics							
	Management Accounting										
Sem-IV	Business Research			Statistical Software package (s)	Taxation			Environmental Science	28		
	Human Resource Management	India's Diversity in Business									
	Financial Management										

Sem-V	Quantitative Techniques for Management			DSE-I & II: Finance	International Finance		24 each
	Legal Aspects of Business				Investment Banking & Financial Services		
					Investment Analysis & Portfolio Management		
					Project Appraisal		
					Business Analysis & Valuation		
				DSE-I & II: Marketing	Consumer Behaviour		
					Personal Selling & Sales Force Management		
					Advertising & Brand Management		
					Retail Management		
				DSE-I & II: Human Resource	HRD : Systems & Strategies		
					Training & Development		
					Management of Industrial Relations		
					Performance & Compensation Management		

Sem-VI	Business Policy & Strategy			DSE-III & IV: Finance	Financial Modeling & Derivatives	24 each	
	Financial Institutions & Markets				Islamic Banking		
					Strategic Corporate Finance		
					Research Project		
					DSE-III & IV: Marketing		Distribution & Supply Chain Management
				Marketing of Services			
				International Marketing			
				Research Project			
					DSE-III & IV: Human Resource		Counseling & Negotiation Skills for Managers
				Cross Cultural HRM			
				Talent & Knowledge Management			
				Research Project			
	Sem-VII			Managerial Economics			
Business Communication							
Legal and							

	Business Environment						
	Indian Ethos & Business Ethics						
	Computer Applications in Business						
	Organisational Behaviour						
	Quantitative Techniques						
Sem-VIII	Financial Reporting, Statements and Analysis						28 (4 credit/ paper)
	Entrepreneurship						
	Corporate Finance						
	Marketing Management						
	Operations Management						
	Human Resource Management						
	Corporate Strategy						

				<b>MARKETING</b>	Integrated Marketing Communications/ Promotion Strategy		20 each 4 credits/pa per
Sem-IX					Digital and Social Media Marketing		
					Brand Management		
					Marketing Research		
					Relationship Marketing		
				<b>HUMAN RESOURCE</b>	Human Resource Planning, Recruitment, and Selection		
					Employee Relations		
					Labour Laws		
					Performance Management Systems		
					Strategic HRM		
				<b>FINANCE</b>	Investment Analysis and Portfolio Management		
					Managing Banks and Financial Institutions		
					Financial Markets and Services		
					Project Appraisal		



					and Finance			
					Valuation			
Sem-X					<b>MARKETING</b>	Consumer Behaviour		20 each 4 credits/pa per
						B2B Marketing		
						Rural Marketing		
						Strategic Marketing		
						International Marketing		
						Human Resource Development		
					<b>HUMAN RESOURCE</b>	Compensation and Benefits Management		
						Team Dynamics at Work		
						International HRM		
						HR Analytics		
						<b>FINANCE</b>	Financial Derivatives	
					International Finance			
					Behavioral Finance			
Tax Planning								
Mergers, Acquisitions and Corporate Restructuring								
INTERNSHIP							<b>06</b>	
TOTAL CREDIT							<b>250</b>	



## List of Paper with Paper Codes

Sl. No.	Paper Name	Type	Year & Semester	Paper Codes
1	Fundamentals of Management & Organisational Behaviour	Core	I / I	<b>UGMBCC01</b>
2	Statistics for Business Decisions	Core	I / I	<b>UGMBCC02</b>
3	Fundamentals of Computer Applications	AECC	I / I	<b>UGMBAE01</b>
4	Ethics & Corporate Social Responsibility	GE	I / I	<b>UGMBGE01</b>
5	Entrepreneurship Development	GE	I / I	<b>UGMBGE02</b>
6	Elementary Arabic & Islamic Studies	Non-Credit	I / I	<b>AUUGCC01</b>
7	Micro Economics	Core	I / II	<b>UGMBCC03</b>
8	Business Accounting	Core	I / II	<b>UGMBCC04</b>
9	Business Communication & Personality Development (Language : English / MIL)	AECC	I / II	<b>UGMBAE02</b>
10	Indian Society & Culture	GE	I / II	<b>UGMBGE03</b>
11	Total Quality Management	GE	I / II	<b>UGMBGE04</b>
12	Macro economics	Core	II / III	<b>UGMBCC05</b>
13	Principles of Marketing	Core	II / III	<b>UGMBCC06</b>
14	Management Accounting	Core	II / III	<b>UGMBCC07</b>
15	IT Tools for Business	SEC	II / III	<b>UGMBSE01</b>
16	Production & Operations Management	GE	II / III	<b>UGMBGE05</b>
17	Econometrics	GE	II / III	<b>UGMBGE06</b>
18	Business Research	Core	II / IV	<b>UGMBCC08</b>
19	Human Resource Management	Core	II / IV	<b>UGMBCC09</b>
20	Financial Management	Core	II / IV	<b>UGMBCC10</b>
21	Statistical Software package (s)	SEC	II / IV	<b>UGMBSE02</b>
22	Taxation	GE	II / IV	<b>UGMBGE07</b>

23	India's Diversity in Business	GE	II / IV	<b>UGMBGE08</b>
24	Environmental Science	Non-Credit	II / IV	<b>AUUGCC02</b>
25	Quantitative Techniques for Management	Core	III / V	<b>UGMBCC11</b>
26	Legal Aspects of Business	Core	III / V	<b>UGMBCC12</b>
27	Investment Analysis & Portfolio Management	DSE	III / V	<b>UGMBDS01</b>
28	International Finance	DSE	III / V	<b>UGMBDS02</b>
29	Investment Banking & Financial Services	DSE	III / V	<b>UGMBDS03</b>
30	Project Appraisal	DSE	III / V	<b>UGMBDS04</b>
31	Business Analysis & Valuation	DSE	III / V	<b>UGMBDS05</b>
32	Personal Selling & Sales Force Management	DSE	III / V	<b>UGMBDS06</b>
33	Consumer Behaviour	DSE	III / V	<b>UGMBDS07</b>
34	Retail Management	DSE	III / V	<b>UGMBDS08</b>
35	Advertising & Brand Management	DSE	III / V	<b>UGMBDS09</b>
36	Training & Development	DSE	III / V	<b>UGMBDS10</b>
37	HRD : Systems & Strategies	DSE	III / V	<b>UGMBDS11</b>
38	Management of Industrial Relations	DSE	III / V	<b>UGMBDS12</b>
39	Performance & Compensation	DSE	III / V	<b>UGMBDS13</b>
40	Business Policy & Strategy	Core	III / VI	<b>UGMBCC13</b>
41	Financial Institutions & Markets	Core	III / VI	<b>UGMBCC14</b>
42	Islamic Banking, Finance & Insurance	DSE	III / VI	<b>UGMBDS14</b>
43	Financial Modeling & Derivatives	DSE	III / VI	<b>UGMBDS15</b>
44	Strategic Corporate Finance	DSE	III / VI	<b>UGMBDS16</b>
45	Marketing of Services	DSE	III / VI	<b>UGMBDS17</b>
46	Distribution & Supply Chain Management	DSE	III / VI	<b>UGMBDS18</b>
47	International Marketing	DSE	III / VI	<b>UGMBDS19</b>

48	Cross Cultural HRM	DSE	III / VI	<b>UGMBDS20</b>
49	Counselling & Negotiation Skills for Managers	DSE	III / VI	<b>UGMBDS21</b>
50	Talent & Knowledge Management	DSE	III / VI	<b>UGMBDS22</b>
51	Research Project	DSE	III / VI	<b>UGMBDS23</b>
52	Managerial Economics	Core	IV / VII	<b>PGMBCC01</b>
53	Business Communication	Core	IV / VII	<b>PGMBCC02</b>
54	Legal and Business Environment	Core	IV / VII	<b>PGMBCC03</b>
55	Indian Ethos & Business Ethics	Core	IV / VII	<b>PGMBCC04</b>
56	Organisational Behaviour	Core	IV / VII	<b>PGMBCC05</b>
57	Computer Applications in Business	Core	IV / VII	<b>PGMBCC06</b>
58	Quantitative Techniques	Core	IV / VII	<b>PGMBCC07</b>
59	Financial Reporting, Statements and Analysis	Core	IV / VIII	<b>PGMBCC08</b>
60	Corporate Finance	Core	IV / VIII	<b>PGMBCC09</b>
61	Marketing Management	Core	IV / VIII	<b>PGMBCC10</b>
62	Operations Management	Core	IV / VIII	<b>PGMBCC11</b>
63	Human Resource Management	Core	IV / VIII	<b>PGMBCC12</b>
64	Corporate Strategy	Core	IV / VIII	<b>PGMBCC13</b>
65	Entrepreneurship	Core	IV / VIII	<b>PGMBCC14</b>
66	Investment Analysis and Portfolio Management	DSE	V / IX	<b>PGMBDS01</b>
67	Managing Banks and Financial Institutions	DSE	V / IX	<b>PGMBDS02</b>
68	Financial Markets and Services	DSE	V / IX	<b>PGMBDS03</b>
69	Valuation	DSE	V / IX	<b>PGMBDS04</b>
70	Project Appraisal and Finance	DSE	V / IX	<b>PGMBDS05</b>
71	Integrated Marketing Communications/ Promotion Strategy	DSE	V / IX	<b>PGMBDS06</b>
72	Digital and Social Media Marketing	DSE	V / IX	<b>PGMBDS07</b>

73	Brand Management	DSE	V / IX	<b>PGMBDS08</b>
74	Marketing Research	DSE	V / IX	<b>PGMBDS09</b>
75	Relationship Marketing	DSE	V / IX	<b>PGMBDS10</b>
76	Human Resource Planning, Recruitment, and Selection	DSE	V / IX	<b>PGMBDS11</b>
77	Employee Relations	DSE	V / IX	<b>PGMBDS12</b>
78	Performance Management Systems	DSE	V / IX	<b>PGMBDS13</b>
79	Strategic HRM	DSE	V / IX	<b>PGMBDS14</b>
80	Labour Laws	DSE	V / IX	<b>PGMBDS15</b>
81	Financial Derivatives	DSE	V / X	<b>PGMBDS16</b>
82	International Finance	DSE	V / X	<b>PGMBDS17</b>
83	Tax Planning	DSE	V / X	<b>PGMBDS18</b>
84	Mergers, Acquisitions and Corporate Restructuring	DSE	V / X	<b>PGMBDS19</b>
85	Behavioral Finance	DSE	V / X	<b>PGMBDS20</b>
86	INTERNSHIP	Core	V / IX	<b>PGMBCC15</b>
87	Consumer Behaviour	DSE	V / X	<b>PGMBDS21</b>
88	B2B Marketing	DSE	V / X	<b>PGMBDS22</b>
89	International Marketing	DSE	V / X	<b>PGMBDS23</b>
90	Strategic Marketing	DSE	V / X	<b>PGMBDS24</b>
91	Rural Marketing	DSE	V / X	<b>PGMBDS25</b>
92	Compensation and Benefits Management	DSE	V / X	<b>PGMBDS26</b>
93	International HRM	DSE	V / X	<b>PGMBDS27</b>
94	Team Dynamics at Work	DSE	V / X	<b>PGMBDS28</b>
95	Human Resource Development	DSE	V / X	<b>PGMBDS29</b>
96	HR Metrics & Analytics	DSE	V / X	<b>PGMBDS30</b>

## **Power to modify and remove difficulties**

1. Notwithstanding anything contained in the foregoing, the appropriate authority (namely, Academic Council etc.) shall have the power to issue directions or orders to remove any difficulty.
2. Nothing in the foregoing limits the power of the Academic Council to amend, modify or repeal any or all of the above.

## Proposed Scheme of Examination / Assessment under CBCS\*\*\*

The evaluation of each course shall contain two parts :1) Internal Assessment (IA) and 2) External or End-Semester Assessment (EA).The internal grade awarded to the students in each course in a semester shall be published on the notice board at least one week before the commencement of end semester examination. The responsibility of evaluating the internal assessment is vested on the teacher(s) who teaches the course.

There will be University Examinations at the end of each semester for both Theory and Practical. Semester End Examinations for all theory papers shall be got set/ prepared by the Controller of Examinations as per existing norms and evaluation of all theory papers courses shall be done by eligible faculty members under the supervision and coordination of the Controller of Examination. 20% of the marks allotted to each theory paper and 50% of the marks allotted to each practical paper including field work/ project work/ dissertation, wherever prescribed, shall be reserved for internal assessment. The evaluation of a candidate shall be awarded and record thereof maintained in accordance with the Regulations prescribed for the purpose under the CBCS as per the following:

Course	Syllabus to be covered in the examination	Time allotted	Weightage distribution of marks
<b>Internal Assessment Test</b> (Pattern: to be decided)	Upto 50% (after 45 days)	1 hr	20%
<b>External End Semester Exam</b> (Pattern: As proposed by the concerned BOS and approved by the Academic Council)	100%	3 hrs	80%
<b>Total</b>			<b>100 marks</b>
<b>Daily Evaluation of Practical</b>			50 marks (20% attendance + 20% viva-voce + 60% progressive evaluation)
<b>Comprehensive Viva Voce/ Project defence</b>			50 marks
<b>Total</b>			<b>100 marks</b>

*In case of failure/re-appear category the Internal Assessment earned by the candidate as a regular student shall be carried forward to the subsequent examination.*



## MINIMUM ELIGIBILITY FOR APPEARANCE IN EXAMINATION

A semester end external examination for B.A. /B.Sc. /B.Com.(General)/BBA/BCA course, under CBCS, shall be open to the following categories of students :

1. A Regular student i.e. a student who has undergone a regular course of study in the department for the period specified for that course of study by having been on the rolls of the university immediately preceding the examination and has his/her name submitted to the Controller of Examinations by the Head of the Department where he/she has pursued the course for the examination and has fulfilled the following conditions to be certified by the Head of the Department concerned:
  - He/she has been a student of good conduct.
  - He/she has attended not less than 75% of the lecture delivered including seminars, tutorials etc. in each course opted by him/her in that semester.
  - He/she has passed in internal assessment.
  - In the case of laboratory course/practical, he/she has attended not less than 75% of the practical classes conducted (practical include field studies, workshop practice, map work, surveying etc.).
  - He/she has paid the prescribed fee.
2. Ex-students i.e. students who after having undergone a regular course of study and having completed all conditions of eligibility for appearance in a course(s) in a semester examination including minimum attendance requirement and having passed in Internal Assessment and having either failed to pass the semester examination in that subject/paper(s) or been unable to appear in the examination in that subject/paper(s) will be eligible to appear as a private candidate in the examination by submitting his/her 15 application on the prescribed form along with prescribed fees to reach the Controller of Examinations within the dates fixed for this purpose.

## PROMOTION TO NEXT SEMESTER

- (i) A student will be eligible for promotion from Semester-I to II, Semester-III to IV if he/she has:
  - Secured pass marks in Internal Assessment of all the subjects/papers of the Semester I/III as the case may be.
  - Has appeared in atleast one of the papers of Semester End examination of Semester I/III as the case may be.
- (ii) A student will be eligible for promotion from Semester-II to III and Semester- IV to V provided he/she has earned atleast 50% of the total credits for the subjects/papers of theory/practical of Semester-I/III as the case may be and passed in Internal Assessment of all subjects/papers of Semester–II/IV as the case may be.
- (iii) A student will be eligible for promotion from Semester-V to VI provided he/she has passed in all subjects/papers of Semester-I and Semester-III. Provided that a student who does not fulfil the promotion criteria (i), (ii) & (iii) above shall be declared fail in the semester concerned. However, he/she shall have the option to retain the marks in the papers in which he/she has secured Pass marks.

- (iv) A student who has to reappear in a subject / paper prescribed for Semester-I to IV shall appear in the subsequent Semester end examination to be held as per the dates prescribed by the University.
- (v) A student who has to reappear in a subject(s)/paper(s) prescribed for Semester-V & VI shall appear in the supplementary examination.

### **CONDONATION OF LECTURES**

The Head of the Department may condone shortage of a student in attendance in a semester for special reasons, to be recorded in writing upto 6% of the lectures delivered or practical conducted in each course separately. Any candidate, who falls short of attendance beyond condonable limits or whose shortage in attendance is not condoned by the competent authorities and wants to pursue the programme, shall be required to rejoin the course along with the next batch of students of the same class to make up the deficiency by attending the required number of lectures by which he/she had fallen short. This provision shall however, be applicable only in respect of such of the candidates who have attended at least 50% classes in the said course/s. Candidates having attended less than 50% of the lectures in a particular course/s shall be considered for re-admission after depositing afresh the prescribed admission fee for the Semester Course. However, such candidate/s shall appear in the examination along with the candidates of the semester, with which he/she has been re-admitted, in regular capacity. Provided, further also that in case such a student again falls short of lectures he/she shall not be allowed to seek admission to that course in any affiliated college in any subsequent year. A student who has been on the rolls of a college in the Semester-I, II, III, IV & V of B.A./B.Sc./B.Com./BBA/BCA course and earns eligibility to join the Semester-II or III or IV or V of the programme as the case may be, but fails to join the semester when he/she was due to join it or discontinues his/her studies for any reason whatsoever may be considered for admission to the semester concerned in a subsequent year if he/she submits application to this effect before the commencement of the semester concerned provided a seat and other facilities for the courses offered by the student are available in the department concerned in the semester he/she wishes to join and the student seeks admission within a period of one year from the date he/she discontinues his/her studies.

***Note: The student who fails to secure 75% attendance shall not be eligible to appear in the Internal as well as in External Tests.***

### **PASSING CRITERION**

The minimum Grade /Grade Point required to pass each paper in a semester examination under CBCS shall be Grade D / Grade Point 4 in each theory paper/ Practical/Project (wherever applicable) in External Examination and Internal Assessment separately.

### **DETERMINATION OF GRADES**

Absolute grading would be used where the marks obtained are converted to grades based on pre-determined class intervals. To implement the following grading system, the colleges /campuses shall use the following UGC recommended 10 point grading system:

Marks (%)	Letter Grades	Grade Points (G)
90-100	O (Outstanding)	10
80 to < 90	A+ (Excellent)	9
70 to < 80	A (Very Good)	8
60 to < 70	B+ (Good)	7
50 to < 60	B (Above Average)	6
40 to < 50	C (Average)	5
35 to < 40	D (Pass)	4
0 to < 35	F (Fail)	0
	AB (Absent)	0

1. A student obtaining Grade F shall be considered failed and will be required to reappear in the examination as per existing rules of the university under Semester System for Under Graduate Courses.

2. Grade (D) or Percentage of marks (35%) is required to pass in a course, Semester Grade Point Average (SGPA) of 4 to qualify a semester and a minimum Cumulative Grade Point Average (CGPA) of 4 to qualify for a UG degree.

### Computation of SGPA and CGPA

The following procedure shall be used to compute the Semester Grade Point Average (SGPA) and Cumulative Grade Point Average (CGPA):

- The SGPA is the ratio of sum of the product of the number of credits with the grade points scored by a student in all the courses taken by a student and the sum of the number of credits of all the courses undergone by a student, i.e.

$SGPA = \frac{\sum(C_i \times G_i)}{\sum C_i}$ , where  $C_i$  is the number of credits of the  $i$ th course and  $G_i$  is the grade point scored by the student in the  $i$ th course.

- The CGPA is also calculated in the same manner taking into account all the courses undergone by a student over all the semesters of a programme, i.e.

$CGPA = \frac{\sum(C_i \times S_i)}{\sum C_i}$  where  $S_i$  is the SGPA of the  $i$ th semester and  $C_i$  is the total number of credits in that semester.

- The SGPA and CGPA shall be rounded off to 2 decimal points and reported in the transcripts.

### **Re-evaluation of answerscripts**

- Re-evaluation of answer scripts of semester end external examination shall be permissible in each course of a Semester examination of B.A./B.Sc./B.Com./BBA/BCA as per the University statutes.
- Re-evaluation shall not be permitted in the practical, internal assessment, project report, dissertation, thesis & viva-voce etc.
- Re-evaluation shall not be permissible for candidates connected with improvement of Grades.

**\*\*\* The Examination norms are subject to approval of appropriate authority and may change from time to time.**

## **Year-1 Semester-1**

### **Fundamentals of Management & Organisational Behaviour**

**Paper Code: UGMBCC01**

**Credit: Theory-4 + Tutorial-2**

**Contact hrs: 60**

**Course Objective:** To acquaint the students with the fundamentals of managing business and to understand individual and group behavior at work place so as to improve the effectiveness of an organization. The course will use and focus on Indian experiences, approaches and cases

#### **Unit I**

Basic forms of Business Ownership; Special forms of ownership: Franchising, Licensing, Leasing; Choosing a form of Business ownership; Corporate Expansion: mergers and acquisitions, diversification, forward and backward integration, joint ventures, Strategic alliance. Evolution of Management Theory. Managerial functions and Roles. Insights from Indian practices and ethos.

#### **Unit II**

Overview of Planning: Types of Plans & The planning process; Decision making: Process, Types and Techniques. Control: Function, Process and types of Control; Principles of organizing: Common organisational structures; Delegation & Decentralization: Factors affecting the extent of decentralization, Process and Principles of delegation.

#### **Unit III**

Importance of organizational Behaviour. Perception and Attribution: Concept, Nature, Process, Personality: Personality: Learning: Concept and Theories of Learning, reinforcement, Motivation: Concepts and their application, Need, Content & Process theories, Contemporary Leadership issues: Charismatic, Transformational Leadership. Emotional Intelligence

#### **Unit IV**

Groups and Teams: Definition, Difference between Groups and teams; Stages of Group Development, Group Cohesiveness, Types of teams. Analysis of Interpersonal Relationship: Transactional Analysis, Johari Window Organisational Power and Politics: Nature of organisational politics. Conflict: Concept, Sources, Types, Stages of conflict, Management of conflict, Organisational Change: Concept, Resistance to change, Managing resistance to change, Implementing Change, Kurt Lewin Theory of Change. Managing Stress: Insights from Indian ethos

#### **Readings:**

1. Gilbert: Principles of Management, McGraw Hill.
2. Greenberg Jerald and Baron Robert A.: Behaviour in Organisations: Understanding and Managing The Human Side of Work, Prentice Hall of India.
3. Kaul Vijay Kumar, Business Organisation & Management - Text and Cases, Pearson.
4. Kaul, Vijay Kumar, Management- Text & Cases, Vikas Publication.
5. Kavita Singh: Organisational Behaviour, Vikas Publication.
6. Koontz & Heinz Weihrich: Essential of Management, McGraw Hill.

7. Luthans Fred: Organisational Behaviour, Tata McGraw Hill.
8. Mc Shane L. Steven, Glinow Mary Ann Von & Sharma Radha R. - Organisational Behaviour; Tata McGraw Hill.
9. Newstrom John W.: Organisational Behaviour, Tata McGraw Hill.
10. Richard L. Daft: Principles of Management, Cengage Learning India.
11. Robbins Stephen P: Organisational Behaviour, Pearson.
12. Stephen P. Robbins & Mary Coulter: Management, Pearson.
13. Stoner & Wankel: Management, Prentice Hall of India.
14. Y.K. Bhushan: Fundamentals of Business Organisation & Management, Sultan Chand & Sons.
15. Navin Mathur, Management Gurus, National Publishing House, New Delhi

**Statistics for Business Decisions**  
**Paper Code: UGMBCC02**  
**Credit: Theory-4 + Tutorial-2**  
**Contact hrs: 60**

**Objective:** To familiarize the students with various Statistical Data Analysis tools that can be used for effective decision making. Emphasis will be on the application of the concepts learnt.

**Course contents:**

**Unit I:** Measures of Central Value: Characteristics of an ideal measure; Measures of Central Tendency - mean, median, mode, harmonic mean and geometric mean. Merits, Limitations and Suitability of averages. Relationship between averages. Measures of Dispersion: Meaning and Significance. Absolute and Relative measures of dispersion - Range, Quartile Deviation, Mean Deviation, Standard Deviation, Coefficient of Variation, Moments, Skewness, Kurtosis.

**Unit II:** Correlation Analysis: Meaning and significance. Correlation and Causation, Types of correlation. Methods of studying simple correlation - Scatter diagram, Karl Pearson's coefficient of correlation, Spearman's Rank correlation coefficient, Regression Analysis: Meaning and significance, Regression vs. Correlation. Linear Regression, Regression lines (X on Y, Y on X) and Standard error of estimate.

**Unit III:** Analysis of Time Series: Meaning and significance. Utility, Components of time series, Models (Additive and Multiplicative), Measurement of trend: Method of least squares, Parabolic trend and logarithmic trend; Index Numbers: Meaning and significance, problems in construction of index numbers, methods of constructing index numbers-weighted and un-weighted, Test of adequacy of index numbers, chain index numbers, base shifting, splicing and deflating index number.

**Unit IV:** Probability: Meaning and need. Theorems of addition and multiplication. Conditional probability. Bayes' theorem, Random Variable- discrete and continuous. Probability Distribution: Meaning, characteristics (Expectation and variance) of Binomial, Poisson, and Normal distribution. Central limit theorem.

**Unit V:** Hypothesis testing: Concept; Level of Significance; Process of testing; Test of hypothesis concerning Mean; Test of hypothesis Normal Z test & t test for single mean.

**Using on-parametric statistics for hypothesis testing.**

**Suggested Readings:**

1. S.P. Gupta (S.P.): Statistical Methods, Sultan Chand & Sons, 34th Edition.
2. Richard Levin & David Rubin : Statistics for management, Prentice Hall.
3. Anderson, Sweeny & Williams: Statistics for Business and Economics, South Western.

**Fundamentals of Computer Application****Paper Code: UGMBAE01****Credit: Theory-3 + Practical-1****Contact hrs: 40**

**Objective:** The course aims to impart knowledge about the use and application of computer, particularly, in the field of business administration.

**Unit-I:** Basic Computer Concepts – Different generations of computer hardware; Modern taxonomy of computers; Hardware and software; Programming languages; Problem solving and algorithms; Basic computer applications; General idea of information and communication technologies; Information system development process.

**Unit-II:** Computer Hardware – Input and Output devices; Memory (or storage) devices; Central Processing Unit. Input / Output devices: keyboard, mouse, light pen, barcode readers, scanners, MICR, OCR, voice recognition and handwriting recognition systems; visual display terminals, printers, plotters etc. Storage devices: Primary storage – RAM, ROM, EEROM, PROM, EPROM; Secondary storage – direct access devices, serial access devices: hard disks, floppy disks, magnetic tape, CD-ROM, DVD; Cache memory and Virtual memory. Central Processing Unit – Control Unit; Arithmetic and Logic Unit; Decoders; Registers; Machine Instructions; Stored program concept; Program execution: Fetch-Decode-Execute cycle; Arithmetic, logical and shift operations.

**Unit-III:** Computer Software – Meaning of software; broad classification of software; system software and application software; utilities. Systems software – Operating systems: Basic idea of an OS; OS as a resource manager – memory management, input/output management, secondary storage management, processor management, program management, network management; Brief introduction to different types of operating systems like DOS, Windows, Unix, Linux etc. Application software – System development tools, Utilities, Application packages, User- written programs.

**Unit-IV:** Programming languages and Algorithms – The concept of programming; pseudocode and flowcharts; structure of programs; program development guidelines; programming languages – machine language, assembly languages, high-level languages (procedural and object-oriented languages), fourth generation languages; object code and executable codes; compilers, translators, assemblers; editing tools such as vi. Algorithms – Basic concept; Some typical algorithms – Finding the sum of a series, solving a quadratic equation, generating Fibonacci sequence, checking whether a number is prime or not, creating an array of numbers and displaying the largest element in the list, sorting a given set of numbers, multiplying together two matrices etc. (The algorithms may be implemented using either pseudocode or a high level programming language).

**Unit-V:** Computer networks and Internet – Basic concepts of computer networks; local area networks and wide area networks; switches, hubs, routers, idea of distributed systems; the Internet and the World Wide Web. [6L] 6. Computer Applications: Essential features of

computer systems and structures required for office automation, communications, control systems, data acquisition, interactive multimedia, networking, parallel processing and neural networks.

### **Suggested Readings:**

1. Mano – Computer System Architecture; Pearson Education
2. Tanenbaum – Structured Computer Organization, Pearson Education
3. Martin & Powell – Information Systems: A Management Perspective; McGraw-Hill
4. Laudon & Laudon – Management Information Systems: Pearson Education
5. Comer: Computer Networks and the Internet: Pearson Education
6. Graham Curtis – Business Information Systems: Addison Wesley.

## **Ethics & Corporate Social Responsibility**

**Paper Code: UGMBGE01**

**Credit: Theory-4 + Tutorial-2**

**Contact hrs: 60**

**Objective:** The objective of this paper is to make the students more clear about the importance of ethics in business and practices of good corporate governance. It also talks about the corporate social responsibility.

### **Course contents:**

**Unit I:** Business ethics: Meaning of ethics, why ethical problems occur in business. Ethical principles in business: Utilitarianism: weighing social cost and benefits, Rights and duties, Justice and fairness, ethics of care, Integrating utility, rights, justice and caring, An alternative to moral principles: virtue ethics, Moral issues in business: Worker's and employee's rights and responsibilities, Profit maximization vs. social responsibility.

**Unit II:** Corporate governance: concept, Need to improve corporate governance standards, Features of good governance, Role played by regulators to improve corporate governance, accounting standards and corporate governance, corporate disclosure, insider trading. The Board –Quality, Composition and role of Board, Outside Directors on the board (independent, nominee), Executive and Non-Executive directors, SEBI clause 49, directors and financial institutions in enhancing corporate governance, critical issues in governance of board directors, CEO Duality.

**Unit III:** Role of auditors in enhancing corporate governance, duties and responsibilities of auditors, corporate governance and internal auditors, Whistle blowing: Kinds of whistle blowing, precluding the need for whistle blowing. Discrimination, affirmative action, and reverse discrimination: Equal employment opportunity, Affirmative action, Preferential hiring, Corporate social responsibility: Meaning, Evolution of corporate social responsibility, common indicators for measuring business social performance, reporting social responsibility measures in annual report.

### **Readings:**

1. Manuel G Velasquez : Business ethics- concepts and cases Pearson.
2. Luthans Hodgetts and Thompson: Social issues in business, Macmillan USA
3. A.C. Fernando: Business Ethics Pearson Education.
4. A.C. Fernando: Corporate Governance Pearson Education.
5. Adrian Davies: Strategic approach to corporate governance Gower Pub Co.
6. N. Gopalswamy: Corporate governance a new paradigm A H Wheeler Publishing Co Ltd.



7. Marianne M Jennings: Cases in Business Ethics Indian South-Western College Publishing
8. Kevin Gibson: Ethics and Business, An Introduction, Cambridge Applied Ethics Cambridge University Press
9. Bhanumurthy K V: Ethics and Social Responsibility of Business

## **Entrepreneurship Development**

**Paper Code: UGMBGE02**

**Credit: Theory-4 + Tutorial-2**

**Contact hrs: 60**

**Objective:** This course provides students with a solid introduction to the entrepreneurial process of creating new businesses, role of Creativity and innovation in Entrepreneurial start-ups, manage family-owned companies, context of social innovation and social entrepreneurship and issues and practices of financing entrepreneurial businesses.

**UNIT-1 ENTREPRENEURIAL MANAGEMENT:** The evolution of the concept of entrepreneurship, John Kao's Model on Entrepreneurship, Idea Generation, Identifying opportunities and Evaluation; Building the Team /Leadership; Strategic planning for business; Steps in strategic planning, Forms of ownership – Sole proprietorship; partnership; limited liability partnership and corporation form of ownership; advantages/disadvantages, Franchising; advantages/disadvantages of franchising; types of franchise arrangements; franchise contracts; franchise evaluation checklist, Financing entrepreneurial ventures; Managing growth; Valuation of a new company; Harvesting and Exit Strategies; Corporate Entrepreneurship

**UNIT-2 ENTREPRENEURSHIP, CREATIVITY AND INNOVATION:** Stimulating Creativity; Organisational actions that enhance/hinder creativity, Managerial responsibilities, Creative Teams; Sources of Innovation in Business; Managing Organizations for Innovation and Positive Creativity.

**UNIT-3 SOCIAL ENTREPRENEURSHIP:** Introduction to Social Entrepreneurship; Characteristics and Role of Social Entrepreneurs; Innovation and Entrepreneurship in a Social Context; Start-Up and Early Stage Venture Issues in creating and Sustaining a Non-profits Organization; Financing and Risks; Business Strategies and Scaling up.

**UNIT-4 FAMILY BUSINESS AND ENTREPRENEURSHIP:** The Entrepreneur; Role and personality; Family Business: Concept, structure and kinds of family firms; Culture and evolution of family firm; Managing Business, family and share holder relationships; Conflict and conflict resolution in family firms; Managing Leadership, succession and continuity; women's issues in the family business; Encouraging change in the family business system.

**UNIT-5 FINANCING THE ENTREPRENEURIAL BUSINESS:** Arrangement of funds; Traditional sources of financing, Loan syndication, Consortium finance, role played by commercial banks, appraisal of loan applications by financial institutions, Venture capital.

### **Suggested Readings**

1. Burns, P. (2001). Entrepreneurship and small business. New Jersey: Palgrave.
2. Drucker, P. F. (2006). Innovation and entrepreneurship: Practice and principles. USA: Elsevier.
3. Gersick, K. E., Davis, J. A., Hampton, M. M., & Lansberg, I. (1997). Generation to generation: Life cycles of the family business. Boston: Harvard Business School Press.

4. Hisrich, R., & Peters, M. (2002). Entrepreneurship. New Delhi: Tata McGraw Hill.
5. Holt, D. H. (2004). Entrepreneurship new venture creation. New Delhi: Prentice Hall of India.
6. Kaplan, J. (2004). Patterns of entrepreneurship. Wiley.
7. Khandwalla, P. (2003). Corporate creativity. New Delhi: Tata Mc.Graw Hill.
8. Mullins, J. (2004). New business road test. New Delhi: Prentice Hall.
9. Nicholls, A. (Ed.). (2006). Social entrepreneurship new models of sustainable social change. Oxford University Press.
10. Prahalad, C. K. (2006). Fortune at the bottom of the pyramid ,eradicating poverty through profits. Wharton school Publishing.
11. Scarborough & Zimmerman, Effective Small Business Management
12. Stevenson, H. (Ed.). (2007). Perspective on entrepreneurship. Boston: Harvard Business Press.

**Elementary Arabic & Islamic Studies**  
**Paper Code: AUUGCC01 (Non-Credit)**  
**Credit: Theory-4 + Tutorial-2**  
**Contact hrs: 60**

**Objective:** The students will learn a new language and culture associated with it. They will understand the fundamental realms and posits of Islam.

**Elementary Arabic**

Unit –I: The alphabets-Forms & Sounds-Vowel points-‘Nunation’-Double Consonants-Vowel Less-Definite article-Weak letters -Exercise based on the above topics

Unit-II : Parts of speech-Gender (masculine & feminine)-Number(singular .dual plural-The Sentence –Nominal and Verbal-Exercise based on the above topics

Unit-III: The Pronouns-Possessive-Demonstrative Pronouns-Relative Pronouns-Exercise based on the above topics

Unit-IV: Learning & Usage of the Terminologies related to the nature of the course such as: Arabic to English translation English to Arabic translation

Personal loans SMS, Phone Banking ,ATM Service ,Visa Card, Safe Deposit Boxes .Current Account, Saving Account, Travellers Cheque, Bill for Collection, Letters of Guarantee, Demand Draft Certified Cheques, World Trade Organization, Budget, Globalization, Special Economic Zone ,Company ,Revenue, Prices, Physician, Surgeon, To avoid, Surgery Visitor, Report ,To take rest Operation, Abdomen, Pharmacy, Blood bank etc.

**Islamic Studies**

Unit-I:

- Arabia before Islam
- Early life of prophet Muhammad (P.B.U.H): Birth, Marriage, Revelation, Hostility of Quraysh, Hizrat.
- The Prophet at Medina:Battle of Badar, Uhud, Ditch, Treaty of Hdaybiah, Battle of Mutah
- The Prophet at Makkah:The conquest of Makkah,Battle of Hdaybiah,Battle of Hunayun, Tabuk,The Farewell Pilgrimage,the Prophet as a reformer, the Prophet as a statesman
- The four pious Caliphs: Abu Bakr Siddique,Umar Farrukh, Uthman bin Affar,Ali bin Abu Talib

- Umayyad Dynasty
- Abbasid Dynasty

Unit-II:

- Islam
- Quran
- Hadith /Sunna
- Pillars of Islam: Tauheed, Namaz, Roza, Haj, Zakat
- Sources of Islamic law: Quran, Hadith, Ijma, Qiyas
- School of thoughts: Hanafi, Maliki, Shaafi, Hambali, Sufism

Unit-III:

- Human rights and justice in Islam
- War and peace in Islam
- Status of Women in Islam
- Importance of Education in Islam
- Muslim Contribution to knowledge: Mathematics, Philosophy, Medicine, Geography, Historiography, Astronomy and Technology Conversation

Books Recommended.

- 1 Syed Ali: Arabic for Beginners
- 2 R.I.Faynan: The Essential Arabic
- 3 Macheal M : Introducing Arabic
- 4 S.ARehman: Teach Yourself Arabic.

**Suggested Readings: Elementary Arabic**

1. Brustad, Kristen, Mahmoud Al-Batal, and Abbas Al-Tonsi. Alif Baa with DVDs: Introduction to Arabic Letters and Sounds, 2nd edition. Washington, D.C.: Georgetown University Press, 2004.
2. Brustad, Kristen, Mahmoud Al-Batal, and Abbas Al-Tonsi. Al-Kitaabfii Tacallum al-cArabiyya: A Textbook for Beginning Arabic, Part One, 2<sup>nd</sup> edition. Washington, D.C.: Georgetown University Press, 2004.
3. Wehr, Hans. A Dictionary of Modern Written Arabic. Ed. J. Milton Cowan.

**Suggested Readings: Islamic Studies**

- 1 A study of Islamic History – K.Ali
- 2 History of the Arabs-P.K.Hitti
- 3 The Caliphate: Its Rise, Decline and Fall—Sir William Muir
- 4 History of Islam—Prof Masudul Hasan
- 5 The Sprite of Islam—Syed Ameer Ali
- 6 Towards Understanding Islam-- Maulana Maududi
- 7 The Preaching of Islam—T.W.Arnold
- 8 The Preaching of Islam—Reynold Nicolson

## Year-1 Semester-2

### Micro Economics Paper Code: UGMBCC03 Credit: Theory-4 + Tutorial-2 Contact hrs: 60

**Objective:** The purpose of this course is to apply micro economic concepts and techniques in evaluating business decisions taken by firms. The emphasis is on explaining how tools of standard price theory can be employed to formulate a decision problem, evaluate alternative courses of action and finally choose among alternatives. Simple geometry and basic concepts of mathematics will be used in the course of teaching.

**Unit I:** Demand, Supply and Market equilibrium: individual demand, market demand, individual supply, market supply, market equilibrium; Elasticity's of demand and supply : Price elasticity of demand, income elasticity of demand, cross price elasticity of demand, elasticity of supply; Theory of consumer behavior : cardinal utility theory, ordinal utility theory(indifference curves, budget line, consumer choice, price effect, substitution effect, income effect for normal, inferior and giffen goods), revealed preference theory.

**Unit II:** Producer and optimal production choice : optimizing behavior in short run (geometry of product curves, law of diminishing margin productivity, three stages of production), optimizing behavior in long run (isoquants, isocost line, optimal combination of resources) Costs and scale : traditional theory of cost ( short run and long run, geometry of cot curves, envelope curves), modern theory of cost (short run and long run), economies of scale, economies of scope.

**Unit III:** Theory of firm and market organization : perfect competition (basic features, short run equilibrium of firm/industry, long run equilibrium of firm/industry, effect of changes in demand, cost and imposition of taxes) ; monopoly (basic features, short run equilibrium, long run equilibrium, effect of changes in demand, cost and imposition of taxes, comparison with perfect competition, welfare cost of monopoly), price discrimination, multi-plant monopoly ; monopolistic competition (basic features, demand and cost, short run equilibrium, long run equilibrium, excess capacity) ; oligopoly (Cournot's model, kinked demand curve model, dominant price leadership model, prisoner's dilemma)

**Unit IV:** Factor market : demand for a factor by a firm under marginal productivity theory ( perfect competition in the product market, monopoly in the product market), market demand for a factor, supply of labour, market supply of labour, factor market equilibrium.

#### Readings:

1. Dominick Salvatore (2009). Principles of Microeconomics (5<sup>th</sup> ed.) Oxford University Press
2. Lipsey and Chrystal. (2008). Economics. ( 11<sup>th</sup> ed.) Oxford University Press
3. Koutosyannis (1979). Modern Micro Economics. Palgrave Macmillan
4. Pindyck, Rubinfeld and Mehta. (2009). Micro Economics. (7<sup>th</sup> ed. ). Pearson.

**Business Accounting**  
**Paper Code: UGMBCC04**  
**Credit: Theory-4 + Tutorial-2**  
**Contact hrs: 60**

**Objective:** To familiarize students with the mechanics of preparation of financial statements, understanding corporate financial statements, their analysis and interpretation.

**Unit I:** Introduction to Accounting, Meaning of Accounting, Branches of Accounting, Accounting-An Information System, Users of Accounting Information, Accounting Cycle, Accounting principles, concepts and conventions, Need for Accounting Principles - Generally Accepted Accounting Principles, Accounting Standards – Applicability, Interpretation, Scope and Compliance.

**Unit II:** The Accounting Process: Overview, Double entry system of accounting, Books of Original Record; Journal and Subsidiary books, Ledgers, Trial Balance. Preparation of Bank Reconciliation Statements.

**Unit III:** Accounting for Depreciation, Bad Debts, Reserves and Provisions.

**Unit IV:** Preparation of Final Accounts of Sole Proprietorship Business. Concepts of Capital and Revenue expenditure and their accounting basics.

**Unit V:** Issue of Shares, forfeitures and reissue, Bonus issue. Preparation of Company Final Accounts as per Schedule III of the Companies Act, 2013.

**Unit VI:** Analysis – Uses and Limitations, Classification of Ratios – Liquidity, Profitability, Financial and Turnover Ratios – Simple problems only.

**Unit VII:** Cash Flow Statement as per AS – 3 (Revised).

**Unit VIII:** Project/ Assignments

**Suggested Readings:**

1. Accounting for Managers – Asish K. Bhattacharya; PHI.
2. Financial Accounting for Management – N Ramachandran & Am Kr. Kakni; Tata Mcgraw-Hill.
3. Financial Accounting 2e - Mohammed Hanif& Amitabha Mukherjee; Mcgraw-Hill.
4. Financial Accounting: A Managerial Perspective By R. Narayanaswamy; PHI
5. Introduction to Financial Accounting – Horngren; Pearson Books.
6. Accounting & Finance For Managers – T.P. Ghosh; Taxmann

**Business Communication& Personality Development**  
**Paper Code: UGMBAE02**  
**Credit: Theory-3 + Tutorial-1**  
**Contact hrs: 40**

**Objective:** This course will help the students to develop their personality – presentation, etiquette, soft skills and communication - in such a way that they are considered fit for the business environment.

**UNIT I:** Business Communication – Basic concepts; Purpose of Communication; Process of Communication; Types of Communication.

**UNIT II:** Recap of language skills – grammar & vocabulary

LSRW rules in Communication –

Listening – active vs. passive (Talk less, listen more);

Speaking – Speech vs pronunciation; Brief speeches;

Reading – Focus on the structure not on the theme alone; Comprehension

Writing – Paragraph, Summary, Proof reading.

**UNIT III :**

Letter writing – recap

Effective CV writing skills- Characteristics of fresher resume, drafting CVs - objective, designing of different layouts, relevant headings, identification of CV points, writing skill for delivering complete information, process for better presentation, delivery & submission process.

**UNIT IV:**

Personality Development – concept; self-awareness; body language, time management

**UNIT V:**

Internet - components; www working, browsing, searching, saving; Email - creating, receiving, reading, responding, attachments, signature, junk mail and sending messages.

**Suggested Readings:**

1.Kaul, A; Effective Business Communication; Prentice Hall

2.Sherfield, R M; Montgomery, R H & Moody, G P; Cornerstone Developing Soft Skills; Pearson

3.Soundararaj, F.; Speaking & Writing for Effective Business Communication; MacMillan India Ltd.

4. Balausbramanyam; Business Communication; Vikas Publishing House, New Delhi.

5.Chaturvdei and Chaturvedi; Business Communication: Concepts, Cases and Applications; Pearson Education.

**Indian Society & Culture**  
**Paper Code: UGMBGE03**  
**Credit: Theory-4 + Field Work-2**  
**Contact hrs: 60**

**Objective:** This course provides students with the concept of Society in micro and macro perspective, social stratification, population/ demographic profile, major socio-economic problems in Indian society and Indian culture; this course also explores the ideas and thoughts of selected social thinkers.

**Unit 1: Indian society**

- Concept of Society
- Types of Indian Society: Tribal Society, Agrarian Society, Industrial Society
- Changes within Indian society and their repercussions
- Causes of changes
- Social Stratification
  - Caste System
  - Class System
  - Communities
  - Ethnic Groups
  - Exclusion versus Inclusion

- Weaker Section, Dalits and Minorities
- Constitutional Provisions for Scheduled Castes, Scheduled Tribes and other Backward Classes.
- Marriage and Family among Hindus, Muslims and Christians; Polyandry and Polygamy
- Regulations of Marriage, Separation and Divorce.
- Kinship Organization in India
- Secularism
- Unity and Diversity in Indian Society
- Effects of globalization on Indian society

## **Unit 2: Population/ Demographic Profile**

- Demographic Profile of India: Characteristics of Indian Population in terms of Growth, Age, Sex, Religion, Language, Occupation and Scheduled Castes and Scheduled Tribes
- Tribal Communities in India: Geographical Distribution, Assimilation, Integration and Assertion
- Religions in India: Tribal, Hinduism, Buddhism, Islam and Christianity; Regional Diversities: Issues of Autonomy, Identity and Integration
- Problem of IMR, MMR and TFR
- National Policy on Population
- Demographic dividend and the way to capitalize it

## **Unit 3: Major Problems in Indian Society**

- Poverty
- Illiteracy
- Unemployment
- Housing
- Child Labour
- Migration
- Occupational Diseases
- Insurgency
- Terrorism
- Crime
- Project Affected People
- Social Destitute
- Beggary
- Aged Population
- Juvenile Delinquency
- Problems in Family Life
- Urbanization (Transport, Waste disposal, Rural-urban migration, Sanitation, Environment, Housing, Water depletion, Pollution)
- Communalism
- Regionalism

## **Unit 4: Indian Culture**

- Features
- Characteristics and Diversity

- Differences with Western Culture
- Human Values
- Values in Work Life
- Value Crisis in Contemporary Indian Society.

### **Unit 5: Selected Social Thinkers**

- Radhakamal Mukerjee
- G.S.Ghurye
- D.P.Mukerji

### **Field Work (Suggested areas):**

#### **Area I. Social Work Communities and Organizations**

1. Develop skills to analyze complex situations, and evaluate the agencies functions in relation to needs/ problems of the client system.
2. Critically analyze the philosophy, policy, thrust and traditions of the organization within the frame work of the national policy, constitutional rights, human rights and international programmes.
3. Identify gaps in policy, develop initiative and use advocacy skills to bring about change at local, state and national level.
4. Use selective skills of social worker and different roles to enable people meet challenges.

#### **Area II Working in Teams**

1. Enhance skills of working with inter-disciplinary teams to support people's quest to meet needs and goals.
2. Take initiative, and leadership roles while working with teams.

#### **Area III (A) Programme Management**

1. Involvement in programmes for social issues/concerns, and projects, prepare proposal for new programmes.
2. Develop skills for evaluation of programmes, prepare reviews, and document.
3. Develop plans and implement these for staff development.
4. Develop skills to guide and train front-line workers, like NSS and other volunteers.
5. Collect information of other similar programmes, and develop skills of networking effectively with other agencies.

#### **Area III (B) Records**

1. Records
  - i. Analysis of problem solving situations for new and significant areas of problem solving.
  - ii. Internalization of professional values.
2. Independently prepares and utilizes records like summary records, case studies, agency reports – annual and six monthly, minutes of meetings, press releases.
3. Masters skills for documentation of activities like projects, programmes, case studies etc.

#### **Area III (C) Plan**

1. Plan, implement and evaluate programmes independently.
2. Be analytical and evaluate agency functions in relation to needs and problems of the client systems.
3. Takes the initiative in leadership while working with various teams, consciously assume different roles to suit different situations, and takes leadership and helps other to do so.



4. Provide opportunities to use selectively, skills of social work and utilize them to effect change.

#### Area IV Practice Strategies and Tools

Manifest selective and rational use of approaches, skills, techniques.

Introspect, in relation to own behaviour, values-relative, absolute, intrinsic and extrinsic and utilize this for growth.

Appreciate others contribution, however small, in the field.

#### Area V (A) Responsibility towards Self

Professional responsibility and concern for the client system is manifested below:

1. Mastery in time management, regularity and sincerity in work.
2. Demonstrates social work values.
3. Uses participatory approaches and problem solving skills.
4. Preparation for termination with a view to helping the client system for self dependence.

#### Area V (B) Responsibility Towards the Organization

1. Functions confidently as a representative of the organization with respect to tasks undertaken.
2. Guides Junior Colleagues/Volunteers to develop skills.
3. Provides leadership in specific tasks in the team of social workers, as well as in the inter disciplinary teams.
4. Shows responsibility towards other organizations
5. Practices professional ethics.

#### Area VI. Profession and Professional

1. Enhances faith in the profession which is committed to social change. Willingly takes up challenging tasks with confidence.
2. Represents the profession :
  - a. TO the public and other disciplines at meetings, seminars and enhances the image of profession.
  - b. Writing

#### **Suggested Readings:**

1. A.N. Tripathi : Human Values, New Age International
2. Andre Beteille : Society and Politics in India, OUP
3. B. R. Chauhan : India: A Socio-Economic Profile: New Delhi: Sterling
4. D.G. Mandelbaum : Society in India, Bombay: Popular Prakashan
5. D.P. Mukherji : Diversities, Delhi: Peoples Publishing House
6. Dipankar Gupta : Social Stratification, OUP
7. Irawati Karve : Hindu Society: An Interpretation, Poona: Deccan College
8. M. N. Srinivas : Indian Social Structure, New Delhi: Hindustan Publishing Corporation
9. M. N. Srinivas : Social Change in Modern India, California: University of California Press
10. M.N. Srinivas : Social Structure and Caste and Other Essays, OUP
11. Patricia Uberoi : Family and Marriage In India, New Delhi: Oxford University Press
12. R Lannoy : The Speaking Tree: A Study of Indian Society and Culture, Delhi: OUP
13. R. Thapar (ed.) : Tribe, Caste and Religion in India, Macmillan.
14. Ram Ahuja : Social Problems in India, Rawat Publications
15. S.C. Dube : India's Changing Village, London: Routledge and Kegan Paul
16. S.C. Dube : Indian Village, London: Houlledge

17. S.C. Dube : Society in India, New Delhi: National Book Trust  
18. Yogendra Singh : Modernization of Indian Tradition, Delhi: Thomson Press

**Total Quality Management**  
**Paper Code: UGMBGE04**  
**Credit: Theory-4 + Tutorial-2**  
**Contact hrs: 60**

**Objective:** To enable the students to understand the principles, practices and application in Total Quality Management and Concepts

Unit-I: Meaning of Quality – Definitions and other key concepts – Dimensions of Product Quality – Dimensions of Service Quality – What is Total Quality Management(TQM)?- Definition of Quality – Characteristics of TQM – Principles of TQM- Barriers to TQM Implementation- Potential, benefits of TQM

Unit-II: Contributions of Quality Gurus: Walter A. Shewhart - W. Edwards Deming – Joseph M. Juran – Philip Crosby – Armand V. Feigenbaum –Genichi Taguchi

Unit-III: PDSA Cycle – 5S House Keeping –kaizen–Old QC Tools – Seven New Management tools -Basic Concepts in Six Sigma

Unit-IV: Benchmarking & Quality Function Deployment: What is Bench Marking – Types – Benchmarking Process – benefits – Pit falls – Quality Function deployment – Concepts – Process –House of Quality – QFD Methodology Process

Unit-V: Quality Circles: Introduction – Characteristics- Structure – Process – Benefits of Quality Circles - Need for ISO 9000 – ISO family of Standards – Steps in ISO 9000 Certifications - Quality Audits

**Suggested Readings:**

1. Dr.V.Jayakumar ,Dr.R.Raju ., Total Quality Management , Lakshmi Publications, 2005
2. PoornimaM.Charantimath ., Total Quality Management , Pearson Education, 2003
3. Subburaj Ramasamy ., Total Quality Management , Tata McGraw – Hill , 2005
4. Sunil Sharma., Total Engineering Quality Management, Macmillan India Ltd. 2003
5. Kanishka Bedi ., Quality Management ,Oxford University Press, 2006

## Year-2 Semester-3

### Macroeconomics Paper Code: UGMBCC05 Credit: Theory-4 + Tutorial-2 Contact hrs: 60

**Objective:** This course deals with the principles of Macroeconomics. The coverage includes determination of and linkages between major economic variables; level of output and prices, inflation, interest rates and exchange rates. The course is designed to study the impact of monetary and fiscal policy on the aggregate behavior of individuals.

**Unit-I:** Nature and Scope of Macroeconomics: Distinction between Macro economics and Microeconomics - Aggregation and Macroeconomics; Goals and Instruments of Macroeconomics Supply and Demand in Macroeconomics; Introduce Economic growth, GNP gap, booms, recessions, depressions, business cycles, fiscal policy, monetary policy, international economic policy, macro equilibrium, exchange rate, inflation and deflation, stagflation, supply shock and tight money. Brief history and Schools of Macroeconomics – Keynesian, Classical, New Keynesian and New Classical.

**Unit-II:** Accounting Output and Income: The Circular Flow Explication - Measuring Output – Gross National Product - Nominal GNP, Real GNP and GNP Deflator. The Two Approaches to measure GNP - The Final Goods Approach and Income Approach. Intermediate goods and value added approach Flow Statistics and Stock Statistics – Investment –Consumption –Capital stock GNP, Gross Domestic product, Net National product, National Income and Disposable Income.

**Unit-III:** Consumption and Investment: Consumption and Savings – Consumption, Income and Saving, Consumption Function, Marginal Propensity to Consume, Marginal Propensity to Save. Determinants of Consumption; Determinants of Investment; Investment Demand Curve and interest rate, Production and Growth: History of Economic Growth and Why Growth Matters. Importance of productivity in growth; Determinants of productivity-physical capital, human capital, natural resources and technological knowledge; Economic Growth and Public Policy – importance of saving and investment, diminishing returns and catch-up effect, foreign investment, education, property rights and political stability, free trade, population control and research and development (brief illustration in the context of Indian economic reform. Unemployment: Defining and Measuring the Unemployment Rate – Counting of Unemployed – Employed, Unemployed, Labour Force, Discouraged Workers; Okun's Law. Economic Costs of High Unemployment  
Types of Unemployment – Frictional Unemployment and Job Search, Structural Unemployment and Cyclical Unemployment, Voluntary versus Involuntary Unemployment; Sources of Inflexibility in wages – minimum wages, unions and collective bargaining and efficiency wages

**Unit-IV:** Money and Monetary Institutions: The Classical and Modern View; Definition and functions of Money; Origins of Money including Gresham's Law; Money Creation, Models of Banking – ratios approach and competitive banking system, money supply and competitive banking. Money and Relative Values – money as a veil, neutrality of money, money illusion, real and monetary effects and price level changes; Reserve Bank of India, Targets and instruments of monetary policy.

Inflation: Definition and measurement of Inflation rate – CPI and GNP Deflator. Index-number problems in measuring the cost of living; Types of Inflation – Moderate inflation,

Galloping Inflation and hyperinflation; Impact of Inflation – redistribution of Income and Wealth and distortions on output and prices; Correcting economic variables from inflationary effects

**Unit – V:** Assignments/Case Study/ Project

**Suggested Readings:**

1. P Samuelson and W Nordhaus. Economics, Mc GrawHill International Editions . (14<sup>th</sup> edition or latest one)
2. G, Mankiw. 2007. Economics: Principles and Applications. South Western of Cengage Learning.
3. Lipsey and Chrystal. Economics. Oxford University Press. (eleventh edition or latest one).

**Principles of Marketing**  
**Paper Code: UGMBCC06**  
**Credit: Theory-4 + Tutorial-2**  
**Contact hrs: 60**

**Objective:** This course aims to familiarize students with the marketing functioning organizations. It will equip the students with understanding of the Marketing Mix elements and sensitize them to certain emerging issues in Marketing. The course will use and focus on Indian experiences, approaches and cases

**Unit I:** Introduction: Nature, Scope and Importance of Marketing, Evolution of Marketing; Core marketing concepts; Company orientation - Production concept, Product concept, Selling concept, Marketing concept, Holistic marketing concept. Marketing Environment: Demographic, economic, political, legal, socio cultural, technological environment (Indian context); Portfolio approach – Boston Consultative Group (BCG) matrix

**Unit II:** Segmentation, Targeting and Positioning: Levels of Market Segmentation, Basis for Segmenting Consumer Markets, Difference between Segmentation, Targeting and Positioning;

**Unit III:** Product & Pricing Decisions: Concept of Product Life Cycle (PLC), PLC marketing strategies, Product Classification, Product Line Decision, Product Mix Decision, Branding Decisions, Packaging & Labelling, New Product Development. Pricing Decisions: Determinants of Price, Pricing Methods (Non-mathematical treatment), Adapting Price (Geographical Pricing, Promotional Pricing and Differential Pricing).

**Unit IV:** Promotion Mix: Factors determining promotion mix, Promotional Tools – basics of Advertisement, Sales Promotion, Public Relations & Publicity and Personal Selling; Place (Marketing Channels): Channel functions, Channel Levels, Types of Intermediaries: Types of Retailers, Types of Wholesalers. Marketing of Services - Unique Characteristics of Services, Marketing strategies for service firms – 7Ps.

**Readings:**

1. Kotler, P. & Keller, K. L.: Marketing Management, Pearson.
2. Kotler, P., Armstrong, G., Agnihotri, P. Y., & Ul Haq, E.: Principles of Marketing: A South Asian Perspective, Pearson.
3. Ramaswamy, V.S. & Namakumari, S.: Marketing Management: Global Perspective-Indian Context, Macmillan Publishers India Limited.
4. Zikmund, W.G. & D' Amico, M.: Marketing, Ohio: South-Western College Publishing.

**Management Accounting**  
**Paper Code: UGMBCC06**  
**Credit: Theory-4 + Tutorial-2**  
**Contact hrs: 60**

**Objective:** To acquaint students with role of Management Accounting in planning, control and decision-making.

**Unit – I:** Nature, scope, objectives and functions of Cost Accounting and Management Accounting, Comparison among Cost Accounting, Management Accounting and Financial Accounting, Cost unit and Cost Centre; Methods and techniques; Need for costing and Installation of a Cost Accounting System.

**Unit-II:** Material Control, Planned Purchasing System, Bin Card and Store Ledger, Stock Level System, Pricing of material issue, Perpetual inventory System, Selective Stock Control Systems, Concept and classification of material losses

**Unit-III:** Time keeping and Time booking, Idle and overtime-concept and treatments; various methods of Remuneration; Various Incentive Schemes.

**Unit-IV:** Definition, Classification, Accounting and Control of overheads; Allocation, Apportionment and Re-apportionment and Absorption of overheads; Determination of overhead rates; Under and over absorption of overhead.

**Unit-V:** Assignment/Project/Case Study

Suggested Readings:

- 1 Cost Accounting – Saxena, V. K. and Vashist, C.D.; Sultan Chand & Sons.
- 2 Cost Accounting – Jain, S.P. and Narang, K.L.; Kalyani Publishers.
- 3 Student’s Guide to Cost and Management Accounting – Kishore, R.M.; Taxmann.
- 4 Cost Accounting: JoharLal; Tata Mc Graw Hill.
- 5 Cost Accounting: Principles and Practice – Nigam & Jain; PHI.
- 6 Principles and Practice of Cost Accounting – Bhattacharyya; PHI.
- 7 Cost & Management Accounting – Arora, M.N.; Vikas Publishing House.

**IT Tools for Business**  
**Paper Code: UGMBSE01**  
**Credit: Theory-3 + Practical-1**  
**Contact hrs: 40**

**Objective:** The students will be exposed to the IT tools used in business. They will come to know about the hardware and the software applications used in modern business practices. They will also understand the fundamental concept of database management system. They will be able to use internet in a meaningful way.

**Unit-I:** Introduction to Computer-Definition of Computer System; Evolution of Computer – a brief history; Classification of computer; Generation of Computers.

**Unit-II:** Computer System Architecture – Definition of Hardware; Basic units of Computer System; CPU – Control Unit, ALU; Memory module – Primary Memory, Secondary Memory – definition, classification, features and functions; measuring unit of memory – Bit, Byte,

KB, MB, GB; Input Devices – Keyboard, Mouse, Scanner, Output Devices – Monitor, Printer.

**Unit-III:** Introduction to Number System – Positional and Non Positional number system; Various Number system-Decimal, Binary, Octal Hexadecimal; Number system conversions – working with integer and fractional number; Simple binary arithmetic – addition, subtraction multiplication, division.

**Unit-IV:** Introduction to Software – Definition of Software; Classification of Software; Booting process; Working concept of Word processing S/W, spreadsheet S/W, Accounting S/W and DTP (Desk Top Publishing) S/W.

**Unit –V:**Introduction to Operating System – Definition of OS; Functions of OS, basic concept of different type of OS- batch processing OS, Multitasking OS, Multi-user OS, Network OS; Working knowledge of MS-DOS, concept of file, Directories in DOS, Internal Commands and some Important External Commands – FORMAT, DISKCOPY, ATTRIB, SORT, CHKDSK; Working knowledge of Window’s family OS – WIN’98, WINDOWS XP.

**Unit-VI:** Introduction to Database Development: Database Terminology, Objects, Creating Tables, working with fields, understanding Data types , Changing table design, Assigning Field Properties, Setting Primary Keys, using field validation and record validation rules, Indexing, working with multiple tables, Relationships & Integrity Rules, Join Properties, Record manipulation, Sorting & Filtering. Select data with queries: Creating Query by design & by wizard (Select, Make Table, Append, Delete, Cross Tab, Update, Parameterized Query, Find Duplicate and Find Unmatched), Creating multi table queries, creating &working with table joins. Using operators & expressions: Creating simple & advance criteria. Working with forms: Creating Basic forms, working with bound, unbound and calculated controls, understanding property sheet, working with Data on Forms: Changing Layout, creating Sub Forms, creating list box, combo box and option groups. Working with Reports: Creating Basic Reports, Creating Header & Footer, Placing Controls on reports, sorting & grouping, Creating Sub reports.

**Unit-VII:** Practical

Suggested Readings:

- 1 Fundamentals of Computers – U. Rajaraman.
- 2 Computers Fundamentals – P. K. Sinha.
- 3 Computer Concepts and Applications – Sanders H. Donald.
- 4 Management Information System – W.S. Jawadekar; Tata McGraw Hill.
- 5 Computer Fundamental and Programming in C – Pradip Dey & Manas Ghosh.
- 6 Management Information System – Kenneth C. Laudon& Jane P. Laudon; Pearson Books.
- 7 Management Information System – M. Jaiswal; Oxford Univ. Press.

## **Production & Operations Management**

**Paper Code: UGMBGE05**

**Credit: Theory-4 + Tutorial-2**

**Contact hrs: 60**

**Objectives:** To understand the production and operation function and familiarize students with the technique for planning and control.

**Unit I:** Introduction to Production & Operations Management: Definition, need, responsibilities, key decisions of OM, goods vs. services. Operations as a key functional area in an organisation. Operation Strategies-Definition, relevance, strategy formulation process, order qualifying and order winning attribute Maintenance Management: Need of maintenance

management, equipment life cycle (Bathtub curve), measures for maintenance performance (MTBF, MTTR and availability). Lean production: Definition of lean production, lean Demand Pull logic, waste in operations, elements that address elimination of waste, 2 card kanban Production Control system.

**Unit II:** Forecasting-Definition, types, qualitative (grass roots, market research and Delphi method) and quantitative approach (simple moving average method, weighted moving average and single exponential smoothing method), forecast error, MAD. Scheduling: Operation scheduling, goals of short term scheduling, job sequencing (FCFS, SPT, EDD, LPT, CR) & Johnson's rule on two machines, Gantt charts.

**Unit III:** Process Selection: Definition, Characteristics that influence the choice of alternative processes (volume and variety), type of processes- job shop, batch, mass and continuous, product-process design Matrix and Services design matrix, technology issues in process design, flexible manufacturing systems (FMS), computer integrated manufacturing (CIM). Layout Decision: Layout planning – Benefits of good layout, importance, different types of layouts (Process, Product, Group technology and Fixed position layout). Assembly line balancing by using LOT rule; Location Decisions & Models: Facility Location – Objective, factors that influence location decision, location evaluation methods- factor rating method. Capacity Planning: Definition, measures of capacity (input and output), types of planning over time horizon. Decision trees analysis

**Unit IV:** Aggregate Planning: Definition, nature, strategies of aggregate planning, methods of aggregate planning (level plan, chase plan and mixed plan, keeping in mind demand, workforce and average inventory), Statistical Quality control: Variations in process (common & assignable causes), Control charts: Variable measures (mean and range chart), Attribute measures (proportion of defects and no. of defects) using control tables. Elementary Queuing Theory : Poisson- Exponential Single Server Model with Infinite Population.(question based on M/M/1.

#### **Readings:**

1. Mahadevan B, Operations Management Theory & Practice, Pearson Education
2. Heizer Jay and Render Barry , Production & Operations Management, Pearson Education
3. Chase R B, Aquilano N J , Jacobs F R and Agarwal N, Production & Operations Management Manufacturing and Services, Tata McGraw Hill
4. S.P. Gupta , Statistical methods, Sultan Chand & Sons .
5. Adam,E.E and Ebert, Production & operations Management, Prentice Hall of India, New Delhi
6. S.N. Chary, Production & operations management – Tata McGraw Hill, New Delhi
7. Buffa E S, &Sarin R K, Modern Production / Operations Management (8th edition) John Wiley, 1994
8. Gaither and Frazier, Operations Management, Thomson South-Western
9. Operations Research, P. K. Gupta, Man Mohan, KantiSwarup, Sultan Chand

**Econometrics**  
**Paper Code: UGMBGE06**  
**Credit: Theory-4 + Tutorial-2**  
**Contact hrs: 60**

**Objective:** This course will enable the students to analyse quantitatively the economic information for its real life application.

**Unit I** : Introduction to Econometrics; Basics of Probability; Classical Two Variable Linear Regression Model: Types of Data : Time Series, Cross Section and Panel Data. Concept of Population Regression Function (PRF) and Sample Regression Function (SRF). Estimation of the SRF using Ordinary Least Square (OLS). Analysis of variance and R squared. Understanding the residuals/error term. Assumptions of the model. Expectation and standard errors of the regression coefficients and the error term. Gauss Markov Theorem. Confidence intervals and tests on population regression coefficients, variance of population disturbance term, and forecasts. Testing the significance of the model as a whole. Testing the normality assumption.

**Unit II:** Multiple Regression Model: The three variable case. Derivation of the coefficients. Correlation. Additional assumptions. Adjusted R square. Confidence intervals and testing of the regression coefficients. F and t tests for structural stability, contribution and justification of an explanatory variable.

**Unit III:** Other Functional Forms: Regressions in deviation form and through the origin. The loglog, log-lin, lin-log, reciprocal, log-reciprocal models with application. Dummy variables & Introduction to panel data: Intercept dummy variables, slope dummy variables, Interactive dummy variables. Dummies for testing the presence of seasonal trends. Use of dummies in fixed and random effects.

**Unit IV:** Relaxing the Assumptions of the Classical Linear Model: Multicollinearity: The problem. Detection. Solution. Heteroscedasticity: The problem. Detection. Solution. GLS. Autocorrelation: Problem. Tests for detection. Solutions. Specification Errors: Omission of a variable, Inclusion of irrelevant variable, tests for detecting errors, errors in explanatory and dependent variable.

### **Suggested Readings**

1. Christopher Dougherty (2007). *Introductory Econometrics* (3rd ed.). Oxford University Press.
2. Gujarati, Damodar and Sangeetha (1995). *Basic Econometrics* (4th ed.): McGraw Hill.
3. Jack Johnston and John DiNardo, *Econometric Methods*
4. Pindyck, Robert S. and Daniel L. Rubinfeld (1997) *Econometric Models and Economic Forecasts*. (3rd ed.). Singapore: McGraw Hill.
5. Ramanathan, Ramu (2002). *Introductory Econometrics with Applications* (5th ed.). Thomson South Western

**Note:** The use of Eviews (software) is encouraged for the making projects based upon sections from this paper



## **Year-2 Semester-4**

### **Business Research** **Paper Code: UGMBCC08** **Credit: Theory-4 + Tutorial-2** **Contact hrs: 60**

**Objective:** To provide an exposure to the students pertaining to the nature and extent of research orientation, which they are expected to possess when they enter the industry as practitioners. To give them an understanding of the basic techniques and tools of business marketing research.

**Unit - I** Introduction: Business Research – Definition and Significance – the research process – Types of Research – Exploratory and causal Research – Theoretical and empirical Research – Cross –Sectional and time – series Research – Research questions / Problems – Research objectives – Research hypotheses – characteristics – Research in an evolutionary perspective – the role of theory in research.

**Unit – II** Research design – Definition – types of research design – exploratory and causal research design – Descriptive and experimental design – different types of experimental design – Validity of findings – internal and external validity – Variables in Research – Measurement and scaling – Different scales – Construction of instrument – Validity and Reliability of instrument.

**Unit – III** Data Collection: Types of data – Primary Vs Secondary data – Methods of primary data collection – Survey Vs Observation – Experiments – Construction of questionnaire and instrument – Validation of questionnaire – Sampling plan – Sample size – determinants optimal sample size – sampling techniques – Probability Vs Non–probability sampling methods.

**Unit – IV** Data Preparation and Analysis

**Unit – V** Report Design, Writing And Ethics In Business Research: Research report – Different types – Contents of report – need of executive summary – chapterization – contents of chapter – report writing – the role of audience readability – comprehension – tone – final proof – report format – title of the report – ethics in research – ethical behaviour of research – subjectivity and objectivity in research.

Unit – VI Case Study/Assignment/ Project

#### **Suggested Readings:**

1. Donald R. Cooper and Pamela S. Schindler, Business Research methods ,9th Edition, Tata Mc Graw Hill, 2006.
2. Alan Bryman and Emma Bell, Business Research methods, Oxford University Press, New Delhi, 2008.
3. Uma Sekaran, Research methods for Business, Wiley India, New Delhi, 2006.
4. K. N. Krishnaswamy, AppaIyer Sivakumar and M. Mathirajan, Management Research Methodology, Pearson Education, New Delhi, 2006.

**Human Resource Management**  
**Paper Code: UGMBCC09**  
**Credit: Theory-4 + Tutorial-2**  
**Contact hrs: 60**

**Objective:** The objective of this course is to help the students to develop an understanding of the concept & techniques of essential functions of human resource management. The course will use and focus on Indian experiences, approaches and cases

**Unit-I:** Human Resource Management- Concept: Nature; Scope; Objectives and Importance of Human Resource Management; Evaluation of Human Resource Management; Role; function and Qualities of Human Resource Manager; Difference between Human Resource Management and Personal Management.

**Unit-II:** Human Resource Planning – Meaning; Objective; and importance of Human Resource Planning; Human Resource Planning Process; Recruitment – Objective and Sources of Recruitment; Meaning and Purpose of Selection – Selection Process; Steps in selections; Selection techniques, Induction.

**Unit-III:** Training and Development; Meaning; Importance and objective of Training; Steps in Training; Organizing Training Programmer; Training Vs Development; Training needs Assessment; Training Methods; Evaluation of Training Programmes; Meaning and Objectives of Management Development – Techniques of Management Development.

**Unit-IV:** Performance Appraisal – Concept, Features, Objective, Methods of Appraisal – Traditional and Modern methods; Problems with Performance Appraisal, Potential Appraisal.

**Unit-V:** Compensation Management – Objective of Compensation Management; Factors affecting Compensation; Job evaluation – Process, Methods of evaluation; Methods of Wage payment; component of pay structure; Fringe Benefits and Incentive Plans.

**Unit-VI:** Industrial Relations – meaning and Significance, characteristics, Importance of harmonious Industrial Relations; Industrial Conflicts-Forms an causes of Industrial disputes-Methods of settlement of Industrial disputes; Workers’ Participations in Management – Definition, objective and forms of workers participations in management; Collective Bargaining.

**Unit-VII:** Career Planning and Development Career planning – Definition Career needs assessment, Career opportunities, Need- opportunities alignment, Career Development Cycle.

**Unit-VIII:** Concept of HRD – Definition, Goals of HRD, HRD mechanisms or subsystems, Linkage between HRD mechanisms, process outcomes and organizational effectiveness and OD, HRD department and its task.

**Suggested Readings:**

- 1 A handbook of HRM practice – Michael Armstrong; Kogan Page Limited, London.
- 2 Human Resource Management: Text and Concept – VSP Rao; Excel Books, New Delhi.
- 3 Human Resource Management – Biswajeet Pattanayek; Prentice Hall of India, New Delhi.
- 4 Human Resource Management – concept and Issues – T.N. Ghhabra; Dnanpat Rai and Co. Pvt. Ltd., New Delhi.
- 5 Human Resource Management (with cases) – A.K. Ghosh; Manas Publications, New Delhi.

**Financial Management**  
**Paper Code: UGMBCC10**  
**Credit: Theory-4 + Tutorial-2**  
**Contact hrs: 60**

**Objective:** To acquaint students with the techniques of financial management and their applications for business decision making.

**UNIT-I:** Financial Management: Introduction to Financial Management, Financial goals; Objectives of the firm: Profit vs wealth maximization; Financial Management Decisions – investment, financing and dividend decisions; Financial Planning. Time Value of Money: Compounding and discounting techniques – concepts of Annuity and Perpetuity.

**UNIT-II:** Management of Working Capital : Nature of working capital, significance of working capital, operating cycle and factors determining of working capital requirements; Management of working capital – cash, receivables, and inventories. Different sources of finance to meet working capital requirements. Management of Cash, Receivables and Inventory (Basic Concept), Motives for holding cash, determining the Optimum Cash Balance. Working capital financing (Tandon and Chore Committee Recommendations).

**UNIT-III:** Sources of Finance and Cost of Capital: Different sources of finance; Long term and short term sources, Cost of Capital: Concept, Significance of cost of capital; Computation of specific cost of capital for Equity Capital; Preference shares; Debt and retained earnings; combined (weighted) cost of capital. Factors affecting Cost of Capital.

**UNIT-IV:** Leverage Concept, types and significance of leverage. Derivation of Degree of Operating Leverage, Degree of Financial Leverage and Degree of Total Leverage. Concept of business risk and financial risk. EBIT- EPS analysis and its practical application. Concept and application of financial break-even point.

**UNIT-V:** Dividend Decisions: Dividend policy – dividend and its forms – objectives of dividend policy – relevance and irrelevance. Theories of dividend decisions: Walter's Approach – Gordon's Approach – MM Approach.

**UNIT-VI:** Case Studies/ Assignments/ Projects

**Suggested Reading:**

1. Financial Management – Khan & Jain; Tata McGraw Hill.
2. Financial Management – Prasanna Chandra; Tata McGraw Hill.
3. Financial Management – I.M. Pandey; Vikas Publishing House.
4. Financial Management – Sudhindra Bhat; Excel Books.
5. Fundamentals of Financial Management, Vyupatakes Sharen; Pearson Education.
6. Financial Policy and Management Accounting – B. Banerjee; The World Press.
7. Financial Management – Ravi. M. Kishore; Taxmann.
8. Fundamentals of Financial Management – Chandra Bose; PHI.

**Statistical Software Packages**  
**Paper Code: UGMBSE02**  
**Credit: Theory-3 + Practical-1**  
**Contact hrs: 40**

**Objective:** familiarise students with a statistical package for data analysis related to the Statistics and Market Research papers and which will also help in the Research Project. Any user friendly statistical package depending on resources available at each institution can be used. For example SPSS, PSPP (open source)/ or any other equivalent. Some of the statistical analysis functions are also available in add in tools in Excel. These will also enhance the learning in the core papers of Business Accounting and Financial Management, and also help in other Finance related papers, specially the Research Project.

1. Introduction- Data Entry, Storing and Retrieving Files, Statistics Menus, Generating New Variables
  2. Running Statistical Procedures – data entry and interpretation of the output
- Descriptive Statistics  
T-tests  
Chi Square test  
One way Anova  
Correlation  
Linear regression including multiple regression  
Cluster analysis  
Discriminant Analysis  
Factor analysis/Principal Components Analysis

**Financial Accounting Software Package**

For students' learning, free versions of Accounting Software Packages are available on the internet. For example Tally (free student version), GNUCASH (open source) or any other equivalent.

A student is expected to learn the following by using any reputed Accounting Software Package:

Understanding the facilities provided by the Accounting Software Package.

Understanding user interface. Customizing software features to suit the users' requirements.

Creating a new company for the purpose of starting computerized accounting. Modifying an existing company. Creating the required accounts and linking them to appropriate class, viz., Assets, Liabilities, Revenues, Gains, Expenses, and Losses. Passing accounting entries for different types of business transactions. Correcting incorrect accounting entries. Generating and understanding various reports, viz., Cash Book, Ledger Accounts, Trial Balance, Profit & Loss Account, and Balance Sheet.

**Extraction of Data and Analysis**

Any Financial Database such as Prowess from CMIE, Capitaline, ACE or any other equivalent

A student is expected to be able to extract the following types of data

For an index, an industry and company data

Selection of company/s, period to be studied

Creation of a peer group

Use of filters for data query

Data extraction from balance sheet, profit & loss statement and cash flow statements  
Stock market data- price and volume, BSE/NSE, adjusted prices  
Saving and exporting data to a spreadsheet for further analysis

**Taxation**  
**Paper Code: UGMBGE07**  
**Credit: Theory-4 + Tutorial-2**  
**Contact hrs: 60**

**Objective:** Taxation prepares the students for varied positions in the area of tax consultancy.

**Unit 1:**

a) **Basic Concepts and Definitions under IT Act**

Assessee, Previous year, Assessment year, Person, Income, Sources of income, Heads of income, Gross total income, Total income, Maximum marginal rate of tax, Tax Evasion, Tax avoidance, Tax planning.

b) **Residential Status and Incidence of Tax**

Residential status of all persons except company

c) **Incomes which do not form part of Total Income**

Except section 10AA.

**Unit 2:**

**Heads of Income and Provisions governing Heads of Income**

a) Salaries

b) Income from House property

**Unit 3:**

**Heads of Income and Provisions governing Heads of Income**

a) Profits and Gains of Business and Profession

Basic concepts only

b) Capital Gains

Meaning and types of capital assets, basic concept of transfer, cost of acquisition, cost of improvement and indexation, computation of STCG and LTCG.

c) Income from Other Sources

Basis of charge excluding deemed dividend

**Unit 4:**

a) **Income of other Persons included in Assessee's Total Income**

Remuneration of spouse, income from assets transferred to spouse and Son's wife, income of minor.

b) **Set off and Carry Forward of Losses**

Mode of set off and carry forward, inter source and inter head set off, carry forward and set off of losses u/s 71B, 72, 73, 74, 74A.

c) **Deductions from Gross Total Income**

Basic concepts, deductions u/s 80C, 80CCC, 80CCD, 80CCE, 80D, 80DD, 80DDB, 80E, 80G, 80GG, 80GGC, 80TTA, 80U

d) **Rebate u/s 87A**

## **Unit 5:**

### **Goods & Service Tax**

#### Basic Concept

If any new legislations/provisions are enacted in place of the existing legislations/provisions, the syllabus will accordingly include such new legislations/provisions in place of existing legislations/provisions with effect from such date as prescribed by the UNIVERSITY. Similarly if any existing provision becomes redundant due to changes, it will be left out of the syllabus.

#### **Suggested Readings**

- Singhnia V.K., and Singhania K, Direct Tax Law and Practice, Taxmann
- Lal and Vashist, Direct Taxes, Pearson
- Ahuja and Gupta, Direct Taxes Law And Practice, Bharat
- Manoharan&Hari, Direct Tax Laws, Snow White
- Roy, S. K., Principles and Practice of Direct & Indirect Taxes, ABS
- Sengupta, C.H., Direct & Indirect Taxes, Dey Book Concern

Latest edition of the books may be read.

## **India's Diversity in Business**

### **Paper Code: UGMBGE08**

### **Credit: Theory-4 + Tutorial-2**

### **Contact hrs: 60**

**Objective :** The objective of the paper is to understand the bases of India's diversity and its linkages with the people, livelihood, occupational diversity and socio-economic challenges. Further, it aims at understanding the diversity and its implications for the business.

**Unit I** Recognizing, Accommodating and valuing diversity, Challenges and dilemmas posed by diversity and drive for homogenization; Sources of dilemma and tension—immigration, competition for limited resources; Regional bases of India's diversity: regional approach to understanding diversity in terms of India's topography, drainage, soil, climate, natural vegetation, rural and urban settlements

Social diversity in India: Peopling, demography, languages, castes, ethnicity, religions, sects, family, kinship and social institutions; socio-cultural regions

**Unit 2** People, Livelihood and Occupational Diversity, Traditional livelihoods and their nature - agriculture, crafts, industry and services; Region, occupation and employment

**Unit 3** Linkages between Diversity and India's Socio-economic challenges, Regional variations in terms of geographic and socio-economic factors- trends and emerging options; Food insecurity, economic inequalities and poverty, environmental degradation and sustainable development;

**Unit 4** Diversity and Business

- Indian Consumers and marketing; Rural and Urban context
- Diversity, manufacturing, industry and services;
- Diversity and Innovation;
- Workforce diversity and management

## References:

- Bhatt, B. L.(1980)-“ India and Indian Regions: A Critical Overview” in David E. Sopher ‘*An Exploration of India- Geographical Perspectives on Society and Culture*’. Cornell. Pages- 35-61 for Socio cultural regions.
- Bill Aitken, Seven sacred rivers, Penguin Books, 1992
- Bose NK (1969) Unity in Indian Diversity in Desai AR (1969 ) *Rural Sociology in India*, reprinted 2009, Popular Prakashan, (for diversity as strength Part II chap 3 pp 134-136)
- Chakravarti AK (2004) *Regional Preferences for Food: Some Aspects of Food Habit Patterns In India* in Grover N and KN Singh (eds) 2004,*Cultural Geography: Form and Process* , Concept Publishers, Delhi ( for regional specificity of food -Chap 23 pp 355 to 375)
- Fernando Mart´ın-Alca´zar• Pedro M. Romero-Ferna´ndez• Gonzalo Sa´nchez- Gardey, Transforming Human Resource Management Systems to Cope with Diversity, **Journal of Business Ethics**, 2012, 107:511-531
- Gadgil and Guha Ecology and Equity: The use and abuse of nature in contemporary India. Penguin 1995
- Gail Robinson and Kathleen Dechant, Building a business case for diversity, Academy of Management Executive 1997, Vol 11, No. 3
- Kaul, Vijay Kumar, ‘Innovation Revolution: Harnessing India’s Diversity’ Yojana, November 2014, also available at SSRN , <http://ssrn.com/abstract=2517855>
- Kaul, Vijay Kumar, INDIA’S DIVERSITY AND GLOBALISATION: UNIFYING FORCES AND INNOVATION, Working paper in Social Sciences Research Network(SSRN) ,June 2014 <http://ssrn.com/abstract=2444668>
- Kaul, Vijay Kumar, INDIA’S DIVERSITY: FROM CONFLICT TO INNOVATION, Working paper in Social Sciences Research Network(SSRN) ,June 2014 <http://ssrn.com/abstract=2444099>
- Kaul, Vijay Kumar, Managing Diversity, in **Business Organisation and Management**, chapter 35, Pearson Education, 2012.
- Nehru J (1946) The Discovery of India, OUP, chaps 4-8
- Sopher, D.E-“The Geographical Patterning of Culture of India” in David E. Sopher ‘*An Exploration of India- Geographical Perspectives on Society and Culture*’. Cornell, Pages- 289-326.
- **Thomas Kochan, Katerina Bezrukova, Robin Ely, et al**, The EFFECTS OF DIVERSITY ON BUSINESS PERFORMANCE: REPORT OF THE DIVERSITYRESEARCH NETWORK, Human Resource Management, Spring 2003, Vol 42, No.1. pp3-21

**Environmental Science**  
**Paper Code: AUUGCC02 (Non-credit)**  
**Credit: Theory-4 + Tutorial-2**  
**Contact hrs: 60**

**Objective:** Students have been challenged to understand appropriate business responses to environmental problems as well as strategic opportunities in the areas of air and water pollution, energy supply, land degradation and global warming. Global warming is an especially important topic, while a new global protocol is being debated in Copenhagen. This course is being proposed in order to provide students with a greater depth of knowledge and exposure in these areas. Particular emphasis will therefore be given to business responses and actions with regard to global warming, the triple bottom line, sustainable development, and “green” marketing and corporate strategies.

Unit- I:Types of Pollution: Air Pollution, Water Pollution, Soil Pollution, Radiation Pollution, Noise Pollution, Sources Of Pollution: Sources of Air Pollution, Sources of Water Pollution, Sources of Noise Pollution, Oil Spills. Effect of Pollution: Effect of Air Pollution, Impact of Water Pollution, Effect of Chemicals on Humans, Occupational health Hazards.

Unit- II: Decline in forest, Agriculture and marine Productivity Causes for decline in Forest Productivity; Effect on the economy, Causes for decline in Agricultural Productivity; Effect on the economy, Causes for decline in marine Productivity; Effect on the economy.

Unit- III: Energy Crisis: Introduction: Future Prospects; Energy Conservation and its Efficient Utilization.

Unit- IV: Green house effect & Global Warming: How green house effect works ;The problematic Carbon Dioxide; Effect of Global Warming, Triple Bottom Line

Unit- V: Acid Rain: Causes & effect of Acid Rain, Steps to control Acid Rain Ozone Layer Depletion: Formation of Stratospheric Ozone; Ozone Depleting Substances; Causes for ozone layer Depletion. Disaster Management: Types of Disaster; Causes & effect of Disaster; Natural Disaster; Man-made Disasters

Unit- VI: Protection of Wild life: Need to protect wild life, Cruelty to Animals Enforcement of Acts, Laws and Policies : The Indian Wild life Protection Act; CITES; Animal Welfare Board of India; People for the Ethical Treatment of Animals(PETA)

Unit- VII: Some Success Stories: Use of CNG Fuel, Electronic Bike, Chipko movement; Silent Valley, Rainwater Harvesting

Unit – VIII: Case studies

Suggested Readings

1. N.K. Oberoi : Environmental Management, Excell Books
2. G.N. Pandey : Environmental Management, Vikas



## Year-3 Semester-5

### Quantitative Techniques for Management

Paper Code: UGMBCC11

Credit: Theory-4 + Tutorial-2

Contact hrs: 60

**Objective:** To acquaint students with the construction of mathematical models for managerial decision situations and to use computer software packages to obtain a solution wherever applicable. The emphasis is on understanding the concepts, formulation and interpretation.

**Unit I:** Linear Programming: Formulation of L.P. Problems, Graphical Solutions (Special cases: Multiple optimal solution, infeasibility, unbounded solution); Simplex Methods (Special cases: Multiple optimal solution, infeasibility, degeneracy, unbounded solution) Big-M method and Two-phase method; Duality and Sensitivity (emphasis on formulation & economic interpretation); Formulation of Integer programming, Zero-one programming, Goal Programming.

**Unit II:** Elementary Transportation: Formulation of Transport Problem, Solution by N.W. Corner Rule, Least Cost method, Vogel's Approximation Method (VAM), Modified Distribution Method. (Special cases: Multiple Solutions, Maximization case, Unbalanced case, prohibited routes) Elementary Assignment: Hungarian Method, (Special cases: Multiple Solutions, Maximization case, Unbalanced case, Restrictions on assignment.)

**Unit III:** Network Analysis: Construction of the Network diagram, Critical Path- float and slack analysis (Total float, free float, independent float), PERT, Project Time Crashing

**Unit IV:** Decision Theory: Pay off Table, Opportunity Loss Table, Expected Monetary Value, Expected Opportunity Loss, Expected Value of Perfect Information and Sample Information Markov Chains: Predicting Future Market Shares, Equilibrium Conditions (Questions based on Markov analysis) Limiting probabilities, Chapman Kolmogrov equation. Introduction to Game Theory: Pay off Matrix- Two person Zero-Sum game, Pure strategy, Saddle point; Dominance Rule, Mixed strategy, Reduction of  $m \times n$  game and solution of  $2 \times 2$ ,  $2 \times s$ , and  $r \times 2$  cases by Graphical and Algebraic methods; Introduction to Simulation: Monte Carlo Simulation

#### Readings:

1. N. D. Vohra: Quantitative Management, Tata McGraw Hill .
2. P. K. Gupta, Man Mohan, Kanti Swarup: Operations Research, Sultan Chand.
3. V. K. Kapoor: Operations Research, Sultan Chand & Sons.
4. J. K. Sharma: Operations Research Theory & Applications, Macmillan India Limited.

**Legal Aspects of Business**  
**Paper Code: UGMBCC12**  
**Credit: Theory-4 + Tutorial-2**  
**Contact hrs: 60**

**Objective:** To gain knowledge of the branches of law which relate to business transactions, certain corporate bodies and related matters. Also, to understand the applications of these laws to practical commercial situations.

**Unit I:** The Indian Contract Act 1872: Meaning and Essentials of contract; Kinds of contract- Based on: validity, formation & performance, law relating to offer and acceptance, consideration, competency to contract, free consent, Void agreements, performance of contracts, discharge of contracts, breach of contracts and quasi contract, Special contracts: contract of indemnity and guarantee, bailment and pledge, and agency.

**Unit II:** Sale of Goods Act 1930: Sale and agreement to sell, implied conditions and warranties, sale by non-owners, rights of unpaid seller. Negotiable Instruments Act 1881: Meaning of negotiable instruments, type of negotiable instruments, promissory note, bill of exchange, cheque.

**Unit III:** The Companies Act 2013: Meaning and types, Incorporation, Memorandum & Articles of association, Prospectus, Issue of shares and bonus shares, rights issue, sweat equity, role of directors, share qualification, company meetings.

The Limited Liability Partnership Act 2008: Meaning and nature of limited partnership, formation, partners & their relations, extent and limitation of liability.

**Unit IV:** Consumer Protection Act 1986: Objectives and machinery for consumer protection, defects and deficiency removal, rights of consumers.

The Right to Information Act 2005: Salient features and coverage of the act, definition of terms information, right, record, public authority; obligations of public authorities, requesting information and functions of PIO.

**Readings:**

1. M.C.Kucchal: Business Law/Mercantile Law, Vikas Publishing. House (P) Ltd.
2. M.C.Kucchal,&VivekKucchal: Business Legislation for Management, Vikas Publishing House (P) Ltd.
3. Dr. G. K. Kapoor & Sanjay Dhamija: Company Law and Practice-A comprehensive textbook on Companies Act 2013, latest edition, Taxmann.
4. Avtar Singh: Principle of Mercantile Law, Eastern Book Company
5. Gulshan Kapoor: Business Law, New Age International Pvt Ltd Publishers.
6. Maheshwari & Maheshwari: Principle of Mercantile Law, National Publishing Trust
7. Rohini Aggarwal: Mercantile & Commercial Law, Taxmann.

## **DSE-Finance: Investment Analysis & Portfolio Management**

**Paper Code: UGMBDS01**

**Credit: Theory-4 + Tutorial-2**

**Contact hrs: 60**

**Objective:** The objective of this course is to introduce the intuition and concepts of Investment analysis and portfolio management. The aim of the course is to provide the theoretical underpinning of the subject with the implications in the real world.

**Unit I:** Basics of risk and return: concept of returns, application of standard deviation, coefficient of variation, beta.

**Unit II:** Bonds: present value of a bond, yield to maturity, yield curve and theories regarding shape of yield curve.

**Unit III:** Share valuation: Dividend discount models- no growth, constant growth, two stage growth model, multiple stages; Relative valuation models using P/E ratio, book value to market value.

**Unit IV:** Portfolio analysis: portfolio risk and return, Markowitz portfolio model: risk and return for 2 and 3 asset portfolios.

**Unit V:** Capital asset pricing model (CAPM) and assumption, security and capital market line

**Unit VI:** Mutual Funds and measurement of its performance using Sharpe's Treynor's and Jensen's measures.

**Unit VII:** Case Studies/ Projects/ Assignments

### **Suggested Readings:**

1. Security Analysis and Portfolio Management – Donald, E. Fischer & Ronald J. Jordon; Pearson Books.
2. Investment Analysis and Portfolio Management – Chandra, Prasanna; Tata Mc Graw Hill.
3. Investment Management – Bhalla, V.K.; S. Chand & Company Ltd.

## **DSE-Finance: International Finance**

**Paper Code: UGMBDS02**

**Credit: Theory-4 + Tutorial-2**

**Contact hrs: 60**

**Objective:** The objective of this paper is to equip the students with the techniques that can help them in managing the financial issues in international environment. This course will help them to manage MNCs in more effective manner.

**UNIT-I:** Introduction: concept of International trade, International Business, International Finance and differences among them. Theories of International trade, International trade

financing in India, Balance of payments (of India) International Monetary System: Different types of Exchange rate mechanisms- the gold standard, the gold exchange standard, The Bretton Woods System, Current monetary system, European Monetary Union. IMF and World Bank.

**UNIT-II:** Foreign Exchange Management: Forex market – Wholesale and Domestic market, Quotations- direct, indirect and cross currency; various kinds of transactions and their settlement dates, forward rates, Swaps, Quotes for various kinds of Merchant transactions; Early delivery, extension or cancellation of Forward contracts Exchange Rate determination and Forecasting: Purchasing power parity and Interest rate parity, relationship between PPP and IRP, reasons for deviation from PPP and IRP; models of exchange rate forecasting- forward rate as an unbiased predictor, the Demand-Supply approach, the monetary approach, the Asset approach, the portfolio balance approach, other models

**UNIT-III:** Foreign Exchange Exposures: Financial Accounting and Foreign Exchange- Alternative Currency Translation Methods, Statement of Financial Accounting, Standards No.8, Statement of Financial Accounting Standards No.-52, Transaction Exposure, Managing Accounting Exposure- Managing Transaction and Translation Exposure, Designing a Hedging Strategy, Measuring and managing Economic Exposure- Foreign Exchange Risk and Economic Exposure, Identifying Economic Exposure, Calculating Economic Exposure, Operational Measure of Exchange Risk. Multinational Financial System- Value of the Multinational Financial System, Intercompany Fund- Flow Mechanisms: Cost and Benefits, Designing a Global Remittance Policy, Transfer Pricing and Tax Evasion. Issue of GDR, ADR Euro bonds and Foreign bonds.

**UNIT-IV:** International Investment Management: International Portfolio Investment- Issues in Foreign Investment Analysis, International Bond Investing, Strategies for Direct Investment, Bond Investment & Portfolio Investment, Optional International Asset Allocation. International project appraisal- IRR and APV methods; Managing Political Risk- Measuring Political Risk, Country Risk Analysis, Managing Political Risk, Post-expropriation Policies. Multinational Working Capital Management: Current Asset Management for the Multinational- International Cash Management, Accounts Receivables Management, Inventory Management.

**Suggested Readings:**

1. PG Apte: International Finance, TataMcgraw Hill.
2. Alan C. Shapiro: Multinational Financial Management- Prentice Hall

**References:**

3. Maurice D. Levi: International Finance- The Markets and Financial Management of Multinational Business, Mcgraw Hill.

**DSE-Finance: Investment Banking & Financial Services**

**Paper Code: UGMBDS03**

**Credit: Theory-4 + Tutorial-2**

**Contact hrs: 60**

**Objective:** The objective of this paper is to know the different aspects of Investment banking, mergers and acquisition and the detailed SEBI guidelines on issue management.

**UNIT- 1:** Introduction: An Overview of Indian Financial System, Investment Banking in India, Recent Developments and Challenges ahead, Institutional structure and Functions of

Investment / Merchant Banking; SEBI guidelines for Merchant Bankers, Registration, obligations and responsibilities of Lead Managers, Regulations regarding Continuance of association of lead manager with an issue

**UNIT II:** Issue Management: Public Issue: classification of companies, eligibility, issue pricing, promoter's contribution, minimum public offer, prospectus, allotment, preferential allotment, private placement, Book Building process, designing and pricing, Green Shoe Option; Right Issue: promoter's contribution, minimum subscription, advertisements, contents of offer document, Bought out Deals, Post issue work & obligations, Investor protection, Broker, sub broker and underwriters

**UNIT III:** Leasing and Hire Purchase :Concepts of leasing, types of leasing – financial & operating lease, direct lease and sales & lease back, advantages and limitations of leasing, Lease rental determination; Finance lease evaluation problems (only Lessee's angle), Hire Purchase interest & Instalment, difference between Hire Purchase & Leasing, Choicec riteria between Leasing and Hire Purchase mathematics of HP, Factoring, forfeiting and its arrangement, Housing Finance : Meaning and rise of housing finance in India, Fixing the amount of loan, repricing of a loan, floating vs. fixed rate, Practical problems on housing finance.

**UNIT IV:** Venture Capital: Concept, history and evolution of VC, the venture investment process, various steps in venture financing, incubation financing. Insurance: concept, classification, principles of insurance, IRDA and different regulatory norms, operation of General Insurance, Health Insurance, Life Insurance. Credit Ratings: Introduction, types of credit rating, advantages and disadvantages of credit ratings, Credit rating agencies and their methodology, International credit rating practices. Securitization: concept, securitization as a funding mechanism, Traditional and non-traditional mortgages, Graduated-payment mortgages (GPMs), Pledged-Account Mortgages (PAMs), Centralized Mortgage obligations (CMOs), Securitization of nonmortgage assets, Securitization in India.

**Suggested Readings:**

1. M.Y.Khan: Financial Services, Tata McGraw –Hill.
2. Machiraju: Indian Financial System, Vikas Publishing House.
3. J.C.Verma: A Manual of Merchant Banking, Bharath Publishing House.
4. K.Sriram: Hand Book of Leasing, Hire Purchase & Factoring, ICFAI, Hyderabad.
5. Ennew.C.Trevor Watkins & Mike Wright: Marketing of Financial Services, Heinemann Professional

**DSE-Finance: Project Appraisal& Analysis**

**Paper Code: UGMBDS04**

**Credit: Theory-4 + Tutorial-2**

**Contact hrs: 60**

**Objectives:** To explain identification of a project, feasibility analysis including market, technical and financial appraisal of a project. Understand the relevance of alternative project appraisal techniques, financial structuring and financing alternatives. This course intends to involve students to apply appraisal techniques for evaluating live projects

**Unit I:** Appraisal : an introduction, Project appraisal and evaluation , Project cycle, Project cycle management , Private and Public sector Projects/commercial / National probability; Identification of investment opportunities – industry analysis review of project profiles, –

feasibility study , Project identification and formulation , Generation of Project ideas, Basic Principles of Project Analysis Entrepreneurship – concept, Theory and perspective

**Unit II:** Market Analysis : Market analysis of a project, Need for market analysis, Demand and supply analysis, Collection analysis, primary /secondary data, Forecasting techniques Technical appraisal of a project , Business and Technology Acquisition and management of technology

**Unit III:** Investment appraisal: Introduction and techniques, DCF and non DCF methods, Sensitivity Analysis, Financial needs of a Project, Investment criteria, Project Appraisal parameters of select Financial Institutions. Social cost benefit analysis – value added concept, social surplus indirect impact of projects, rationale of SCBA, Efficiency and Equity in Project Appraisal, UNIDO approach, Little Mirlees Approach, Project Appraisal of Indian Plans

**Unit IV:** Project risk assessment – Risk and Sensitivity Analysis, Taxonomy of Risks, probabilistic cash flow approaches – application of simulation techniques; Monitoring and Evaluation of a Project - PERT / CPM, Monitoring mechanism, Evaluation ad Lessons, Preparation of project report - Case Analysis

**Suggested Readings :**

1. Machiraju, H.R.: Introduction to Project Finance, Vikas Publishing House
2. Prasanna Chandra: Project Preparation Appraisal Budgeting and Implementation, Tata McGraw.

## **DSE-Finance: Business Analysis & Valuation**

**Paper Code: UGMBDS05**

**Credit: Theory-4 + Tutorial-2**

**Contact hrs: 60**

**Objective:** This Paper will enable the students to analyze the health of a company through their annual reports and will equip them to understand what an asset is worth and what determines that value.

**Unit I:** Analysis of Corporate Financial Statements: Income statements and Balance sheetsthrough ratio analysis and analyzing the Chairman’s statement, Directors’ report,management discussion & analysis, report on corporate governance, auditor’s report toevaluate the financial soundness of the company.

**Unit II:** Cash Flows:Firm cash flows, Earnings, Tax effect, Reinvestment needs; Equity cash flows: Dividend, Forecasted Cash flows, terminal value estimation approaches. Equitydiscounted cash Flow Models-Dividend discount models, extensions of DDM; free cashflow to equity model

**Unit III:** Introduction to Valuation: Approaches to valuation, Discounted Cash Flow, Relative Valuation, Role of valuation; Discounted Cash flow Valuation: Estimating discount ratescostof equity, cost of equity to cost of capital; Valuation of an asset with guaranteed cash flows, introducing uncertainty into valuation (valuing an asset with default risk & equity Risk), valuing an asset with an infinite life.

**Unit IV:** Firm Valuation Models: Cost of capital approach, adjusted present value approach, EVA, Capital structure and firm value. Relative valuation-popularity and potential pitfalls;

reconciling relative and discounted cash flow valuation Equity Multiples; Value Multiples; Valuation of different kinds of companies. Value of Synergy; operating and financial synergy, Cash and tax benefits, debt capacity, Evidence on synergy, common errors in valuing synergy; Valuing Real options

**Suggested Readings:**

1. Foster, George *Financial Statement Analysis*, 2nd ed., Pearson Education Pvt Ltd
2. Damodaran, A. (2008). *Damodaran on Valuation, Security Analysis for investment and Corporate Finance* (2nd ed.). Wiley India Pvt. Ltd.

**References:**

1. Chandra, P. (2011). *Corporate Valuation and Value Creation*, (1st ed). TMH
2. Weston, Chung, Hoag, *Mergers, Restructuring and Corporate Control*, Prentice Hall of India

**DSE-Marketing: Personal Selling & Sales Force Management**

**Paper Code: UGMBDS06**

**Credit: Theory-4 + Tutorial-2**

**Contact hrs: 60**

**Objectives:** To familiarize the students with the concepts of sales management and to equip them with the various tools required to be a success in the various techniques essential for sales staff management. To help them differentiate the nuances of personal, organizational and personal selling.

**Unit I** Introduction to Personal Selling; functions of a sales person, qualities of an effective Sales Person; Personal Selling situations.

**Unit II** Theories of Selling: AIDAS, Right Set of circumstances, Buying formula theory.

**Unit III** The Selling Process: Pre-approach – acquiring product knowledge, acquiring competition and market knowledge, Identifying and qualifying prospects – sources of prospecting, conditions for qualification, Opening a sale – methods of approaching, Sales presentation – presentation strategies and methods, Sales demonstration – planning effective demonstration, use of sales tools, Handling objection – types of objections, determining hidden objections, strategies for handling objections, Closing a sale – trial close, closing techniques, Post sales follow up.

**Unit IV** Introduction to sales force management: Objectives of Sales management, Role of a sales manager; Managing Sales force – Recruitment, Selection, Training, Compensation and evaluation of sales force; Sales Territory Coverages: Sales Territory Concept, Reasons for establishing sales territories, procedures for selling up sales territories.

**Readings:**

1. Still, Cundiff & Govani: Sales Management, Prentice Hall of India
2. Charles Futrell: Fundamentals of Selling, McGraw Hill

**DSE-Marketing: Consumer Behaviour**  
**Paper Code: UGMBDS07**  
**Credit: Theory-4 + Tutorial-2**  
**Contact hrs: 60**

**Objective:** The course of Consumer behaviour equips students with the basic knowledge about the issues and dimensions of consumer behaviour and with the skill and ability to analyse consumer information and develop consumer behaviour oriented marketing strategies.

**Unit I:** Consumer Behaviour: Nature, scope & application: Importance of consumer behaviour in marketing decisions, characteristics of consumer behaviour, role of consumer research, consumer behaviour- interdisciplinary approach. Introduction to 'Industrial Buying Behaviour' Market Segmentation: VALS 2 segmentation profile.

**Unit II:** Consumer Needs & Motivation: Characteristics of motivation, arousal of motives, theories of needs & motivation: Maslow's hierarchy of needs, McLelland's APA theory, Murray's list of psychogenic needs, Bayton's classification of motives, self-concept & its importance, types of involvement. Personality & Consumer Behaviour: Importance of personality, theories of personality-Freudian theory, Jungian theory, Neo-Freudian theory, Trait theory: Theory of self Images; Role of self-consciousness.

Consumer Perception: Concept of absolute threshold limit, differential threshold limit & subliminal perception: Perceptual Process: selection, organisation & interpretation.

Learning & Consumer Involvement: Importance of learning on consumer behaviour, learning theories: classical conditioning, instrumental conditioning, cognitive learning & involvement theory.

Consumer Attitudes: Formation of attitudes, functions performed by attitudes, models of attitudes: Tri-component model, multi-attribute model, attitude towards advertisement model: attribution theory.

**Unit III:** Group Dynamics & consumer reference groups: Different types of reference groups, factors affecting reference group influence, reference group influence on products & brands, application of reference groups. Family & Consumer Behaviour: Consumer socialisation process, consumer roles within a family, purchase influences and role played by children, family life cycle. Social Class & Consumer behaviour: Determinants of social class, measuring & characteristics of social class.

Culture & Consumer Behaviour: Characteristics of culture, core values held by society & their influence on consumer behaviour, introduction to sub-cultural & cross-cultural influences.

Opinion Leadership Process: Characteristics & needs of opinion leaders & opinion receivers, interpersonal flow of communication.

**Unit IV:** Diffusion of Innovation: Definition of innovation, product characteristics influencing diffusion, resistance to innovation, adoption process. Consumer Decision making process: Process- problem recognition, pre-purchase search influences, information evaluation, purchase decision (compensatory decision rule, conjunctive decision, rule, Lexicographic rule, affect referral, disjunctive rule), postpurchase evaluation; Situational Influences Models of Consumer Decision making: Nicosia Model, Howard-Sheth Model, Howard-Sheth Family Decision Making Model, Engel, Kollat & Blackwell Model, Sheth Newman Gross Model of Consumer Values.

NOTE: Cases & application to marketing will be taught with respect to each topic.



### **Suggested Readings**

1. Leon G.Schiffman& Leslie L.Kanuk: Consumer Behaviour, Prentice HallPublication, latest Edition
2. Solomon, M.R.: Consumer Behaviour – Buying, Having, and Being,Pearson Prentice Hall.
3. Blackwell, R.D., Miniard, P.W., & Engel, J. F.: Consumer Behaviour, CengageLearning.
4. Hawkins, D.I., Best, R. J., Coney, K.A., &Mookerjee, A: Consumer Behaviour –Building Marketing Strategy, Tata McGraw Hill.
5. Kotler, P. & Keller, K. L.: Marketing Management (Global Edition) Pearson.

## **DSE-Marketing: Retail Management**

**Paper Code: UGMBDS08**

**Credit: Theory- 4 + Tutorial-2**

**Contact hrs: 60**

**Objective:** The primary objective of the course is to have students develop marketing competencies in retailing and retail consulting. The course is designed to prepare students for positions in the retail sector or positions in the retail divisions of consulting companies. Besides learning more about retailing and retail consulting, the course is designed to foster the development of the student’s critical and creative thinking skills.

**Unit- I:** Overview of Retailing Management: Introduction to retailing, concept, Nature, scope, Functions of retailing; Building and sustaining relationships; Retail organization structure, Retail management process- Types of Retail Outlets, Market structure and control; Planning and development. Evolution of Retailing in India, Retailing in India, Emerging Trends in Retailing, Factors Behind the change of Indian Retail Industry.

**Unit-II:** Retail Management Situational Analysis: Retail institutions by ownership; Retail institutions by store-based strategy mix; Web, non store-based, and other forms of non-traditional retailing; Targeting customers and gathering information; Communicating with customers; Market/ competitors, Promotional strategies, Choosing a store location: Trading-area analysis; Site selection; Store design and layout, Display.

**Unit-III:** Managing Retail Business: Retail organization and HRM; Operations management: financial and operations dimensions; Managing retail services; Service characteristics; Branding: perceptions of service quality, sales force management, Advertising & Sales Promotion, Store Positioning, Retail Marketing. Mix, CRM, Advertising in Retailing.

**Unit-IV:** Delivering the Product: Retail Information Systems; Merchandise management and pricing: Merchandise plan, Merchandise buying and handling, Markups & Markdown in merchandise management, shrinkage in Retail merchandise management, people in retailing.

**Unit-V:**Retail Operation: Elements/Components of Retail Store Operation, Store Administration, Store Manager –Responsibilities, Inventory Management, Management of Receipts, Customer Service, Management of Retail Outlet/Store, Store Maintenance, Store Security.

**Unit-VI:**International Retailing: Internationalization and Globalization; Shopping at World stores; Going International; The Internationalization process; Culture, business and international management

## **Unit- VII: Case Studies/ Projects/ Assignments**

### **Suggested Readings:**

1. Berman B and Evans J R, Retail Management, Pearson Education, 2002.
2. Michael Levy M and Weitz B W, Retailing Management, Tata McGraw-Hill, 2004.
3. Newman A J and Cullen P, Retailing: Environment and Operations, Vikas Publication, 2002.
4. Varley R and Rafiq M, Principles of Retail Management, Palgrave, 2004.
5. Lamba, The Art of Retailing, Tata McGraw-Hill, 2001.
6. Cullen & Newman: Retailing – Environment & Operations, Cengage Learning EMEA
7. Berman & Evarv: Retail Management, Perntice Hall.
8. Bajaj, Tuli & Srivastava: Retail Management- Oxford University Publications

## **DSE-Marketing: Advertising & Brand Management**

**Paper Code: UGMBDS09**

**Credit: Theory-4 + Tutorial-2**

**Contact hrs: 60**

**Objective:** To equip the students with the nature, purpose & complex constructions in the planning and execution of a successful advertising program. The course will expose student to issues in brand management, faced by firms operating in competitive markets.

**Unit I:** Advertising need & importance: Definition & growth of modern advertising, advertising & the marketing mix, types & classification of advertisement, advertising spiral; Social & economic aspects of advertising; Marketing communication models: AIDA, hierarchy of effect, innovation adoption model, action first model, quick decision model; Planning framework of promotional strategy

**Unit II:** How advertising works: Exposure, salience, familiarity, low involvement, central route & peripheral route & cognitive learning; Positioning strategies ; Associating feelings with a brand; Developing brand personality ; Creating copy strategies: Rational & emotional approaches, selection of an endorser, creative strategy & style- brand image, execution, USP, common touch & entertainment, message design strategy, format & formulae for presentation of appeals (slice of life, testimonials, etc.), different types of copy; Art & layout of an advertisement: Principles of design, layout stages, difference in designing of television, audio & print advertisement

**Unit III:** Media planning & scheduling: Introduction to broadcast & non -broadcast media; Budgeting decision rule: percentage of sales method, objective to task method, competitive parity, & all you can afford; Key factors influencing media planning; Media decisions: media class, media vehicle & media option; Scheduling: flighting, pulsing, & continuous

**Unit IV:** Management of sales promotion: Importance & need for sales promotion, planning for consumer schemes & contests, different types of consumer schemes.

**Unit V:** Introduction to brands and brand management, Concept of a brand, brand evolution, branding challenges and opportunities, Strategic brand management process.

**Unit VI:** Identifying and establishing brand positioning and values; Brand building, brand positioning and values brand repositioning.

**Unit VII:** Designing and implementing brand strategies; Brand extension. Brand hierarchy Kapferer, Brand equity, brand personality, brand image, managing brands overtime., Integrating advertising and brand management

Note: Applied cases would be taken up in class.

**Suggested Readings:**

1. Aaker, Myers &Batra : Advertising Management , Prentice Hall.
2. Wells, Moriarity& Burnett : Advertising Principles & practices , Prentice Hall.
3. Kleppner's Advertising Procedure: W.Ronald Lane, kaneWhitehill king and J. Thomas Russell, Pearson Education.
4. George E.Belch& Michael A. Balch : Advertising and Promotion, TMH
5. S.H.HKazmi and SatishK.Batra : Advertising and sales promotion, Excel books
6. Cowley. D: Understanding Brands, , Kogan Page Ltd
7. Jean Noel Kampferer: Strategic Brand Management, Kapferer Free Press
8. David Aaker: Brand Leadership, Simon & Schuster
9. Wright, Winter, Ziegler: Advertising, Atlantic Publishers & Dist.
10. Sandage, Fryburger,: Advertising Theory & Practice, Ratroll Longman Group

**DSE-Human Resource: Training & Development**

**Paper Code: UGMBDS10**

**Credit: Theory-4 + Tutorial-2**

**Contact hrs: 60**

**Objective:** To familiarize the students with the concept and practice of training and development in the modern organizational setting.

**Unit I Introduction to Training & Development**

Definition, assessment of training needs, Difference between training and development, Training policy, Role of trainer, Resistance to Training

**Unit II Designing Training Programmes**

Strategic issues, process of training, training plan.

**Unit III Training Methods**

On the job training and Off the job training; Factors affecting selection of training method; Management Development Programme

**Unit IV Training Administration**

Organising training- Procedure, Implementation, Budget;

**Unit V Training Evaluation**

Definition, Objectives, Criteria, Process, ROI.

## **Unit VI Emerging Trends**

Current trends; Training Centers, Role of External Agency in Training and Development

### **Suggested Readings:**

1. Bhatia, S.K.: Training & Development, Deep & Deep Publishers.
2. Blanchard, P. Nick & Thacker J., Effective Training, Systems, Strategies and Practices, Pearson.
3. Pattanayak, B., Human Resource Training; S Chand
4. Janakiram, B., Training & Development, Biztantra
5. Lynton, R. & Pareek U., Training & Development, Prentice Hall.
6. Noe, R A; Employee Training & Development; McGraw Hill International edition

## **DSE-Human Resource: HRD: Systems & Strategies**

**Paper Code: UGMBDS11**

**Credit: Theory-4 + Tutorial-2**

**Contact hrs: 60**

**Objective:** The course gives an overview of the need for HRD and HRD practices which can develop and improve an Organization's systems and strategies leading to an optimal HRD climate.

**UNIT - I:** Human Resource Development (HRD) : Concept, Origin and Need, Relationship between human resource management and human resource development; HRD as a Total System; Activity Areas of HRD : Training, Education and Development; Roles and competencies of HRD professionals.

**UNIT - II:** HRD Process: Assessing need for HRD; Designing and developing effective HRD programs; Implementing HRD programs; Evaluating HRD programs.

**UNIT- III:** HRD Interventions: Integrated Human Resource Development Systems, Staffing for HRD; Physical and Financial Resources for HRD. HRD and diversity management; HRD Climate; HRD Audit.

**UNIT – IV:** HRD Applications: Coaching and mentoring, Career management and development; Employee counselling; Competency mapping, High Performance Work Systems, Balanced Score Card, Appreciative inquiry. Integrating HRD with technology.

**UNIT – V:** Evaluating the HRD Effort; Data Gathering; Analysis and Feedback; Industrial relations and HRD. HRD Experience in Indian Organizations, International HRD experience, Future of HRD.

### **Suggested Readings:**

1. Nadler, Leonard: Corporate human Resource Development, Van Nostrand Reinhold / ASTD, New York.
2. Rao T.V. and Pareek, Udai: Designing and Managing Human Resource Systems, Oxford and IBH Publication Ltd.
3. Rao T.V.: Reading in human Resource Development, Oxford IBH Publication .Ltd.
4. Viramani B.R. and Seth, Pramila: Evaluating Management Training and Development, Vision Books.
5. Rao T.V.: Human Resource Development, Sage publication.

## **DSE-Human Resource: Management of Industrial Relations**

**Paper Code: UGMBDS12**

**Credit: Theory-4 + Tutorial-2**

**Contact hrs: 60**

**Objective:** To acquaint students with concepts of Industrial Relations and various legislations related to Labour Welfare and Industrial Relations.

**Unit I:** Concept of industrial relations, aspects of industrial relations, conflict and cooperation, parties in industrial relations, workers employers and government, trade unions, objectives collective bargaining.

**Unit II:** Workers participation in management, levels of participation, mode of participation Works Committee, Joint Management councils, Worker Director, Grievance Procedure, Quality Circles.

**Unit III:** Trade Union Act 1926, Immunity granted to Registered Trade Unions, Recognition of Trade Unions. The Industrial Employment (Standing Orders) Act 1946, scope, coverage, certification process, modification, interpretation, and enforcement.

The Industrial Disputes Act 1947, forum for settlement of disputes, instruments of economic coercion, strikes, lockouts and closure.

**Unit IV:** Salient features, coverage of employees and employers, rules and benefits relating to The Payment of Wages Act 1936, The Payment of Gratuity Act 1972, The Minimum Wages Act 1948, and The Payment of Bonus Act 1965.

**Unit V:** The Factories Act 1948, definition, approval, licensing and registration, health and welfare measures ,employment of women and young persons ,leave with wages and weekly holidays.

**Unit VI:** The salient features ,coverage of employees and employers, and benefits under The Provident Fund and Miscellaneous Provisions Act 1952 and Employees Pension Scheme and Employees State Insurance Act 1948.

### **Suggested Readings:**

1. S C Srivastava: Industrial Relations and Labour Laws, Vikas Publishing House.
2. T N Chhabra: Industrial Relations and Labour Laws, Dhanpat Rai Publishing House.

## **DSE-Human Resource: Performance & Compensation Management**

**Paper Code: UGMBDS13**

**Credit: Theory-4 + Tutorial-2**

**Contact hrs: 60**

**Objective:** To familiarize students about concepts of performance and compensation management and how to use them to face the challenges of attracting, retaining and motivating employees to high performance.

**Unit I:** Introduction- Concept, Philosophy, History from performance appraisal to performance development. Objectives of performance management system; Performance management and performance appraisal; Performance Management process: Performance planning, Process and Documentation of Performance appraisal, Appraisal Interview, Performance Feedback and Counselling.

**Unit II:** Performance management and reward systems. Performance Coaching, Mentoring and Counselling, Competency development, Use of technology and e-PMS, International Aspects of PMS. Performance systems trends, Ethical Perspectives in performance appraisal.

**Unit III:** Introduction to Job Evaluation. Methods of Job Evaluation. Company Wage Policy: Wage Determination, Pay Grades, Wage Surveys, Wage Components. Modern trends in compensation - from wage and salary to cost to company concept, Comparable worth, broadbanding, competency based pay.

**Unit IV:** Incentives plans for production employees and for other professionals. Developing effective incentive plans, pay for performance,. Supplementary pay benefits, insurance benefits, retirement benefits, employee services benefits. Benefits & Incentive practices in Indian industry.

**Unit V:** Wages in India: Minimum wage, fair wage and living wage. Methods of state regulation of wages. Wage differentials & national wage policy Regulating payment of wages, wage boards, Pay commissions, dearness allowances, linking wages with productivity,. Special compensation situations: International compensation-managing variations. Expatriate Pay.

**Suggested Readings:**

1. Milkovich & Newman, Compensation, McGraw Hill.
2. T.J. Bergman, Compensation Decision Making, Harcourt, Fort Worth, TX
3. Richard Henderson: Compensation management in a knowledge based world, Prentice Hall.
4. T.N. Chhabra & Savitha Rastogi Compensation management, Sun India Publications.
5. Gary Dessler, Human Resource Management, Prentice Hall.
6. Armstrong's Handbook of Performance Management: An Evidence-Based Guide to Delivering High Performance :Book by Michael Armstrong
7. Herman Aguinis: Performance Management, Prentice Hill.
8. Armstrong, M. & Baron, A: Performance management and development, Jaico Publishing House
9. Armstrong, M., Performance management: Key strategies and practical guidelines, Kogan Page, London.
10. Bagchi, S. N.: Performance management, Cengage Learning India.
11. Bhattacharyya, D.K.: Performance management systems and strategies, Pearson Education.
12. Robert B.: Performance management, McGraw-Hill Education India.

## Year-3 Semester-6

### **Business Policy & Strategy** **Paper Code: UGMBC13** **Credit: Theory-4 + Tutorial-2** **Contact hrs: 60**

**Objective:** To equip students with the necessary inside into designing strategies for an organisation and linking the organisations strategies with the changing environment. The course will focus on Indian cases, approaches and experiences.

**Unit I:** Nature & importance of business policy & strategy: Introduction to the strategic management process and related concepts; Characteristics of corporate, business & functional level strategic management decisions. Company's vision and mission: need for a mission statement, criteria for evaluating a mission statement- Goal, Process & Input formulation of the mission statement-Drucker's Performance Area, Bennis's Core Problem; formulation of mission statement.

**Unit II:** Environmental Analysis & Diagnosis: Analysis of company's external environment Environmental impact on organisations policy and strategy, organisations dependence on the environment, analysis of remote environment, analysis of specific environment- Michael E. Porter's 5 Forces model; Internal analysis: Importance of organisation's capabilities, competitive advantage and core competence, Michael E. Porter's Value Chain Analysis.

**Unit III:** Formulation of competitive strategies: Michael E. Porter's generic competitive strategies, implementing competitive strategies- offensive & defensive moves. Formulating Corporate Strategies: Introduction to strategies of growth, stability and renewal, Types of growth strategies – concentrated growth, product development, integration, diversification, international expansion (multi domestic approach, franchising, licensing and joint ventures), Types of renewal strategies – retrenchment and turnaround. Strategic fundamentals of merger & acquisitions.

**Unit IV:** Strategic Framework: Strategic analysis & choice, Strategic gap analyses, portfolio analyses – BCG, GE, product market evolution matrix, experience curve, directional policy matrix, life cycle portfolio matrix, grand strategy selection matrix; Behavioural considerations affecting choice of strategy; Culture and Strategic Leadership: Implementing & operationalizing strategic choice, Impact of structure, culture & leadership, functional strategies & their link with business level strategies, Balanced Score Card; Rumelt's Criteria, Introduction to Strategic control & evaluation, Strategic surveillance.

#### **Suggested Readings:**

1. J.A. Pearce & R.B. Robinson : Strategic Management formulation implementation and control, TMH
2. Arthur A. Thompson Jr. & A.J Strickland III : Crafting and executing strategy, TMH

#### **Supplementary Readings**

1. Gerry Johnson & Kevan Scholes, Exploring corporate strategies, PHI
2. Upendra Kachru: Strategic Management, Excel books
3. Arthur A. Thompson Jr. and A.J. Strickland: Strategic Management – Concepts and Cases, McGraw-Hill Companies
4. Lawrence R. Jauch & William F. Glueck: Business Policy and Strategic Management (Mcgraw Hill Series in Management).

**Financial Institutions & Markets**  
**Paper Code: UGMBCC14**  
**Credit: Theory-4 + Tutorial-2**  
**Contact hrs: 60**

**Objective:** The objective of this paper is to introduce students to the different aspects and components of financial Institutions and financial markets. This will enable them to take the rational decision in financial environment.

**Unit I: Structure of Indian Financial System:** An overview of the Indian financial system, financial sector reforms: context, need and objectives; major reforms in the last decade; future agenda of reforms; Regulation of Banks, NBFCs & FIs: Salient provisions of banking regulation act and RBI Act; Role of RBI as a central banker; Function of commercial banks; Universal Banking: need, importance, trends and RBI guidelines, Core banking solution (CBS); RTGS and internet banking.

**Unit II: Introduction to Financial Markets in India:** Role and Importance of Financial Markets, Financial Markets: Money Market; Capital Market; Factors affecting Financial Markets, Linkages Between Economy and Financial Markets, Integration of Indian Financial Markets with Global Financial Markets, Primary & secondary market, Public Issue through Prospectus, Green shoe option, Offer for sale, Private Placement, Rights Issue, OnLine IPO, Book Building Process, Corporate Listings : Listing and Delisting of Corporate Stocks.

**Unit III: Secondary Market in India:** Introduction to Stock Markets, Regional and Modern Stock Exchanges, International Stock Exchanges, Raising of funds in International Markets: ADRs and GDRs Issues; Indian Stock Indices and their construction, maintenance, adjustment for corporate actions (rights, bonus and stock split;) Bulls and Bears in Stock Markets, Factors influencing the movement of stock markets, Major Instruments traded in stock markets: Equity Shares, Debentures. Trading of securities on a stock exchange; Selection of broker, kinds of brokers, opening of an account to trade in securities, DEMAT System, Settlement mechanism at BSE & NSE.

**Unit IV: Money Markets & Debt Markets in India:** Money Market: Meaning, role and participants in money markets, Components of money markets, Call Money Markets, Repos and reverse Repo concepts, Treasury Bill Markets, Market for Commercial Paper, Commercial Bills and Certificate of Deposit. Role of STCI and DFHI in money market, Debt Market: Introduction and meaning, Market for Government/Debt Securities in India, Secondary market for government/debt securities, Corporate Bonds vs. Government Bonds.

**Suggested Readings:**

1. Saunders , Anthony & Cornett , Marcia Millon; Financial Markets and Institutions (3rd ed.). Tata McGraw Hill
2. Bhole, M.K, Financial Markets and Institutions, Tata McGraw Hill, Delhi.
3. B.V. Pathak, *The Indian financial System*, Pearson.
4. Ghosh, D : Banking Policy in India, Allied Publications, Delhi.



5. Khan, M Y. ( 2010). Financial Services (5th ed.). McGraw Hill Higher Education
6. Goel, Sandeep. (2012). Financial services.PHI.
7. Gurusamy,S. (2010). Financial Services.TMH.

## **DSE-Finance: Islamic Banking, Finance & Insurance**

**Paper Code: UGMBDS14**

**Credit: Theory-4 + Tutorial-2**

**Contact hrs: 60**

### **Objectives:**

- To explain the ethical character of Islamic economics within the context of the current debate on economic methodology
- To familiarize students with basic concepts used in Islamic banking and capital markets
- To describe the Islamic insurance services.

**Unit 1: Islamic Economics:** Freedom of choice with accountability an essential feature of the Islamic view on life; Riba, bank interest and rationale of its prohibition; Gharar (hazard ) and the prohibition of gambling; Competition and cooperation, their relative scopes; Risk sharing verses risk shifting; Economic stability and the role of abolition of interest; International Islamic Cooperation Institutional infrastructure supporting Islamic finance; Role of the Islamic Development bank in economic cooperation and Development institutions.

**Unit 2: Islamic Financial Contracts:** Conditions of contract: Waad, Muwaada, Aqd; Elements of contract: Contracting parties, subject matter, offer and acceptance; Types of contracts.

**Unit 3: Islamic Commercial Banking:** Islamic appraisals of conventional banking; Operating structure of Islamic banks; Models of Islamic banking; Sources and application of funds.

**Unit 4: Islamic Capital Market:** Introduction to capital market; Types of market & kinds of products; Islamic appraisal of capital market; Stock market: shariah screening methods, purification and zakah;Sukuk: types and related concerns; Islamic finance in India.

**Unit 5: Islamic Insurance (Takaful)&Reinsurance (Retakaful) :** Islamic appraisal of conventional insurance; Structure and models of Islamic insurance; Types of insurance products;General and family takaful; How reinsurance operates in Islamic insurance: The funding of reinsurance, the place of Re-Takaful, responsibility of the Takaful operator for Shariah compliance.

### **Suggested Readings:**

1. Fundamentals of Islamic Finance and Banking, Habib, Wiley Finance Series, 2018, 9781119371038
2. Islamic Finance, Zubairi, MMI Publishers

## **DSE-Finance: Financial Modelling & Derivatives**

**Paper Code: UGMBDS15**

**Credit: Theory-4 + Tutorial-2**

**Contact hrs: 60**

**Objective:** To equip students with principles and techniques of Financial modeling alongwith various Financial Derivatives including Greeks & Exotic Options.

**Unit I:** Introduction: Financial Time Series and Their Characteristics: Asset Returns; Distributional Properties of Returns; Review of Statistical Distributions and Their Moments, Distributions of Returns, Multivariate Returns, Likelihood Function of Returns and Empirical Properties of Returns

**Unit II:** Linear Time Series Analysis and Its Applications: Stationarity; Correlation and Autocorrelation Function; White Noise and Linear Time Series; Simple Autoregressive Models, Properties of AR, MA, ARMA and ARIMA Models, Goodness of Fit; The Basic Concepts of Stochastic Process.

**Unit III:** Financial Derivatives: Introduction, various underlyings and strategies: Forwards and Futures, Interest rate futures and currency futures; Determination of forward and futures prices; Options and related terminology, Calculating the pay-off from options and diagrammatic representation.

**Unit IV:** Pricing of Options- Binomial model and Black-Scholes model; trading strategies involving options; Exotic Options; Introduction to Swaps, Interest rate swaps, currency swaps, cross currency swaps; Forward rate agreements (FRA). Interest rate caps, floors, collars. The basic concepts of Greek Letters: Delta, Theta & Gamma and relationships among them.

### **Suggested Readings:**

1. Ruey S. Tsay (2005). *Analysis of Financial Time Series* (2nd ed.). John Wiley.
2. John C. Hull. *Options, Futures and Other Derivatives* (7th ed.). Pearson Education.

### **References:**

1. Jurgen Franke, Wolfgang Hardle and Christian Hafner. *Introduction to Statistics of Financial Markets*.
2. R. Madhumathi, M. Ranganatham. *Derivatives and risk management* (1st ed.) Redhead, K. *Financial Derivatives- An introduction to futures, forwards, options, swaps*. Prentice Hall of India

## **DSE-Finance: Strategic Corporate Finance**

**Paper Code: UGMBDS16**

**Credit: Theory-4 + Tutorial-2**

**Contact hrs: 60**

**Objective:** The objective of this paper is to know the details of corporate finance and the strategies involved in the corporate decisions. It will enable the students to steer the corporate in better manner.

**UNIT-I:** Introduction to strategic corporate finance: Strategy Vs Planning, significance of strategy in financial decisions, Different types of financial strategy for Shareholders Wealth

Maximization, overall corporate value addition and Economic Value Addition. Strategic Cost Management: Traditional costing Vs Strategic Costing, Relevant costs Vs Irrelevant costs, Different types of strategic costing and their relevance- Target Costing, Activity based Costing, Life Cycle Costing, Quality Costing, Zero Based Budgeting, Strategic cost reduction techniques and value chain analysis. Alternative sources of financing – alternative sources of financing, Different approach to infrastructure projects financing- Public Private Partnership (PPP) and its relevance.

**UNIT-II:** Management Buy-outs: Establishing feasibility of the buy-out, Negotiating the main terms of the transaction with the vendor including price and structure, Developing the business plan and financial forecasts in conjunction with the buy-out team for submission to potential funders, negotiations with potential funders so that the most appropriate funding offers are selected. Management Buy-ins: Management Buy-in/Buy-outs (“BIMBOs”), Vendor initiated buy-outs/buy-ins. Valuing Real assets in the presence of risk: tracking portfolios and Real Asset valuation, Different Approaches of Valuing Real Assets, Capital Budgeting and Strategic policy

Real options: Financial and real options compared, various types of real options, the Black-Scholes model, Decision tree analysis, application of Real options, Drawbacks of Real options

**UNIT-III:** Financial Distress and restructuring: Meaning of Bankruptcy, Factors leading to bankruptcy, symptoms and predictions of bankruptcy, reorganization of distressed firms, liquidation of firms. Company disposals: retirement sale or the sale of a non core subsidiary, planned exit, forceful retirement and other disposals. Exit strategy most appropriate exit route, valuation, timing of sale and tax planning opportunities, identification of potential purchasers, approaching the potential purchaser, negotiate with potential acquirers and selection of a preferred purchaser, calculation of the various tax implications.

Fundraising: identification of different sources of development capital, determination of capital structure and factors affecting the capital structure, cost of capital and cost saving strategy, production of a business plan and financial forecasts to enable potential funders to assess the proposition. Due Diligence: financial due diligence for both purchasers and financial institutions, good quality “added value” due diligence advice.

**UNIT-IV:** Company Valuation: an overview of valuation, valuation principles and practices more, the impact of “what if” scenarios, the key financial and commercial factors affecting the business. Value enhancement tools & techniques, the link between valuation and corporate finance

Other strategic issues: managing credit ratings, and setting dividend and sharer purchase policy, problem of too much cash. The issues of stock liquidity and illiquidity, Strategic risk management, the substitutability of capital structure and risk management choices, such as process control efforts, financial, physical, and operational hedging, value-based management.

### **Suggested Readings:**

1. AswathDamodaran: Corporate finance theory and practice; John willey \$ sons, Inc
2. Jakhotia: Strategic Financial Management (Vikas Publication)

**DSE-Marketing: Marketing of Services**  
**Paper Code: UGMBDS17**  
**Credit: Theory-4 + Tutorial-2**  
**Contact hrs: 60**

**Objective:** This course provides students with the concept of service economy and the nature of services, consumers in service marketing, strategy in service marketing, service marketing mix, service quality management, emerging issues and application in service marketing.

**Unit 1: Service Economy and the Nature of Services:** The Service Economy – Concept (Contribution to Economy; Emergence & Reason for Growth of Service Sector), Service Concept, Nature and Characteristics of Services, Different Types of Service Sectors – Traditional and New, Trends in Service Sector, Services Marketing Mix., Need and Scope of Service Marketing, Tangibility Continuum

**Unit 2: Consumers in Service Marketing :** Customers' Need, Expectations and Perception in Services, Perceptual Mapping, Zone of Tolerance, Service Costs Experienced by Consumer, Role of Customer in Service Delivery, Understanding the Differences Among Customers, Customer Defined Service Standards, Customer Satisfaction, Customer Delight, Service Encounters, Buyer's Behaviour in Service Marketing

**Unit 3: Strategy in Service Marketing:** Understanding the Customer And Competition, STP Strategies for Services, Segmentation (Need and Bases Of Segmentation, Segmentation Strategies in Service Marketing), Targeting, Positioning (Positioning through Product/Service Delivery Strategies, Pricing Strategies, Distribution Strategies, Sales Promotion and Advertising), Service Differentiation Strategies, Services Triangle, Demand Management and Productivity in Service Marketing, Value Proposition and Customer Life-Time Value, Managing Demand and Capacity (Capacity Constraints, Demand Patterns, Strategies for Matching Capacity and Demand, Wait Lines and Reservations)

**Unit 4: Service Product:** Service Product Mix, New Service Development, Customer Value Hierarchy, Branding Service Products , Service Innovations

**Unit 4: Service Pricing:** Pricing Concepts, How Service Prices are Different, Approaches and Methods of Pricing for Services, Prices as Indicator of Quality; Matching Price to Value

**Unit 5: Distributing Services:** Distribution in Service Context, Direct Channels, Franchising, Agents And Brokers, Electronic Channels, Channel Conflict and Its Resolution, Assuring Quality and Consistency Across Channels

**Unit 6: Marketing Communications:** Promotional Mix Elements for Services, Advertising, Promotions, Personal Selling, Public Relations and Publicity (Word-of-Mouth Marketing), Events And Experiences, Direct Marketing and Personal Selling (Internet Marketing), Integrated Marketing Communications, Reasons for Growing Importance of Integrated Marketing Communication, Advantages of Integrated Marketing Communication

**Unit 7: People In Service Marketing:** Employee Roles (in Service Delivery, Matching Customer Expectations, Matching Demand with Capacity), Problems and Difficulties of Boundary-Spanning Roles, Service Leadership and Culture, Customer Roles, Service Failure and Recovery

**Unit 8: Process in Service Marketing:** Need of Process in Service Marketing, Developing the Service Blueprint, Quality Function Deployment, Customer as Co-Producer

**Unit 9: Physical Evidence in Service Marketing:** Concept of Physical Evidence (Importance, Types), Role of the Servicescape (Creating the Servicescape), Guidelines for Servicescape Strategies<Impact of Technology On Different Service Sectors, Customer Response to Environment

**Unit 10: Service Quality Management:** Service Quality, SERVQUAL and Its Extensions Service Quality Integrated Gap Model, Gronroos' Service Quality Model Service Quality, Measuring and Improving Service Quality

**Unit 11: Emerging Issues in Service Marketing:** Service Marketing in E-Commerce, E-Marketing and Telemarketing Services, Service Marketing Research for Global Markets and Rural Markets, CRM in Service Marketing, Technological Support in CRM and E-CRM in Service Marketing

**Unit 12: Application of Service Marketing:** Application of Service Marketing to— Hospitals, Educational Institutions, Tourism Industry, Financial Institutions, Hospitality, Logistics Services, Entertainment Services

**Unit 13: Case Study**

**Suggested Readings:**

1. Balachandran, S. Customer-Driven Services Management. Response Books.
2. Douglas, K. Hoffman and John, E.G. Essentials of Services Marketing: Concepts, Strategies and Cases. South-Western Publications.
3. McDonald, M. and Payne, A. Marketing Planning for Services. Butterworth, Heinemann.
4. Newton, M. P. and Payne, A. The Essence of Services Marketing. PHI.
5. Apte, G.: Service Marketing; OUP
6. Fitzsimmons, J A & Fitzsimmons, M J: Service Management; McGraw Hill
7. Gronroos, C.: Services management and marketing; Wiley
8. Haksever, C., Render, B., Russel, R., Murdick, R.: Service Management and Operations; Pearson
9. Lovelock, C., Wirtz, J. & Chatterjee, J.: Services Marketing; Pearson Education
10. Rao, K.R.M.: Services Marketing, Pearson Education
11. Srinivasan R.: Services Marketing; PHI Verma, H.V. : Services marketing, Pearson
12. Zeithaml, V.A., Bitner, M J, Gremler, D.D. & Pandit, A.: Service Marketing;, TMH

**DSE-Marketing: Distribution & Supply Chain Management**

**Paper Code: UGMBDS18**

**Credit: Theory-4 + Tutorial-2**

**Contact hrs: 60**

**Objective:** This course would help students develop an understanding about the role of marketing channels, distribution and supply chain, key issues of supply chain and the drivers of supply chain performance. The course would acquaint the students with various concepts.

**Unit I:** The channel system: Rationale for marketing channel structures, Composition of marketing channels, Channel Environment.

**Unit II:** Distribution – Basic concept, Transportations, Inventory, Warehousing, Managing logistics.

**Unit III:** Concepts and importance of a Supply Chain (SC), Key issues of Supply Chain Management, Competitive and SC strategies, Achieving strategic fit.

**Unit IV:** Dynamics of supply chain: Supply Chain Integration, Push-based, Pull-based and Push-Pull based supply chain, Demand Forecasting in a Supply Chain, Managing inventory in SC environment: Transportation in SC environment.

**Unit V:** Strategic Alliances, Third party and fourth party logistics, Retailer- Supplier partnerships (RSP), Supplier evaluation and selection, Use of best practices and Information Technology (IT) in Supply Chain Management.

### **Suggested Readings**

1. Ayers, J. B. (2006). Handbook of supply chain management (2nd ed.). Florida: Auerbach Publication.
2. Ballou, R. H., & Srivastava, S. K. (2008). Business logistics/ supply chain management (5th ed.). New Delhi: Pearson Education.
3. Chopra, S., & Meindl, P. (2007). Supply chain management: Strategy, planning and operation (3rd ed.). New Delhi: Pearson Education.
4. Coyle, J. J., Bardi, L. J., & Langley, C. J. (2008). The management of business logistics (7th ed.). USA: South-Western.
5. Dornier, P. P., Ernst, R., Fender, M., & Kouvelis, P. (1998). Global Operations Management and Logistics: Text and Cases. New York: John Wiley & Sons.
6. Mentzer, J. T. (2001). Supply chain management. New Delhi: Sage Publications.
7. Monczka, R. M., Handfield, R. B., Giunipero, L. C., & Petterson, J. L. (2009). Purchasing and supply chain management (4th ed.). USA: Cengage Learning.
8. Raghuram, G., & Rangaraj, N. (2000). Logistics and supply chain management: cases and concepts. New Delhi: Macmillan.
9. Shah, J. (2009). Supply chain management: Text and cases. New Delhi: Pearson Education.
10. Simchi-Levi, D., Kaminsky, P, Simchi-Levi, E., & Shankar, R. (2008). Designing and managing the supply chain (3rd ed.). New Delhi: Tata McGraw Hill.
11. Coughlan, Anderson, Stern, Marketing Channels, Prentice Hall.

## **DSE-Marketing: International Marketing**

**Paper Code: UGMBDS19**

**Credit: Theory-4 + Tutorial-2**

**Contact hrs: 60**

**Unit 1:** Framework of international marketing .Intra firm& environmental factors, social cultural, economic, political & legal aspects, Difference between domestic marketing, International marketing, Definition & concept.

**Unit 2:** Policy framework, Indian Trade Policy, Recent trends in Indian foreign trade, Basic steps in starting an export business – An overview of licensing regulations & Procedures.

**Unit 3:** International Marketing Decisions - Product planning for export manufacturing firms & export houses. Identifying foreign markets, market research overseas. Market entry. Export pricing-International terms, payment terms. Distribution logistics for export, foreign sales agent selection & appointment. Promotion of products/ services abroad overview, merchandising, Trade fairs/exhibition

**Unit 4:** Institutional infrastructure for export in India, Export Assistance.

**Unit 5:** Introduction to Export documentation and procedures, framework, preshipment & postshipment documents, Role of ITPO in export promotion, quality control & preshipment inspection, Labelling/packing, Marking of consignments, Marine/cargo insurance etc.

**Suggested Readings:**

1. Varshney& Bhattacharya: International marketing management, Sultan Chand & Sons
2. W.J. Keegan: Multinational Marketing Management, Prentice Hall.
3. V. Terpestra& Ravi Saratnag: International marketing, Naper Publishing Group.
4. P. Cateora& Graham: International marketing, McGraw Hill.
5. Hans Muhlbache: International marketing-A global perspective, Cengage Learning EMEA

**DSE-Human Resource: Cross Cultural HRM**

**Paper Code: UGMBDS20**

**Credit: Theory-4 + Tutorial-2**

**Contact hrs: 60**

**Objective:** - To explore the concepts and techniques of the essential elements of cross cultural HRM and to enable the students to recognise its critical issues .The course aims to understand HRM concerns in the cross cultural scenario.

**Unit 1:** Introduction to concepts of culture and nationality, Impact of culture on international business environment ,Hofsted's approach ,advantages and disadvantages PCN, TCN, HCN, Expatriate adjustment process, Impact of cultural issues on flexibility and work life balance. Recruitment and Selection, Approaches to multinational staffing.

**Unit 2:** Managing diversity: diversity and organisational culture, Approaches to managing diversity, Diversity management programme. Training: cross cultural training, Cultural assimilators, Diversity training. Cross cultural team building

**Unit 3:** Performance appraisal: Criteria for performance appraisal, Variables that influence expatriate performance appraisal. Compensation: Objectives of expatriate compensation plan .Approaches to expatriate compensation: Going rate approach, Balance sheet approach .Cultural impact on compensation policy

**Unit 4:** Repatriation: Process, Causes of expatriate failure, Problems of repatriation. Cross border Mergers and Acquisitions: HRM perspective

**Unit 5:** International industrial relations: Labour unions and MNC, Employee relations in MNC, Response of labour unions to MNC.

**Readings**

1. Dowling P.J and Engle Sr.A.D: International HRM, Thomson Learning.
2. BrowaeysM.J and Price R: Understanding cross cultural management, Prentice Hall.
3. MausamiS. Bhattacharya and Nilanjan Sengupta: International Human Resource Management, Excel Books.
4. Thomas. D.C: Cross cultural Management essential concepts, Sage Publication.
5. Lucas Rosemary and Lupton Ben: Human resource management in International Context, Jaico publication house.
6. Schuler. R.S, Briscoe. D.R and Claus: International Human Resource Management, Routledge New York.

## **DSE-Human Resource: Counselling & Negotiation Skills for Managers**

**Paper Code: UGMBDS21**

**Credit: Theory-4 + Tutorial-2**

**Contact hrs: 60**

**Objective:** The objective of this course is to provide insights into handling behavioural issues at work place by developing counselling skills. It is also intended to facilitate an understanding of the structure and dynamics of negotiation.

**Unit I:** Counselling: Introduction, Approaches to Counselling, Goals and Process of Counselling; Counselling Procedures and Skills, Organizational Application of Counselling Skills.

**Unit II:** Changing Behaviours through Counselling; Specific Techniques of Counselling; Role conflicts of Managers and Counselling. Application of Counselling in Specific Organizational Situations: Dealing with problem Subordinates; Performance Management; Alcoholism and Other Substance Abuse. Ethics in Counselling.

**Unit III:** Negotiation: Introduction, Nature and need for negotiation, negotiation process, Types and styles of negotiation; strategies and tactics; barriers in effective negotiation, Communication Style, Breaking Deadlocks

**Unit IV:** Role of trust in negotiations; negotiation and IT; ethics in negotiation; cultural differences in negotiation styles; gender in negotiations; context of mediation; negotiation as persuasion.

### **Suggested Readings**

1. Singh Kavita - Counselling Skills for Managers (PHI)
2. Carroll, M.: Workplace counseling, Sage Publication.
3. Kottler, J. A., & Shepard, D. S.: Introduction to counselling: voices from the field, USA: Cengage Learning.
4. Moursund, J.: The Process of counselling and therapy, New Jersey: Prentice Hall.
5. Patterson, L. E., &Welfel, E. R.: The counselling process: A multi theoretical integrative approach, New York: Brooks Cole.
6. Kolb, D., & Williams, J.: The Shadow Negotiation. UK: Simon & Schuster.
7. Korobkin, R.: Negotiation theory and strategy, Aspen Publisher.
8. Lewicki, R.: Essentials of negotiation. Alexandria V. A.: Society of HRM.



**DSE-Human Resource: Talent & Knowledge Management**  
**Paper Code: UGMBDS22**  
**Credit: Theory-4 + Tutorial-2**  
**Contact hrs: 60**

**Objective** - To prepare students for talent and knowledge management efforts in organisations .It aims at enabling students to gain insights in concepts and application of talent and knowledge management in organizations. The course aims at understanding basic elements, processes, approaches and strategies of managing talent and knowledge in organisations.

**Unit 1:** Meaning and importance of talent management, Talent management Grid, Creating talentmanagement system, Strategies of talent management.

**Unit 2:** Competency model, Competency mapping, Role of leaders in talent management, Talentmanagement and competitive advantage.

**Unit 3:** Elements of knowledge management, Advantages of knowledge management, Knowledge management in learning organisations. Types of Knowledge: Tacit andExplicit .Managing knowledge workers.

**Unit 4:** Knowledge management process, Approaches to knowledge management: Knowledge management solutions, Knowledge creation, Knowledge sharing, Knowledge dissemination, Knowledge management life cycle, Nonaka's model of knowledge. Knowledge capturing techniques: Brainstorming, Protocol analysis, Consensus decision-making, Repertory grid, Concept mapping.

**Unit 5:** Knowledge management strategies: Aligning individual needs with organisation, Reward systems for knowledge management, Knowledge audit, Benchmarking, Balance scorecard, Gap analysis.

**Suggested Readings**

1. Lance A. Berger, Dorothy Berger: Talent management handbook, McGraw Hill New York.
2. Cappeli Peter: Talent on Demand –Managing Talent in an age of uncertainty, Harvard Business press.
3. Awad.E.M and Ghaziri.H.M: Knowledge management, Pearson education International.
4. Stuart Barnes: Knowledge management system theory and practice, Thomson learning.
5. Donald Hislop: Knowledge management in organisations, Oxford University press.
6. Sudhir Warier: Knowledge management, Vikas publishing house

**DSE-/ Finance/ Marketing/ Human Resource: Research Project**  
**Paper Code: UGMBDS23**  
**Credit: 6**  
**Contact hrs: 60**

## Year-4 Semester-7

### **Managerial Economics** **Paper Code: PGMBCC01** **Credit: Theory-3 + Tutorial-1** **Contact hrs: 40**

**Objective:** The purpose of this course is to apply micro economic concepts and techniques in evaluating business decisions taken by firms. The emphasis is on explaining how tools of standard price theory can be employed to formulate a decision problem, evaluate alternative courses of action and finally choose among alternatives. Simple geometry and basic concepts of mathematics will be used in the course of teaching.

**Unit I:** Demand, Supply and Market equilibrium: individual demand, market demand, individual supply, market supply, market equilibrium; Elasticity of demand and supply : Price elasticity of demand, income elasticity of demand, cross price elasticity of demand, elasticity of supply; Theory of consumer behavior : cardinal utility theory, ordinal utility theory (indifference curves, budget line, consumer choice, price effect, substitution effect, income effect for normal, inferior and giffen goods), revealed preference theory.

**Unit II:** Producer and optimal production choice: optimizing behavior in short run ( geometry of product curves, law of diminishing margin productivity, three stages of production), optimizing behavior in long run (isoquants, isocost line, optimal combination of resources) Costs and scale : traditional theory of cost ( short run and long run, geometry of cot curves, envelope curves), modern theory of cost (short run and long run), economies of scale, economies of scope.

**Unit III:** Theory of firm and market organization : perfect competition (basic features, short run equilibrium of firm/industry, long run equilibrium of firm/industry, effect of changes in demand, cost and imposition of taxes) ; monopoly (basic features, short run equilibrium, long run equilibrium, effect of changes in demand, cost and imposition of taxes, comparison with perfect competition, welfare cost of monopoly), price discrimination, multiplant monopoly ; monopolistic competition (basic features, demand and cost, short run equilibrium, long run equilibrium, excess capacity) ; oligopoly (Cournot's model, kinked demand curve model, dominant price leadership model, prisoner's dilemma)

**Unit IV:** Factor market: demand for a factor by a firm under marginal productivity theory ( perfect competition in the product market, monopoly in the product market), market demand for a factor, supply of labour, market supply of labour, factor market equilibrium.

#### Suggested Readings

1. Dominick Salvatore (2009). Principles of Microeconomics (5th ed.) Oxford University Press
2. Lipsey and Chrystal. (2008). Economics. ( 11th ed.) Oxford University Press
3. Koutosyannis (1979). Modern Micro Economics. Palgrave Macmillan
4. Pindyck, Rubinfeld and Mehta. (2009). Micro Economics. (7th ed. ). Pearson.

**Business Communication**  
**Paper Code: PGMBC02**  
**Credit: Theory-3 + Tutorial-1**  
**Contact hrs: 40**

**Objective:** This course will help the students to develop their communication skill - verbal, non-verbal and written communication - required in business.

**UNIT I: Principles of Communication:** Introduction, Definition, Purpose of Communication, Process, Types of Communication, Barriers to Communication.

**UNIT II: Verbal Communication:** Listening, Feedback, Non Verbal Communication, Overcoming Glossophobia.

**UNIT III: Presentation Skills:** Individual & Group presentation; Planning, Preparing & Delivering presentations; Visual Aids.

**UNIT IV: Written Communication :** Principles of Business writing; Style Considerations – Brevity, Clarity, Accuracy, Gender Inclusive language, Words often Confused, Words often Misspelt, Editing and Proofreading (basic guidelines); Summary writing; Employment Communication – Resumes, Cover Letters, Other Letters about Employment.

**UNIT V: Internal & External Business Communication:** Meetings - Notice & Agenda; Inter Office Memo; Circulars; Notices; Business Letters; Writing Proposals, Report Writing; Press Release & Press Report;

**UNIT VI: Modern Communication Technology:** Communicating through Email, netiquette, Video and Audio Conferencing, Intranet

**Suggested Readings:**

1. Lesikar, R. & Petit, J.; Business communication - Theory and Applications; All India Traveller Book Seller, Delhi.
2. Bovee; Business Communication Today; Tata McGraw Hill, New Delhi.
3. McGrath, E.H.; Basic Managerial Skills for All; Prentice Hall of India.
4. James S. O' Rourke IV; Management Communication; Pearson Education.
5. Sharma & Mohan; Business Correspondence and Report Writing; Tata McGraw Hill.
6. Chaturvedi and Chaturvedi; Business Communication: Concepts, Cases and Applications; Pearson Education.

## **Legal and Business Environment (Micro & Macro)**

**Paper Code: PGMBC03**

**Credit: Theory-3 + Tutorial-1**

**Contact hrs: 40**

**Objective:** To give orientation about different forms of organizations, functions in organizations, business strategies and environment, along with an exposure to elements of business laws and entrepreneurship.

### **A. Legal Aspect of Business:**

**Unit-I:** Introduction to Business Laws- Business Management and Jurisprudence; structure of the Indian Legal Systems: sources of Law; Manager and Legal System;

**Unit-II:** Fundamentals of contract laws-Formation of Contracts;- Principles of Contract Laws-Legality of Object Consideration; Performance of contract-Discharge of contract-breach of contract-Quasi contracts-Contract Management-Special Contracts-Laws of Agency; Principal-Agent Problem-Bailment, Pledge, Guarantee and Indemnity-Sales of Goods- Principles of Sales of Goods-

**Unit-III:** Transfer of Ownership & Property-Performance of contract-Consumer Protection Laws-Law relating to Business Organizations-Partnership Trusts- Company form of organization Protecting the property of Business-Copyright, Trademark, secret, Geographical Indications-Alternate Dispute resolutions

### **B. Business environment:**

**Unit IV:** Macro and micro indicators; assessing risk in business environment; emerging sectors of Indian economy; relative size and growth of public and private sectors- Design and strategy of economic reforms; current state of growth and investment; interest rate structure and present monetary policy; fiscal environment; current inflationary position and its impact on business sector; competitive environment;

**Unit-V:** Legislation for anti-competitive and unfair trade practices; consumer and investor protection- Current industrialization trends and industrial policy; environment for the SME sector; infrastructure development and policy; public sector reforms and performance; public-private partnership; Unit-VI:

intellectual property regime and the R&D environment; trends in service sector growth; banking reforms and challenges; business opportunities in the rural sector.-Globalization trends and challenges; balance of payments trends; environment for foreign trade and investment; exchange rate movements and their impact; India's competitiveness in the world economy; external influences on India's business environment.

**Unit-VI:** Techno-legal Environment of Business: Technology policy in India; Policy on R&D; Intellectual Property Rights; Patent, Trade mark and copy rights. Infringement of IPR; Technology Transfer & related issues.

**Unit-VII:** Social Environment: Changing objects of business; change in organizational culture; Consumers rights & protection; Ecological issues; Adoption of cross-cultural issues

by multinational and transnational Companies: International experience NGOs and their operation.

International environment: Foreign Collaboration and cross border M& As; Multinational corporations and Globalisation; Foreign Capital and Foreign Investment; WTO & GATT.

**Suggested Readings:**

1. K. Aswathappa, Business Environment for Strategic Management, Himalaya Publishing.
2. Mishra &Puri, Economic Environment, Himalaya Publishing.
3. M.Adhikari, Economic Environment of Business, Sultan Chand & Sons.
4. Narayanan, Intellectual Property Rights, Eastern Law Book House, Kolkata.
5. A.C. Fernando, Business Environment, Pearson Education.

**Indian Ethos & Business Ethics**

**Paper Code: PGMBC04**

**Credit: Theory-3 + Tutorial-1**

**Contact hrs: 40**

**Objective:**This course has been designed to create a mindset of value system among the students who are the future managers. Through the lessons in Indian ethos this course aims at inculcating the concept of Indian culture and heritage in the modern business scenario. Business ethics make the students open to inherent ethical principles of business. The course will sensitize the students to their ethical standards. Also, the students will be exposed to ethical problems and issues in various situations. Ultimately, it is to produce a balance, pleasant, flexible and effective managers in today's liberalized and democratic ambience.

**Unit-I:** History & Relevance, Principles Practiced by Indian Companies, Role of Indian Ethos in Managerial Practices, Model Curriculum for Management Program Quran, Kautilya's Arthashastra, Management Lessons from Vedas, Mahabharata, Bible,

**Unit-II:**Indian Heritage in Business, Management-Production and Consumption. Ethics v/s Ethos , Indian v/s Western Management, Work Ethos and Values for Indian Managers- Relevance of Value Based Management in Global Change- Impact of Values on Stakeholders, Trans-Cultural Human Values, Secular v/s Spiritual Values , Value System in Work Culture, Stress Management,

**Unit-III:**Contemporary Approaches to Leadership- Joint Hindu Family Business, Indian Systems of Learning, Law of Creation- Law of Humility- Law of Growth- Law of Responsibility- Law of Connection-Corporate Karma Leadership.

**Unit-IV:** Understanding the need for ethics, Ethical values, myths and ambiguity, ethical codes, Ethical Principles in Business; Theories of Ethics, Absolutism verses Relativism, Teleological approach, the Deontological approach, Kohlberg's six stages of moral development (CMD), Managing Ethical Dilemma; Characteristics, ethical decision making, ethical reasoning, the dilemma resolution process; ethical dilemmas in different business areas of finance, marketing HRM and international business, Ethical Culture in Organization, Developing codes of Ethics and conduct, Ethical and value based leadership. Role of scriptures in understanding ethics, Indian wisdom & Indian approaches towards business ethics

Suggested Readings: To be updated

**Organisational Behaviour**  
**Paper Code: PGMBCC05**  
**Credit: Theory-3 + Tutorial-1**  
**Contact hrs: 40**

- Objective:**
1. To help the students to develop cognizance of the importance of human behaviour.
  2. To enable students to describe how people behave under different conditions and understand why people behave as they do.
  3. To provide the students to analyse specific strategic human resources demands for future action.
  4. To enable students to synthesize related information and evaluate options for the most logical and optimal solution such that they would be able to predict and control human behaviour and improve results.

**Part A Organisational Behaviour:**

**Unit-I:** Introduction, Foundations of individual behavior-Ability,

**Unit-II:** Attitudes, Job Satisfaction, Personality, Perception,

**Unit-III:** Motivation–Theories, leadership, Foundations of Group behavior -Group development; Group properties: Roles, norms, status, size and cohesiveness, Group decision making, Techniques, Work teams,

**Unit-IV:** Understanding organizations- Managing organizational culture, Technology and organizational design-, Organizational decision making, Managing organizational conflict, power & politics and Organisational change.

**Part B Organisation Design:**

**Unit-V:** Understanding organizations-Basics of an organizational design-Organization and stakeholders-Organizations and environmental influences-Organizational strategy-Organizational design -Alternative structures-Management process - Authority and organizational control mechanisms-

**Unit-VI:** Managing organizational culture Technology and organizational design-Organizational decision making and organizational learning & knowledge management-Organizational life cycle and change management- Managing organizational conflict, power and politics

1. Greenberg Jerald and Baron Robert A.: Behaviour in Organisations: Understanding and Managing the Human Side of Work, Prentice Hall of India.
2. Kavita Singh: Organisational Behaviour, Vikas Publication.
3. Luthans Fred: Organisational Behaviour, Tata McGraw Hill.
4. Mc Shane L. Steven, Glinow Mary Ann Von & Sharma Radha R. - Organisational Behaviour; Tata McGraw Hill.

**Computer Applications in Business**  
**Paper Code: PGMBCC06**  
**Credit: Theory-3 + Tutorial-1**  
**Contact hrs: 40**

**Objective:** This course introduces computer terminology, hardware, and software related to the business environment. The focus of this course is on business productivity software applications and professional behavior in computing, including word processing (as needed), spreadsheets, databases, presentation graphics, and business-oriented utilization of the Internet. Completing this course will enable the students to:

1. Apply course material to improve thinking skills.
2. Acquire factual/practical knowledge related to business and technology.
3. Develop and present professional skills and viewpoints.

**Unit-I:** Introduction to Computer-Definition of Computer System; Evolution of Computer – a brief history; Classification of computer; Generation of Computers.

**Unit-II:** Computer System Architecture – Definition of Hardware; Basic units of Computer System; CPU – Control Unit, ALU; Memory module – Primary Memory, Secondary Memory – definition, classification, features and functions; measuring unit of memory – Bit, Byte, KB, MB, GB; Input Devices – Keyboard, Mouse, Scanner, Output Devices – Monitor, Printer.

**Unit-III:** Introduction to Number System – Positional and Non Positional number system; Various Number system-Decimal, Binary, Octal Hexadecimal; Number system conversions – working with integer and fractional number; Simple binary arithmetic – addition, subtraction multiplication, division.

**Unit-IV:** Introduction to Software – Definition of Software; Classification of Software; Booting process; Working concept of Word processing S/W, spreadsheet S/W, Accounting S/W and DTP (Desk Top Publishing) S/W.

**Unit-V:** Introduction to Operating System – Definition of OS; Functions of OS, basic concept of different type of OS- batch processing OS, Multitasking OS, Multi-user OS, Network OS; Working knowledge of MS-DOS, concept of file, Directories in DOS, Internal Commands and some Important External Commands – FORMAT, DISKCOPY, ATTRIB, SORT, CHKDSK; Working knowledge of Window's family OS – WIN'98, WINDOWS XP.

**Unit-VI:** Overview of C, Constants, variables & data types, Operators and expressions Managing input and output operators, Decision-making and branching/Looping, Overview of UNIX/LINUX OS, Concept of kernel, shell. Pipes, redirection. File system & Handling ordinary Files, Overview of process, General Purpose Utilities. Shell commands, VI editor.

**Unit-VI:** Practical: Linux/UNIX commands VI editor. C-programming ,Accounting Packages

**Suggested Readings:**

- 1 Fundamentals of Computers – U. Rajaraman.
- 2 Computers Fundamentals – P. K. Sinha.
- 3 Computer Concepts and Applications – Sanders H. Donald.



- 4 Management Information System – W.S. Jawadekar; Tata McGraw Hill.
- 5 Computer Fundamental and Programming in C – Pradip Dey & Manas Ghosh.
- 6 Management Information System – Kenneth C. Laudon & Jane P. Laudon; Pearson Books.
- 7 Management Information System – M. Jaiswal; Oxford Univ. Press.

**Quantitative Techniques**  
**Paper Code: PGMBC07**  
**Credit: Theory-3 + Tutorial-1**  
**Contact hrs: 40**

**Objective:** The objective of the course is to make the students familiar with basic statistical techniques and their applications in managerial decision making Applications of inferential statistics in managerial decision-making.

**Unit I:** Introduction-Descriptive Statistics- Data Visualisation -Measures of Central Tendency and Dispersion-Correlation-Regression -Probability-Random Variable-Discrete Distributions-Continuous Distributions-Confidence Interval

**Unit II:** Hypothesis Testing-The Comparison of two samples, Parametric Test – Z, F, t test, ANOVA, Non-Parametric Test -Simple Linear Regressions-Analysis of Variance Multiple Regression-Chi-square Tests.

**Unit III:** Introduction to Linear Programming (LP)- LP Formulations -Graphical Solution - Simplex Method, Artificial Variables-Special Cases: Alternative optima, Infeasibility, Unbounded -Using Excel solver to solve LP Problems -Duality Concepts

**Unit IV:** Transportation Problem, Assignment Problem–Trans-shipment Problem -Shortest Path Problem, Maximum Flow Problem, Decision Theory -Network Models with yields - Game Theory – Queuing Theory

**Unit-V:** Theory of Estimation: Estimation – estimation problems, standard error, margin of error, confidence error, confidence interval, characteristics of estimators, consistency unbiasedness, sufficiency and efficiency, most sufficient estimators. Point Estimation and Interval Estimation. [4L]

**Software Packages to be used in illustrating the above methods**

**Suggested Readings:**

1. Statistics by Wayne L. Winston
2. Business Statistics by GC Berry
3. Business Statistics, Problems & Solutions by JK Sharma
4. Operations Research by A Ravindran, Don T Philips and James J Solberg..
5. Operations Research by V K Kapoor
6. Operations Research by S K Kalavathy
7. Business Analytics: Albright and Winston-Cengage Learning
8. Quantitative Techniques in Management- N D Vohra- McGrawhill
9. Operations Research Gupta and Hira- S Chand
10. Operations Research – Hamdi Taha

## Year-4 Semester-8

### Financial Reporting, Statements & Analysis

**Paper Code: PGMBC08**

**Credit: Theory-3 + Tutorial-1**

**Contact hrs: 40**

**Objective:**The course aims to explain the language, concepts and use of financial accounts and reports. Demonstrate a sound understanding of the significance of accounting information systems for both effective financial reporting and demonstrate a systematic understanding of the regulatory framework for the preparation and presentation of financial statements. The emphasis is on financial statement analysis and interpretation of financial disclosures to help improve in decision-making

**UNIT-I:** Basic Financial Accounting Concept: Meaning and Scope of Accounting - Definition of accounting-classification of accounting - Accounting Principles, Concepts and Conventions, Accounting Process. Introduction to Accounting Standard: Introduction to Indian GAAP and IndAS Introduction to IFRS and IAS- Comparative Analysis of Indian GAAP and IndAS.

**UNIT-II:**Preparation of Financial Statement: Trading Account-Profit & Loss Account - Balance Sheet (As per Schedule III of the Companies Act 2013) with Adjustment Entries - Preparation and Interpretation of Annual Report.

**UNIT-III:**Analysis of Financial Statements with Managerial Perspectives: Ratio Analysis; Funds Flow Analysis – Funds From Operation, Sources and Uses of Funds, Preparation of Schedule of Changes In Working Capital and Funds Flow Statements – Uses And Limitations - Cash Flow Analysis – Cash From Operation – Preparation of Cash Flow Statement – Uses and Limitations – Distinction Between Funds Flow and Cash Flow – Simple problems only.

**UNIT-IV:**Corporate Financial Reporting, Recent Trends in Financial Reporting, Concept of Triple Bottom Line Reporting (TBL), Reporting through XBRL – Concept. Accounting in VUCA world – Concept.

**UNIT V:**Case Studies/ Assignments/ Projects

#### **Suggested Readings:**

1. Financial Accounting for Business Managers – Asish K. Bhattacharya; PHI.
2. Introduction to Financial Accounting – Horngren; Pearson.
3. Hanif & A. Mukherjee : Financial Accounting. McGraw Hill
4. S. K. Paul: Financial Accounting, New Central book Agency
5. P. M. Rao: Financial Statement Analysis and Reporting. PHI
6. T. P. Ghosh, N. Ankarnath, K. J. Mehta & Y. A. Alkafazi: Understanding IFRS Fundamentals, Wiley
7. Tulsian & Tulsian: Corporate Financial Reporting, S. Chand.

**Corporate Finance**  
**Paper Code: PGMBCC09**  
**Credit: Theory-3 + Tutorial-1**  
**Contact hrs: 40**

**Objective:** To familiarize students with fundamentals of Financial Management in an Organization. To provide the students various techniques in Financial Management. It provides necessary knowledge in evaluating different management decisions and their influence on corporate performance and value. To give an overview of the emerging financial issues faced by an Organization

**UNIT-I:** Introduction to Financial management; objectives, functions and scope - Interface of financial management with other functional areas. Role of finance manager- Financial forecasting - Financial planning. Risk and Return concept: – Relationship between risk and return – Risk Diversification.

**UNIT-II:** Financing and Capital Structure Decision: Sources of Finance: External and Internal financing. Cost of different sources of capital –Weighted average cost of capital (WACC) and Marginal cost of capital. Capital structure decisions – meaning and pattern– Theories of capital structure- Net income approach - Net operating income approach- Traditional approach-MM approach - Optimum capital structure.

**UNIT-III:** Working Capital Management of Working capital: Meaning and Need of Working capital - factors affecting composition of working capital – Inter dependence among components of working capital – Estimation of working capital – Cash management- Receivables management.

**UNIT-IV:** Time Value of Money & Investment Decisions - Process of compounding – Process of discounting - Future value of Single cash flow and annuity - Present value of a single cash flow and annuity. Capital Investment Decisions: - Capital budgeting – Process of capital budgeting - selection of projects - Estimation of cash flows - Payback and Discounted payback period - Accounting rate of return- NPV – IRR – Capital Budgeting decisions under risk - Capital Rationing - Project selection under rationing.

**UNIT-V:** Valuation of Securities: Bond Valuation Preferred Stock Valuation, Common Stock Valuation, Concept of Yield and YTM. Risk & Return Relationship: Defining Risk and Return, Risk and Return in a Portfolio Context, Diversification, Capital Asset Pricing Model (CAPM)

**UNIT-VI:** Case Studies/ Assignments/ Projects

**Suggested Readings:**

1. Brealey, Richard A and Stewart CMyers. Principles of Corporate Finance. McGraw Hill India, 2012.
2. Chandra Prasanna, Financial Management- Theory & Practice, Tata McGraw Hill, 2014.
3. James C Vanhorne, John M WachowiczJr, Fundamentals of Financial Management, Pearson Education Limited, New Delhi.
4. Lawrence J Gitman, Principles of Managerial Finance, Pearson Education limited. New Delhi.
5. Pandey IM, Financial Management. Vikas Publishing House, 2009.
6. Reddy, G Sudarsana, Financial Management, Himalaya Publishing House, 2011.
7. Van Horne James, Financial Management Policy, Prentice Hall India

**Marketing Management**  
**Paper Code: PGMBCC10**  
**Credit: Theory-3 + Tutorial-1**  
**Contact hrs: 40**

**Objective:** This course provides students with the concept of marketing in theory and practice, environment of marketing and develop a feasible marketing plan, STP of marketing (segmentation, targeting, positioning), an elementary knowledge of consumer behaviour and marketing research and the concept of marketing strategy formulation and implementation.

**Unit 1: Introduction to Marketing Management:** Introduction, Market and Marketing, the Exchange Process, Core Concepts of Marketing, Functions of Marketing, Importance of Marketing, Marketing Orientations, Marketing Mix-The Traditional 4Ps, The Modern Components of the Mix- The Additional 3Ps, Developing an Effective Marketing Mix, Marketing Planning, Marketing Implementation and Control.

**Unit 2: Marketing Environment:** Introduction, Environmental Scanning, Analysing the Organization's Micro Environment, Company's Macro Environment, Differences between Micro and Macro Environment, Techniques of Environment Scanning.

**Unit 3: Understanding the Marketing-Information Systems (MIS):** Introduction, Characteristics of MIS, Benefits, Types, Components, Marketing Research.

**Unit 4: Consumer Buying Behavior:** Introduction, Characteristics, Types of Buying Decision Behaviour: Henry Assael Model, Consumer Buying Decision Process, Buyer Decision Process for New Products, Buying Motives, Buyer Behaviour Models.

**Unit 5: Business Buyer Behaviour:** Introduction, Characteristics of Business Markets, Differences between Consumer and Business Buyer Behaviour, Buying Situations in Industrial/Business Market, Buying Roles in Industrial Marketing, Factors that Influence Business Buyers, Steps in Business Buying Process.

**Unit 6: Segmentation, Targeting and Positioning (STP):** Introduction, Concept of Market Segmentation, Benefits of Market Segmentation, Requisites of Effective Market Segmentation, The Process of Market Segmentation, Bases for Segmenting Consumer Markets, Targeting (T), Market Positioning (P).

**Unit 7: Product Management:** Decisions, Development and Lifecycle Strategies: Introduction, Levels of Products, Classification of Products, Product Hierarchy, Product Line Strategies, Product Mix Strategies, Packaging and Labelling, New Product Development, Product Life Cycle (PLC).

**Unit 8: Product Management and Brand /Branding Strategy:** Introduction, Brand and Branding, Advantages and disadvantages of branding, Brand Equity, Brand Positioning, Brand Name Selection, Brand Sponsorship, Brand Development.

**Unit 9: Pricing:** Introduction, Factors Affecting Price Decisions, Cost Based Pricing, Value Based and Competition Based Pricing, Product Mix Pricing Strategies, Adjusting the Price of the Product, Initiating and Responding to the Price Changes.

**Unit 10: Distribution Management:** Introduction, Need for Marketing Channels, Decisions Involved in Setting up the Channel, Channel Management Strategies, Introduction to Logistics Management, Introduction to Retailing, Wholesaling.

**Unit 11: Promotion Management-Managing Non-Personal Communication Channels:** Introduction, Integrated Marketing Communications (IMC), Communication Development Process, Budget Allocation Decisions in Marketing Communications, Introduction to Advertising, Fundamentals of Sales Promotion, Basics of Public Relations and Publicity.

**Unit 12: Sales Management:**Qualities of a good salesman; selection, training, compensation, motivation and evaluation of salesman. Traditional and modern concepts of Salesmanship Steps of the selling process; importance of sales forecasting, methods of sales forecasting.

**Unit 13: Marketing of Services:** Importance of services, important characteristics of services, marketing strategy for services.

**Unit 14: Customer Relationship Management and Other Contemporary Issues:** Introduction, Relationship Marketing Vs. Relationship Management, Definitions of Customer Relationship Management (CRM), Forms of Relationship Management, Managing Customer Loyalty and Development, Reasons Behind Losing Customers by Organisations, Significance of Customer Relationship Management, Social Actions Affecting Buyer-Seller Relationships, Rural Marketing, Services Marketing, E-Marketing or Online Marketing.

**Unit 15: International Marketing Management:** Introduction, Nature of International Marketing, International Marketing Concept, International Market Entry Strategies, Approaches to International Marketing, International Product Policy, International Promotions Policy, International Branding, Country of Origin Effects, International Pricing.

#### **Readings:**

1. Phillip Kotler : Marketing Management : Prentice Hall/ Pearson Education
2. W.J. Stanton: Fundamentals of Marketing : McGraw Hill
3. Palmer, Principles of marketing, OUP
4. Czinkota, Marketing Management, Vikas
5. B.K. Chatterjee, Marketing Management, Jaico
6. Hoffman, Marketing Best Practices, 2nd Ed, Thomson Learning
7. W.Zikmund & M.D'Amico : Marketing : John Wiley & Sons
8. Rajan Saxena : Marketing Management : Tata McGraw Hill
9. Lamb, Marketing, 7th Ed, Thomson Learning
10. V.S. Ramaswamy & S. Namakumari : Marketing Management : Macmillan
11. J C Gandhi : Marketing : Tata McGraw Hill
12. S.V Patankar : Services Marketing : Himalaya
13. W D Perreault & E J McCarthy : Basic Marketing : Tata McGraw Hill
14. Zikmund, Marketing, 7th Ed, Thomson Learning
15. McCarthy, E.J., Basic Marketing: A managerial approach, Irwin, New York

**Operations Management**  
**Paper Code: PGMBCC11**  
**Credit: Theory-3 + Tutorial-1**  
**Contact hrs: 40**

**Objective:** This course aims to improve students understanding of the concepts, principles, problems, and practices of operations management. Emphasis will be on managerial processes for effective operations in both goods-producing and service-rendering organizations.

**Unit-1: INTRODUCTION TO PRODUCTION AND OPERATIONS MANAGEMENT:** History of Production and Operations Management, Products and Services, The Product/Process Continuum, The Transformation Process-Definition, Objective, Scope of Production and Operations Management , Steps Operations Process – An Entrepreneurs View Types of Production Systems – Continuous, Semi-Continuous, Intermittent Process, Projects Green Operations Management – Carbon Credits and Carbon Trading, Reducing Emissions, Recycling, Automation, The Production Manager – Duties and Responsibilities, Emerging Role of Production and POM in India – Past and Latest Trends, Case Study

**Unit-2: OPERATIONS STRATEGY:** Introduction, Relationship between Business Grand Strategy and the Operations Strategy, Centralisation vs. Decentralisation of Authority and Responsibility, Dimensions of Operations for Competitive Advantage, Innovation Management, Allocating Resources to Strategic Alternatives, Case Study

**Unit-3: OUTSOURCING AND OFFSHORING:** India as an Outsourcing and Off-shoring Destination, Banking Industry and Outsourcing, Outsourcing, Off-shoring, Near-shoring, and Farm-shoring, The Outsourcing Process, Avoiding Outsourcing Pitfalls, Case Study

**Unit-4: NEW PRODUCT DEVELOPMENT:** Introduction, Product Design, Taguchi's Quality Loss Function and the Concept of Robust Design, Quality Function Deployment (QFD) and its Applications, Kano's Model, Stage-gate New Product Development Process, Case Study

**Unit-5: FACILITY LOCATION PLANNING:** Introduction, Operations Strategies for Multiple Facilities, Factors Affecting Facility Location Planning, Factors Affecting Foreign Facility Location Planning, Factor and Location Ratings, Break-even Analysis for Facility Location Planning, Simple Median Model, The Centre of Gravity Method, Ardalan Heuristics for Location Planning of Service Facilities, Case Study

**Unit-6: FACILITY CAPACITY AND LAYOUT PLANNING:** Capacity and Capacity Planning, Decision Tree Analysis in Facility Capacity Planning, Facility Layout Planning – Types of Layout, Factors Affecting the Plant Layout, Objectives, Principles and Advantages of a Good Plant Layout, Symptoms of a Bad Layout, Methods of Preparing Plant or Factory Layout – Process Flow Chart, Material Flow Pattern, Layout Analogues, Quantitative Layout Analysis, Computerised Facilities Design, Case Study

**Unit-7: PROJECT MANAGEMENT:** Introduction, Role of Project Management in Other Functional Areas of Management, Network Diagrams, Critical Path Method, Programme Evaluation and Review Technique, Limitations of CPM and PERT, Crashing of a Project, Updating the Network, Resource Levelling and Smoothing, Case Study

**Unit-8:** Materials Management and Inventory Control, Introduction to Materials Management, Materials Requirement Planning (MRP), Just-in-time, Supply Chain and Supply Chain Management, Purchasing and Procurement, Materials Handling, Inventory, Its Types and Uses, Types of Costs Associated with Inventories, Methods of Inventory Control – ABC, VED, FSN, etc., Inventory Control Models – EOQ, EBQ, Managing Demand Uncertainty, Case Study

**Unit-9:** PLANT MAINTENANCE AND MAINTENANCE MANAGEMENT: Introduction– Meaning. Objectives, Importance, Scope and Economic Factors of Maintenance, Advantages of Good Maintenance, Basic Types of Maintenance, Benefits of Maintenance Management, Total Productive Maintenance, Case Study

**Unit-10:** PRODUCTION PLANNING AND CONTROL: Introduction to Production Planning Factors to be considered before Starting Production Planning, Routing Decisions, Line of Balance (Line Balancing), Some Problems One will Come Across in Mass Production and Assembly Lines, Linear Programming Method for Line Balancing, Modular Production and Group Technology, Automation and Robotics, Scheduling, Loading, Despatching and Expediting, Aggregate Planning

**Unit-11:** WORK DESIGN: Introduction, Job Design – Job Enlargement, Rotation, and Enrichment Productivity Concept, Method Study – Time Study, Work Measurement – Sampling Theory, Work Sampling, Case Study

**Unit-12:** QUALITY MANAGEMENT: , Quality, Quality Management – A Conceptual Framework Dimensions of Quality, Costs of Quality, Total Quality Management, Statistical Quality Control and Acceptance Sampling, Six Sigma, Quality System Standards, Bureau of Indian Standards, Agmark Grading and Standardisation of Agricultural and Allied Commodities, International Organisation for Standardisation, Case Study

**Unit-13:** DEMAND FORECASTING: Introduction, Qualitative Methods of Forecasting, Quantitative Methods of Forecasting, New Product Demand Forecasting, Case Study

**Unit-14:** SERVICE OPERATIONS MANAGEMENT: Services Scenario in India, Characteristics of Services, Classification of Services, Service Capacity, Yield Management, Designing Service Processes, Service Blueprinting, Service Quality, Case Study

### **Suggested Readings:**

1. Production and Operations Management, Third Edition, Kanishka Bedi, OUP
2. Production and Operations Management, Second Edition, P. Rama Murthy, New Age International Publishers
3. Operations Management – Theory and Practice, Third Edition, B. Mahadevan, Pearson
4. Modern Production/Operations Management 8th Edition, Buffa & Sarin John, WileyIndia Pvt. Ltd.
5. Production & Operations Management, 2<sup>nd</sup> edition, Chary, Tata McGraw-Hill

### **Reference Books**

1. Operations Management, 10<sup>th</sup> edition, William J. Stevenson, Mc Graw-Hill
2. Operations and Supply Chain Management, 13th Edition, F. Robert Jacobs, Richard B. Chase, McGraw-Hill

3. Operations Management, Steve Paton, Ben Clegg), Hsuan Juliana, Alan Pilkington, McGraw-Hill
4. Quality Control, V.A. Kulkarni, A.K. Bewoor, Wiley India Pvt. Ltd

**Human Resource Management**  
**Paper Code: PGMBC12**  
**Credit: Theory-3 + Tutorial-1**  
**Contact hrs: 40**

**Objective:** People (human resources) are viewed by most experts as the most important asset of any organization. Managing an organization's people is often the most challenging and complex task required of a manager. It is also the responsibility, if executed well, that permits a person to rise to the senior level of management, or prevents a manager from rising to the senior level if done poorly. The objective of the course is to teach the basic principles of strategic human resource management—how an organization acquires, rewards, motivates, uses, and generally manages its people effectively. In addition to providing a basic legal and conceptual framework for managers, the course will introduce the manager to practices and techniques for evaluating performance, structuring teams, coaching and mentoring people, and performing the wide range of other people related duties of a manager in today's increasingly complex workplace. During the quarter, students will be exposed to and will discuss current human resource practices and will participate in exercises designed to enhance critical skills. Case studies will be integrated into most of the areas covered.

**Unit-I:** Human Resource Management- Concept: Nature; Scope; Objectives and Importance of Human Resource Management; Evaluation of Human Resource Management; Role; function and Qualities of Human Resource Manager; Difference between Human Resource Management and Personal Management.

**Unit-II:** Human Resource Planning – Meaning; Objective; and importance of Human Resource Planning; Human Resource Planning Process; Recruitment – Objective and Sources of Recruitment; Meaning and Purpose of Selection – Selection Process; Steps in selections; Selection techniques, Induction.

**Unit-III:** Training and Development; Meaning; Importance and objective of Training; Steps in Training; Organizing Training Programmer; Training Vs Development; Training needs Assessment; Training Methods; Evaluation of Training Programmes; Meaning and Objectives of Management Development – Techniques of Management Development.

**Unit-IV:** Performance Appraisal – Concept, Features, Objective, Methods of Appraisal – Traditional and Modern methods; Problems with Performance Appraisal, Potential Appraisal.

**Unit-V:** Compensation Management – Objective of Compensation Management; Factors affecting Compensation; Job evaluation – Process, Methods of evaluation; Methods of Wage payment; component of pay structure; Fringe Benefits and Incentive Plans.

**Unit-VI:** Industrial Relations – meaning and Significance, characteristics, Importance of harmonious Industrial Relations; Industrial Conflicts-Forms an causes of Industrial disputes-Methods of settlement of Industrial disputes; Workers' Participations in Management – Definition, objective and forms of workers participations in management; Collective Bargaining.



**Unit-VII:** Career Planning and Development Career planning – Definition Career needs assessment, Career opportunities, Need- opportunities alignment, Career Development Cycle.

**Unit-VIII:** Concept of HRD – Definition, Goals of HRD, HRD mechanisms or subsystems, Linkage between HRD mechanisms, process outcomes and organizational effectiveness and OD, HRD department and its task.

**Unit – IX:** Case Studies/ Projects/ Assignments

**Suggested Readings:**

- 1 A handbook of HRM practice – Michael Armstrong; Kogan Page Limited, London.
- 2 Human Resource Management: Text and Concept – VSP Rao; Excel Books, New Delhi.
- 3 Human Resource Management – Biswajeet Pattanayek; Prentice Hall of India, New Delhi.
- 4 Human Resource Management – concept and Issues – T.N. Ghhabra; Dnanpat Rai and Co. Pvt. Ltd., New Delhi.
- 5 Human Resource Management (with cases) – A.K. Ghosh; Manas Publications, New Delhi.

**Corporate Strategy**  
**Paper Code: PGMBC13**  
**Credit: Theory-3 + Tutorial-1**  
**Contact hrs: 40**

**Objective:** This course will enable the students to understand and analyse business propositions with respect to its resources, capabilities and environment and shall allow them to frame decisions to achieve organisational objectives. This course will also equip the students with the knowledge of various portfolio analytical tools to evaluate situations and environments.

**Unit-I:** Introduction to Strategic Management-The External Environment-Industry Analysis-Stakeholder Analysis & Non-Market Strategy-Competitive Advantage and Value Chain Competing through Business Models -Competitive Advantage and Firm Resources -Generic Strategies and Competitive Advantage -The Dynamics of Competitive Advantage - Competitive Advantage to Corporate Advantage -Integrative Analysis

**Unit-I:** Corporate Creativity: Concept, Context and Forms-Managerial Creativity: Requirements and Challenges-Rules of Creativity-Techniques of Creative problem-solving-Creative teams

**Unit-II:** Creative Management Practices-Issues and Mechanisms in Designing Creative organisations-Creative Regeneration.

**Unit-III:** Nature of Strategic Innovation-Strategic Innovation and Organization Designs-Cross functional Linkages-Inter-organisational and network Innovation-Strategic issues in Innovation and New Product Development.

**Unit-IV:** Innovation and Business Strategy-Dynamic Capabilities and Strategic Management-Strategy, Innovation and Knowledge Economy-R&D strategy and Strategic Innovation.

**Unit-V:** Leadership and HRM issues in the context of corporate creativity and strategic innovation—Leadership and Organisational Evolution— Specific HRM issues in the context of creativity and innovation.

**Unit-VI:** Concept and Goals of Industrial Organisation— Contribution of Industrial Organization to Strategic Management—Structure-Conduct-Performance (SCP) Model— Economic Concepts for strategy—Games and Strategy.

**Unit-VII:** Market Structure and Competition—Strategic Commitment—Dynamics of Pricing Rivalry—Entry and Exit—Industry Analysis.

**Unit-VIII:** The Horizontal Boundaries of the firm—Vertical Boundaries of the firm—Diversification.

**Unit-IX:** Strategic Positioning for Competitive advantage—Sustaining Competitive advantage—Innovation Evolution and Environment.

**Unit-X:** Perspectives from Michael Porter and other experts on Competitive Strategy and Competitive Advantage—Contemporary issues in Competitive Strategy.

**Unit-XI:** Corporate Social Responsibility and Sustainability: Objectives-Definition-Evolution- Need for CSR Theoretical perspectives-Corporate citizenship-Business practices-Strategies for CSR-Challenges and implementation-Evolution of corporate governance-Governance practices and regulation-Structure and development of boards-Role of capital market and government-Governance ratings-Future of governance- innovative practices-Case studies with lessons learnt. Sustainability: Meaning and Scope Corporate Social Responsibility and Corporate Sustainability-Sustainability Terminologies and Meanings-Why is Sustainability an Imperative-Sustainability Case Studies-Triple Bottom Line (TBL). Corporate Sustainability Reporting Frameworks-Global Reporting Initiative Guidelines-National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business International Standards-Sustainability Indices-Principles of Responsible Investment-Challenges in Mainstreaming Sustainability Reporting-Sustainability Reporting Case Studies.

### **Suggested Readings:**

1. Pradip N. Khandwalla, Corporate Creativity, Tata McGraw-Hill
2. M. L. Thushman and P. Anderson, Managing Strategic Innovation and Change: A Collection of Readings, Oxford University Press
3. A. Ahmed , N. R. De, B. M. Kapur and M D G. Koreth (eds), Developing Effective Organisations: Some Indian Experiences, Sri Ram Centre
4. Pradip Khandwalla (ed.), Social Development: A New Role for Organisational Science, Sage.
5. Peter Drucker, Innovation and Entrepreneurship, Heinemann.
6. D. Besanko, D. Dranove, M. Shanley and S. Schaefer, Economics of Strategy, John Wiley
7. L. M. B. Cabral, Industrial Organization, Prentice Hall India
8. John Kay, The Economics Of Business Strategy, Edward Elgard Publishing
9. M. E. Porter, Competitive Strategy: Techniques for Analyzing Industries and Competitors, The Free Press
10. M.E. Porter, Competitive Advantage: Creating and sustaining Superior Performance, The Free Press.
11. Michael E. Porter, The Contributions of Industrial Organization to Strategic Management The Academy of Management Review, Vol. 6, No. 4. (Oct., 1981), pp. 609–620 (journal Article)

**Entrepreneurship**  
**Paper Code: PGMBC14**  
**Credit: Theory-3 + Tutorial-1**  
**Contact hrs: 40**

**Objective:** To create an entrepreneurial level understanding and appreciation of the business-opportunity-laden technologies like information and digital technology, material science and nanotechnology, life science and biotechnology. To understand how successful companies have managed their creation, protection, exploitation of intellectual property rights

**Unit – I:** Introduction: Concepts of entrepreneur, entrepreneurship and entrepreneur, Characteristics and competencies of a successful entrepreneur, General functions of an entrepreneur; Type of entrepreneurs; Role of entrepreneur in economic development; Distinction between an entrepreneur and a manager; Entrepreneur and Intrapreneur.

**Unit – II:** Growth of Entrepreneurship: Emergence of entrepreneurship, Economic and non economic factors for stimulating entrepreneurship development, Obstacles to entrepreneurship development in India, Growth of entrepreneurship in India. Women and Entrepreneurship: Concept of women entrepreneurship; Reasons for growth of woman entrepreneurship; Problems faced by them and remedial measures. India's start up revolution – Trends, Imperatives, benefits; the players involved in the ecosystem, Business Incubators- Rural entrepreneurship, social entrepreneurship, women entrepreneurs, Cases of Tata, Birlas, Kirloskar and many large and small entrepreneurs of India.

**Unit-III:** Role of the Government in Entrepreneurship Development : Concept and meaning of entrepreneurship development, Need for entrepreneurship development programmes (EDPs), Objectives of EDPs, Organizations for EDPs in India; NIESBUD, SISI – their roles and activities.

Financing of Enterprise : Need for financial planning, Sources of short – term and long – term finance to entrepreneurs, Institutional finance to entrepreneurs; Commercial banks and financial institutions like IDBI, IFCI, ICICI, SIDBI, SIDCO and SFCs – their roles and activities training to the financing of small enterprises, Concept of venture capital.

**Unit-IV: Innovation Technology Management:** Technology Innovation-Innovation Process-Competition Analysis-Product and services management

**Unit-V: Social Entrepreneurship:** Nonprofit ventures-Social ventures and its management-Addressing persistent social problems-Financing Social ventures, Venture Capital, Corporate Entrepreneurship, and Micro Financing: covering a wide range of funding options that support innovative business endeavors including angel funds, venture capital, internal funding sources, and micro-finance -Venture Valuation-Angel funds-Venture Capital-In-house Corporate funding mechanism-Micro-finance

**Unit-VI: Venture Valuation and Accounting:** Valuation techniques-Financial management for entrepreneurs-Accounting principles-Management accounting for entrepreneurs, Venture promotion and Project Formulation : Concept of projects classification of projects and project report; Project identification and selection; Constraints in project identification, Techniques of Project Identification, Significance, contents, formulation of project report; Need for Project Formulation, Elements of project Formulation; Guidelines for formulating a project report, Specimen of a project report; Concepts of project appraisal; Methods of projects appraisal.

**Unit-VII: Entrepreneurial Marketing:** Entrepreneurial positioning, targeting, and segmenting Entrepreneurial pricing decision-Entrepreneurial sales management

**Unit-VIII: Entrepreneurship Lab:** Business Model Designing- Business Plan Designing- Financial Planning-Prototype Making-Test Marketing-Commercial Launch.

**Suggested Readings:**

- 1 Entrepreneurship: Strategies & Resources – Dollinger; Pearson Books.
- 2 Entrepreneurship and Small Business Management – C. B. Gupta and S. S. Khanka; Sultan Chand & Sons.
- 4 Entrepreneurial Development – S. S. Khanka; S. Chand.
- 5 Entrepreneurship – New Venture Creation – David H. Holt; PHI.
- 6 Small Scale Industry and Entrepreneurship – Beaver; PHI.
- 7 Entrepreneurship – Lal Sahai; Excel.

## **Year-5 Semester-9**

### **DSE/Finance: Investment Analysis & Portfolio Management**

**Paper Code: PGMBDS01**

**Credit: Theory-3 + Tutorial-1**

**Contact hrs: 40**

**Objective:** The objective of this course is to introduce the intuition and concepts of Investment analysis and portfolio management. The aim of the course is to provide the theoretical underpinning of the subject with the implications in the real world.

Unit – I:: Investment – A Conceptual Framework: Investment process, risks of investment and the common mistakes made in investment management.

Unit- II: Fundamental Analysis: Economy analysis, industry analysis and company analysis

Unit- III: Technical Analysis: Tools of technical analysis, important chart formations or price patterns and technical indicators

Unit-IV: Efficient Market Hypothesis: Weak, semi-strong and strong market and its testing techniques.

Unit-V: Portfolio Management – Risks and Returns: Concept of portfolio and portfolio management, concept of risk, Effect of combining the securities

Unit-VI: Markowitz Portfolio Selection Model: Concept of portfolio analysis and diversification of risk. Markowitz Model and Efficient Frontier.

Unit-VII:Sharpe-The Single Index Model: Measurement of return on an individual stock, measurement of portfolio return and measurement of individual stock risk

Unit-VIII:Capital Asset Pricing Model (CAPM): Deals with the assumptions of CAPM and the inputs required for applying CAPM and the limitations of this Model.

Unit – IX: Case Studies/ Projects/ Assignments

#### **Suggested Readings:**

1 Security Analysis and Portfolio Management – Donald, E. Fischer & Ronald J. Jordon; Pearson Books.

2 Investment Analysis and Portfolio Management – Chandra, Prasanna; Tata Mc Graw Hill.

3 Investment Management – Bhalla, V.K.; S. Chand & Company Ltd.

**DSE/Finance: Managing Banks & Financial Institutions**  
**Paper Code: PGMBDS02**  
**Credit: Theory-3 + Tutorial-1**  
**Contact hrs: 40**

**Objective:**

**Unit 1: International Banking:** Forex Business: factors determining exchange rates, direct and indirect quotations, spot & forward rates, premium and discount, cross rates, basics of forex derivatives: forward exchange rate contracts, Options, Swaps; correspondent banking & NRI accounts; documentary letters of Credit: UCPDC 600, various facilities for exporters and importers; risks in foreign trade: role of ECGC, types of insurance and guarantee covers of ECGC; role of Exim Bank; role of RBI and exchange control; regulations in India; role and rules of FEDAI; role of FEMA and its rules.

**Unit 2: Risk Management :** Risk: Risk in Banks, Risk Management Framework- Organisational Structure, Risk Identification, Risk Measurement / Sensitivity, Basis Point Value (BPV), Duration, Downside Potential, Value at Risk, Back Testing, Stress Testing; Risk Monitoring and Control, Risk Reporting; Market Risk identification, Measurement and management of credit risk: rating methodology, risk weights, eligible collateral for mitigation, guarantees; credit ratings, transition matrices, default probabilities, Credit risk spreads, risk migration and credit metrics, Counterparty risk, Credit exposures, recovery rates, risk mitigation techniques, Operational and integrated Risk Management: Risk management and capital Management – Basel Norms, Current guidelines on risk management.

**Unit 3: Treasury Management:** Concepts and function; instruments in the treasury market; development of new financial products; control and supervision of treasury management; linkage of domestic operations with foreign operations; Interest rate risk; interest rate futures; Mix / Pricing of Assets & Liabilities; On-Balance Sheet Investment and Funding Strategies; Stock options; debt instruments; bond portfolio strategy; risk control and hedging instruments; Investments: Treasury bills, money market instruments such as CDs, CPs, IBPs Securitisation and Forfaiting; refinance and rediscounting facilities; Derivatives: Credit Default Swaps / Options

**Unit 4: Balance Sheet Management :** Prudential norms: Capital Adequacy, Implementation of Basel Norms guidelines- RBI guidelines. Banks Balance Sheet- Components of assets & Liabilities; ALM Implementation: RBI Guidelines, Gap Analysis, Mechanics, Assumptions, and Limitations, Illustrations of Actual Gap Reports, The Relationship Between Gap and Income Statement; Funding Liquidity: Trading / Managing Liquidity, Contingency Funding; Business Strategies : Profit and profitability analysis; Asset Classification: provisioning, effect of NPA on profitability; Shareholder value maximization & EVA- profit planning, measures to improve profitability, Disclosure guidelines.

### Suggested Readings:

1. Bank Financial Management, IIBF, Macmillan Education India, 2018,
2. Management of Banking and Financial Services, 4/E, Suresh and Paul, Pearson Education

## **DSE/Finance: Financial Markets & Services**

**Paper Code: PGMBDS03**

**Credit: Theory-3 + Tutorial-1**

**Contact hrs: 40**

**Objective:** The Course aims at providing the students, basic knowledge about the Finance markets concepts and various services provided in those markets. The syllabus is structured in a way which provides adequate information about the roles of intermediaries and its regulating bodies. The course also provides information about the prevailing financial system in India

**Unit- I: Introduction:** Nature and role of financial system-Components of financial system- An overview of the functioning of the Indian financial system in the liberalized environment- Financial system and Economic Development-Functioning of financial markets in the globalised financial system.

**Unit- II: Money Markets:** Role of Money market in the economy – Money market instruments- Money market intermediaries- Recent developments in Indian Money market and global money markets.

**Unit –III: Capital Markets:** Structure of Indian Capital market – Reforms in the Capital Market – Major Capital market instruments – Primary and Secondary Markets-Changes in the Pricing System – Functioning of Stock Exchanges – Stock market indices – Listing of Securities – Role of intermediaries – Function of Brokers - Functioning of Indian Capital market in a globalised system – Regulation of the capital market and the role of SEBI.

**Unit –IV: Depository Service and Mutual Funds:** Depository services – Role of depositories and their services – Advantages of depository system – NSDL and CDSL – Depository participants and their role.

**Mutual Funds:** Concepts – SEBI Guidelines on Mutual Funds in India – Designing and Marketing of Mutual Funds Schemes – Types of Mutual Funds – Net Asset Value.

**Unit–V: Merchant Banking:** SEBI guidelines for merchant bankers (basic ideas) – Issue Management – Equity issues – Rights issues – Debenture Issues – Book building – Private Placements – Pre & Post issues activities – Raising capital from International markets: ADRs, GDRs, ECB etc. (Basic concepts). Role of Merchant Bankers

**Unit-VI: Foreign Investment:** Role of FIIs, Types, trends and implications; Regulatory framework for foreign investments in India.

**Unit – VII:** Case Studies/ Assignments/ Projects

### **Suggested Readings:**

1. Bhole, M.K, Financial Markets and Institutions, Tata McGraw Hill, Delhi.
2. B.V. Pathak, *The Indian financial System*, Pearson.
3. Ghosh, D : Banking Policy in India, Allied Publications, Delhi.
4. Khan, M.Y. Indian Financial System, Tata McGraw Hill, Delhi.
5. Reserve Bank of India, Various Reports, RBI Publication Mumbai.
6. Varshney, P.N.: Indian Financial System, Sultan Chand & Sons, New Delhi.

7. Avadhani: Investment and securities Markets in India, Himalaya publications, Delhi.

**DSE/Finance: Valuation**  
**Paper Code: PGMBDS04**  
**Credit: Theory-3 + Tutorial-1**  
**Contact hrs: 40**

**Objectives** The objective of the course is to familiarize the students with the concept of valuation of businesses and tools and techniques applied for valuation.

**Unit-1:** Need for Business Valuation – Valuation Services – Professional Ethics

**Unit-2:** . Asset-Based valuation – Accounting Issues.

**Unit-3:** Income Based valuation – Discounted Cash Flow Valuation – Free Cash Flow to Firm – WACC – APV Valuation

**Unit-4:** Market Based Valuation – Relative Valuation Approaches – Problems & Issues

**Unit-5:** Application of Valuation Techniques; IPOs, Mergers & Acquisitions, Restructuring and Venture Financing – Challenges to valuation

**Unit-6:** Due Diligence in Valuation – Importance & Impact of Due Diligence Reviews

**Unit-7:** Special issues & consideration & valuation – Brand Valuation – Valuation of Intellectual Properties

**Unit-8:** The importance of asymmetric information, agency conflicts – Corporate Governance Issues

**Suggested Readings:**

1. Reily, K.Frank, Investment Analysis & Portfolio Management, South Western, Thompson
2. Damodaran Aswath, Investment Valuation, John Wiley & Sons, Inc.
3. Hearth and Zaima, Contemporary Investments: Security & Portfolio Analysis, HarcourtCollege Publications.
4. Copeland, T., Koller, T. and Murrin, J., Valuation – Measuring and Managing the Value of Companies, John Wiley & Sons Inc.
5. Palepu, K., Healey, P. and Victor, L., Business Analysis & Valuation using Financial Statements, South-Western College Publishing
6. Marren, J.H., Mergers & Acquisitions – A Valuation Handbook, Irwin Professional Publishing



**DSE/Finance: Project Appraisal & Finance**  
**Paper Code: PGMBDS05**  
**Credit: Theory-3 + Tutorial-1**  
**Contact hrs: 40**

**Objective:** To explain project appraisal techniques, financial structuring and financing alternatives. This course intends to involve students to apply appraisal techniques for evaluating live projects.

**Unit – I:** Identification of investment opportunities – industry analysis review of project profiles – feasibility study.

**Unit – II:** Project Appraisal – techniques of appraising commercial and social projects. DCF and non-DCF methods – sensitivity analysis.

**Unit – III:** Project risk assessment – probabilistic cash flow approaches – application of simulation techniques.

**Unit – IV:** Social cost benefit analysis – value added concept, social surplus indirect impact of projects.

**Unit – V:** Evaluation of International Projects.

**Unit – VI:** Project appraisal parameters of select financial institutions.

**Unit – VII:** Preparation of project report – Case Analysis.

**Unit – VIII:** Financial structuring – innovative financing alternatives, collaboration, lease financing, equity participation – project finance vis-à-vis corporate finance.

**Unit – IX:** Managing joint venture projects.

**Suggested Readings**

1. Machiraju, H.R., Introduction to Project Finance, Vikas Publishing House.
2. Prasanna Chandra, Project Preparation Appraisal Budgeting and Implementation, Tata McGraw.
3. Bennet P. Lientz, Kathryn P. Rea, Breakthrough Technology Project Management (Second Edition), Academic Press.
4. Narendra Singh, Problems and Solutions in Project Management and Control, Himalaya Publishing House.

## **DSE/Marketing: Integrated Marketing Communications & Promotion Strategies**

**Paper Code: PGMBDS06**

**Credit: Theory-3 + Tutorial-1**

**Contact hrs: 40**

**Objective:** The students will learn the concept and use of Integrated Marketing Communications. They will also be exposed to various tools of promotions and how they are being used.

**Unit I:** IMC: concepts, meaning, definition, objectives, rationale and steps. Components of IMC. Refining the IMC Program, Role of IT in IMC, Refining the IMC Program, The Value of the IMC Plans, IMC for Small Business, IMC and Entrepreneurial venture.

**UNIT II:** IMC and Consumer Behaviour, IMC and Industrial Buying Behaviour, IMC and Retail Marketing, IMC and Direct Marketing, IMC and Internet Marketing, IMC and E-Commerce.

**UNIT III:** IMC Promotional Tools, Trade Promotions, consumer Promotions, Personal Selling, Advertising, Data base Marketing.

**UNIT IV:** Events and Exhibitions marketing: concepts, definitions, types, Planning for events and exhibitions, Event marketing process-Promotional tools for event and Event Sponsorship.

**UNIT V:** Public Relations: Concepts, Definition and Objectives, Role of a PR Manager and Agency, Crisis Management in PR, Public Relation Tools, The role of PR in IMC.

**UNIT VI:** Marketing Communications: Meaning and Importance. Advertising's role in the marketing process, Legal, Ethical and Social Aspects of Advertising. Setting Advertising Goals and Objectives. DAGMAR Approach.

**UNIT VII:** Advertising Plan, planning and decision making process Advertising Scheduling , Advertising Models, Creative Strategies

**UNIT: VIII** Media Planning and Selection, Media reach and Frequency, Different Media – Print, Audio-visual, Radio, Outdoor, Internet, Direct Mail.

**UNIT-IX:** Components of Advertising message, headline subhead, copy, logo, illustration, Appeal, layout, Campaign Planning, Setting Advertising budget, Advertising agency, Creative Strategies, Audience Analysis, Advertising evaluation: Recognition and Recall studies, Corporate Image and Brand management: Corporate image component, promoting the desired images and corporate names and logos, Branding: brand equity, extension, co-branding.

**Unit-X:** Trade and Consumer Sales Promotions: The nature and objectives of trade promotion, types of trade promotion, trade allowances, trade contest, trade incentives, training programme, vendor support programme, promotion, types of consumer promotion; coupons, premiums, contests, sweepstakes, refunds, rebates, sampling, bonus pack, price off.

**Unit-XI:** Personal selling: Definition, steps in personal selling process, retain selling, business to business selling, principles of personal selling, personal selling in International market.

**Unit-X:**Public Relation: Definition, public relations on PR, PR tools, jobs of PR executives and PR agency; Sponsorship and event management, Direct and database marketing.

**Suggested Readings:**

1. Clow, K.E and Baack, D. Integrated Advertising, Promotions and Marketing communications. Pearson Education.
2. Kotler, P., Keller, K.L., Abraham, K and Jha, M. Marketing management: A South Asian Perspective, PHI.
3. Kazmi, H.H.S and Batra, K.S Advertising and Sales promotion, Excel books
4. Aaker, A. D and Myers, G.H. advertising management, Pearson Education
5. Black Sam. How to plan Exhibitions and Conferences from A to Z , Universal Book stall, New Delhi.
6. Maitland, Fain. How to Plan Exhibitions; Cassell Publications, London, U.K.
7. Raj, Razaq., Walters, Paul., and Rashid, Tahir, Events Management : An Integrated and Practical approach; Sage, New Delhi.
8. Aaker, A. David and Myers, G. John Advertising Management, PHI.
9. Kazmi H.H.S. and Batra K.S. Advertising and Sales Promotion, Excel Books. Borden, William H. Advertising John Wiley.
10. Ogilvy, David, Ogilvy on Advertising, Longman.
11. Jethwaney, J. and Jain, S., Advertising Management, Oxford University press.
12. Gupta, R., Advertising Principles and practices, S. Chand & Company Ltd., New Delhi.

**DSE/Marketing: Digital & Social Media Marketing**

**Paper Code: PGMBDS07**

**Credit: Theory-3 + Tutorial-1**

**Contact hrs: 40**

**Objectives:** The objective of this course is to help students understand the digital marketing and prepare them for its fast-paced world. Globalization, increased competition, rapid changes in communication and information technology and need for higher level of customer orientation have made digital marketing extremely important.

**Unit-I**

1. Digital Marketing Fundamentals, Understanding Digital Marketing Process, Digital Marketing & Traditional Marketing, Digital micro and macro environment. Web sites as market place. Pure Online vs. Brick and click business.
2. Mapping fundamental concepts of Marketing (7Ps, STP), Strategy and Planning for Internet Marketing, e-CRM, Planning for Website design. Search Engine Optimization (SEO).
3. Online Advertising: Display Advertising, Pay-Per-Click Marketing, Cost-Per-Impression (CPI and CPM), Email Marketing, Blogging, Podcasting, RSS.
4. Social and Business Networking, Forums, Affiliate Marketing and Syndication on the Internet, Interactive Advertising, Viral Marketing.
5. E-Commerce and Retailing, On-line retail industry dynamics, Management challenges in on-line retailing. Traditional Offline Businesses in the Online World.

6. Measuring Internet Marketing Effectiveness: Metrics and Website Analytics, Trust in Internet Marketing. Ethical and Legal Issues.

7. Case studies.

## Unit-II

1. Social Media Marketing : An overview, social media marketing & public relations. Logic of Social Media, Social Media Strategy and Planning.

2. Content Marketing : Types of Content-Text-Infographics-Video

3. Content Marketing Strategy: Social media marketing.-Introduction, Types of social media.

4. Facebook for Business

How to use world largest social media platform for the business. Facebook fan page and Group, Campaign create, Page promotion, Awareness, Lead generation.

5. LinkedIn: How to use LinkedIn platform to develop business. Company Page creation, Campaign creation on LinkedIn.

6. Twitter: How to use Twitter effectively into the business, Campaign creation on Twitter.

7. Blog: Types of blogs, consumer-generated advertising, Legal and social consequences of blog.

8. YouTube: Develop business through Video content. Live streaming. How to create viral a video.

9. Photosharing Sites : Instagram, Snapchat, Pinterest

10. Social Media's Role on SEO. How effectively it's helpful to improve on search engine.

11. Case Studies.

### Suggested Readings :

1. Chaffey, D et al. : Internet Marketing- Strategy, Implementation and Practice : Pearson
2. Ahuja, V: Digital Marketing: Oxford
3. Laudon . K.C, Traver. C.G : E-Commerce-Business, Society, Technology: Pearson

## **DSE/Marketing: Brand Management**

**Paper Code: PGMBDS08**

**Credit: Theory-3 + Tutorial-1**

**Contact hrs: 40**

**Objectives** The objective of this course is to impart in-depth knowledge to the students regarding the theory and practice of Brand Management.

**Unit-1: Introduction to Brand Management** – Brand: Meaning, Evolution of brands, Brand- product relationship, assets and the asset, concept of value, brand and marketing metrics; Brand meaning: brand image and personality, brand and product; Brand planning: brand vision and visioning process, business of brand; Brand audit: brand reality check and brand appraisal; Brand positioning: choice of context, parity and differentiation, repositioning; Brand equity: brand assets and liabilities, equity creation and management. Brand Hierarchy, Brand Architecture, Brand-customer Relationships, Brand Loyalty and Brand Switching, Brand personality, Strategic Brand Management: Meaning, Steps.

**Unit-2: Brand Development** – Role of brand name, naming procedure, brand association, Role of Design, Logos and symbols, Importance of Advertising in brand development. High budget route Vs low budget route of brand development. Brand Life Cycle. concept of stretch, line and brand extensions; type of extensions Branding strategies; portfolio decisions, optimal portfolio, portfolio structure, Brand naming decisions: names and meaning, semiotic analysis, semantic name, creation Brand concept management: functional, symbolic and experiential brands

**Unit-3: Customer Based Brand Equity** – Meaning, Sources, Components, Brand building blocks Model of CBBE.

**Unit-4: Brand Identity** – Meaning, need for identity, Dimensions of brand Identity, Brand Identity Prism.

**Unit-5: Brand Image** – Meaning, sources of brand image, brand image and celebrity

**Unit-6: Brand Positioning** – Meaning, Point of parity and point of difference, Methods of positioning, Brand repositioning.

**Unit-7: Brand Development Strategies** – Brand Extension: Meaning, Needs, Types, Advantages and Disadvantages of brand extension. Brand dilution. Brand Endorsement: Meaning and types Brand Portfolio: Meaning, Advantages, Types of brands in brand portfolio, Strategies for building brand portfolio, Managing brand overtime: revitalization decisions Brand valuation: valuation process and methods Branding across categories: commodity, industrial, service and consumer products. Branding across markets: geographies and cultures. Branding in special areas: sports, political, social cause, digital, entertainment.

**Unit-8: Brand Imitation** – Meaning, Kinds of Imitation, Factors affecting brand imitation, Imitation Vs Later market entry.

**Unit-9: Brand Crisis** – Concept of incident and Crisis, Factors influencing brand crisis, Brand Revitalization.

**Unit-10: Branding in Different Sectors** - Customer, Industrial, Retail and Service Brands.

### **Suggested Readings**

1. Aaker, David, A. Managing Brand Equity. New York, Free Press.
2. Cowley, Don. Understanding Brands. London, Kogan Page.
3. Czerniawski, Richard D. & Michael W. Maloney Creating Brand Royalty, AMACOM, NY.
4. Kapferer, J N. Strategic Brand Management. New York, Free Press.
5. Murphy, John A. Brand Strategy Cambridge, The Director Books.
6. Steward, P. Building Brands Directly. London, MacMillan.
7. Upshaw, Lyhh B. Building Board Identity: A Strategy for success in a hostile market place. New York, John, Wiley.

**DSE/Marketing: Marketing Research**  
**Paper Code: PGMBDS09**  
**Credit: Theory-3 + Tutorial-1**  
**Contact hrs: 40**

**Objective**

To provide understanding of the concepts of research in the field of marketing research. To equip the students with advanced research tools to conduct research and analysis for effective decision making

**Unit-I: Marketing Research:** Introduction, Application of research in managerial decision making, Aims, roles, functions and sources of research, Client-user interface – role conflict and resolution

**Unit-II: Research Process:** Steps in planning – research purpose and objectives, Converting a manager's problem to a researcher's problem, Problem formulation, research design, data collection, analysis, report presentation, Preparation of the research proposal

**Unit-III: Research Design:** Types of research - exploratory studies, descriptive studies, causal studies, Types of information needed - behavioural and non-behavioural correlates

**Unit-IV: Sources of Data:** Primary and secondary source (govt., non-govt. and syndicated research), Errors in data collection

**Unit-V: Primary Source – Methods of Data Collection:** Focus groups, Observations, Case histories; Surveys – survey methods - structured and unstructured, direct and indirect methods, in-depth interviews, panels, interview media: personal, telephone, internet & mail, questionnaire construction & pre-testing, qualitative research - projective techniques (word association, sentence completion, thematic apperception test, third person technique), Experimentation - types of causation, inferring causal relationships, natural & controlled experiments, experimental designs

**Unit-VI: Measurement & Scaling:** Types of scales (data/levels of measurements), nominal, ordinal, interval, ratio scales, Attitude measurement methods - variability methods (paired comparison, ranking, rating, ordered category sorting), Quantitative judgement methods - verbal, numerical, graphical scales, factorization, constant sum method scales, Multi-item scales – Semantic differential scale, Likert scale, Thurstone scale (equal-appearing, case V), Stapel, considerations in developing scales, reliability and validity of scales

**Unit-VII: Sampling:** Census vs. sample, Steps in sampling process, Definition of population, frame, unit, and element, Types of sampling: Probability sampling techniques - simple random sampling, systematic random sampling, stratified sampling, cluster sampling, area sampling, Nonprobability sampling techniques - convenience sampling, quota sampling, judgment sampling, snowball sampling, Determination of sample size

**Unit-VIII: Analysis of Data:** Compilation, tabulation & classification of data, Analytical techniques – univariate analysis, hypothesis testing- parametric and non-parametric tests, bivariate analysis. Overview of some multivariate analysis techniques like multiple regression, discriminant analysis, factor analysis, cluster analysis, multi - dimensional scaling and conjoint analysis, forecasting methods (application and interpretation only), Introduction to Advanced Research Techniques in marketing; Multiple Regression Analysis; Multiple Analysis of variance; Conjoint Analysis; Canonical, Correlation Analysis; Cluster Analysis; Multi Dimensional Scaling; Structure Equation Modelling; Discriminate Analysis; Logit choice model

**Unit-IX: Application Areas:** Advertising research, Motivation research, Sales analysis & forecasting research

## **Unit-X: Case Studies**

### **Suggested Readings:**

P.Green & D. Tull & G Albaum: Research for Marketing Decisions; PHI.  
Boyd & Westfall: Marketing Research: Text & Cases; All India Traveller Bookseller  
Luck and Rubin: Marketing Research; PHI  
D.R. Cooper & P.S.Schindler : Marketing Research; TMH  
Naresh K Malhotra: Marketing Research; Pearson  
G C Beri: Marketing Research; Tata McGraw Hill.  
M.J. Schmidt & S.Hollensen: Marketing Research; Pearson  
Aaker & Day: Marketing Research; Wiley  
G.Churchill & D. Iacobucci ; Marketing Research, South Western  
S.Easwaran & S.Singh: Marketing Research; Oxford  
D.George & P. Mallery: SPSS for Windows: Step by Step; Pearson Education

## **DSE/Marketing: Relationship Marketing**

**Paper Code: PGMBDS10**

**Credit: Theory-3 + Tutorial-1**

**Contact hrs: 40**

**Objectives** The aim of the paper is to improve the abilities of students to successfully engage in relationship marketing and to explore contemporary trends and issues related to relationship marketing.

**Unit-I:** Conceptual Foundation of Relationship Marketing, evolution of relationship marketing, its significance in Indian context.

**Unit-II:** Transactional Vs. Relationship formats, Relationship marketing of Services vs. Relationship marketing in Consumer markets.

**Unit-III:** Buyer seller relationships.

**Unit-IV:** Relationship marketing in Mass markets, relationship marketing and marketing strategy.

**Unit-V:** Relationship marketing and distribution channels.

**Unit-VI:** Customer Relationship Management (CRM), Role of Information Technology in building, maintaining and enhancing relationships, Concept of loyalty ladder, Customer Relatime Value (CLTV) assessment,

**Unit-VII:** Customer profitability design and analysis.

### **Suggested Readings**

1. Handbook of Relationship Marketing – Jagdish Sheth, Atul Parvatiyar
2. Leading Through Relationship Marketing – Recharad Batterley
3. Relationship Marketing – S. Shajahan
4. Customer relationship Management – Jagdish Seth, Atul Parvatiyar, G Shainesh

## **DSE/Human Resource: Human Resource Planning, Recruitment & Selection**

**Paper Code: PGMBDS11**

**Credit: Theory-3 + Tutorial-1**

**Contact hrs: 40**

**Objective:** This course provides students studying Human Resource Management, as an elective, how to assess the correct number of manpower required in an organisation and avoid manpower shortages or surpluses. It also teaches the process of filling up positions with the best fit for the job through a robust recruitment and selection process.

### **UNIT-1 Strategic Staffing**

Basics in HR Planning – Concepts and Process of HRP, Considerations – Technology, Finance, Product, Demand.

### **UNIT-2 HR Planning Process**

Methods and Techniques of Demand Forecasting : Managerial Estimates, Trend Analysis, Utilization Analysis : Work Study, Job Analysis; Supply Forecasting : Inventory Analysis, Wastage Analysis, Markov Analysis, Balancing Supply & Demand.

### **UNIT-3 Job Analysis & Job Evaluation**

Job Analysis - Concepts, Process, Job Description, Job Specification, Uses, Limitations; Job Evaluation – Concepts, Methods, Limitations.

### **UNIT-4 Competency Mapping**

Concept, procedures and steps, methods of data collection for mapping, developing competency models from raw data.

### **UNIT-5 Recruitment**

Concept of Recruitment - Meaning, Objectives, Importance and relevance, Process, Types of Recruitment – Internal & External; Traditional Vs Modern; Outsourcing.

### **UNIT-6 Selection**

Selection – Concept, Criteria for Selection, Process, Types of Selection Tests, Use of psychological test, Interview, interviewing skills, errors in selection.

### **UNIT-7 Employer Branding**

Concept of Employer Branding; Link between branding and talent acquisition; role of social media in employer branding.

Readings:

1. Bennis, M. & Casson, J.: The Manpower Planning Handbook, McGraw Hill.
2. Bell, D. J.: Planning Corporate Manpower, Longman.
3. Bohlander, G., Snell, S., Sherman, A.: Managing Human Resources, Thomson.
4. Dessler, G & Varkkey, B.: Human Resource Management, Pearson
5. Mello, Jeffrey A.: Strategic Human Resource Management, Thomson South Western
6. Roberts, G.: Recruitment & Selection: A Competency Approach; CIPD



7. Sanghi, S: The Handbook of Competency Mapping: Understanding, Designing & Implementing Competency Models in Organizations; Sage
8. Turner, P: Strategic HRP; Jaico
9. Walker, J. W.: Human Resource Planning, McGraw Hill.
10. ILO: Job Evaluation

**DSE/Human Resource: Employee Relations**  
**Paper Code: PGMBDS12**  
**Credit: Theory-3 + Tutorial-1**  
**Contact hrs: 40**

**Objective:** The course aims to assist students to explore key aspects of employee relations, with a focus on the organization of the employment relationship via actors, institutions, systems and procedures, and with reference to potential outcomes in the context of various internal and external environmental forces/conditions.

The course will also shed light on the changing aspects of employee relations and on the new economic and employment trends that are emerging. The course is designed with a cross-national comparative coverage to nurture appreciation of comparative variation in employment relations. In light of the above, this course aims to enable students to:

- appreciate the relevance of the employee relations approach, and associated actors, institutions, and systems to complement the individual and collective orientation of HRM analysis;
- understand continuity and change in employee relations in practice across countries in the EU, the OECD and beyond;
- consider the constraints, opportunities and outcomes implied by the presence of unions and joint regulation and employment law;
- make considered judgments about the appropriateness or likely implications of employee relations policies and practices in differing organizational contexts.

**Unit-I:** Employee Relations: Meaning, Characteristics, Objectives and Factors. Meaning of Employee relations – Characteristics and objectives of Employee relations - Factor of Employee relations Employee relations Prerequisites for sound Employee relations; Employee relations – Importance of harmonious Employee relations.

**Unit-II:** Disputes: Concept, Forms, Settlement and Prevention of disputes, Meanings, Concept of dispute and conflicts – Forms of dispute – causes of dispute – Methods for prevention and settlement of dispute.

**Unit-III:** Trade Unionism: Concept, approaches and problems of trade union, Concept, Objectives and factions of trade unions – approach to trade union – Growth and problems of trade union movement in India.

**Unit-IV:** Bipartite and Tripartite bodies, ILO and National commission on Labour: Concept and objectives Meaning and Concept of bipartite and tripartite-different forms and objectives of bipartite and tripartite body – Concept, objectives and structure of ILO – main recommendations of the First and Second National Commission on Labour.

**Unit-V:** Workers' Participation in Management: Concept, objective and forms of workers participations in management. Concept and objective of workers participations in management – Various forms of workers participations in management – New Scheme of workers' participations in management (1984) – Workers' Participation in Management Bill 1990 – prerequisites for workers' participation in management – Employee empowerment.

**Suggested Readings:**

1. Industrial Relations, Trade Unions, and Labour Legislation, Pearson Education India, Sinha et. al.
2. Dynamics of Industrial Relations, Himalaya, C B Mamoria
3. Industrial Relations, Text & Cases, Macmillan Publishers India Limited, Ratna Sen

**DSE/Human Resource: Performance Management Systems****Paper Code: PGMBDS13****Credit: Theory-3 + Tutorial-1****Contact hrs: 40****UNIT-1 Performance Management and Strategic Planning**

Introduction to Performance Management - Definition; Evolution; Scope; Process; Difference between Performance Appraisal and Performance Management; Strategic Planning for performance effectiveness

**UNIT-2 Performance Management Planning**

Planning Process, Organisational & Individual Plans; Team Performance Planning, Performance Agreement, Setting Objectives; Evaluating the Performance Planning Process: Performance Management Cycle - Mid-cycle & End-cycle Review Process.

**UNIT-3 Assessing Performance**

Performance Appraisal tools – traditional and modern; Performance review and analysis

**UNIT-4 Performance Management & Employee Development**

Role of Performance Management in Employee Development; Potential appraisal

**UNIT-5 Performance Management and Rewards**

Linking performance with reward systems; Mid-cycle Review Process, End-cycle Review Process, Performance Management Cycle at a Glance; Linking Performance to Pay

**UNIT-6 Ethics in Performance Management**

Ethics – an understanding, Ethics in Performance Management, Realities of Ethics in Performance Management, Ensuring Ethics in Performance Management

**Reference Books:**

1. Armstrong, M.; Performance Management: Key Strategies and Practical Guidelines, Kogan Page
2. Armstrong, M & Baron, A.; Performance Management: A Strategic & Integrated Approach to Achieve Success, Jaico
3. Chadha P.; Performance Management: It's About Performing – Not Just Appraising; MacMillan India Ltd.
4. Rao, T.V; Performance Management and Appraisal System; Sage India
5. Walker, S.; Practical & Effective Performance Management; Universe of Learning Ltd.

**DSE/Human Resource: Strategic HRM**  
**Paper Code: PGMBDS14**  
**Credit: Theory-3 + Tutorial-1**  
**Contact hrs: 40**

**Objective:** This course examines the role of HRM in business viability and relative performance. Human resource strategy is an essential part of any credible understanding of business strategy and not some kind of dubious appendage to it. When effectively handled, HRM helps the firm to operate cost-effectively in the industries in which it competes and legitimately in the societies in which it is embedded. The course considers the potential of HRM to enhance organisational flexibility and help create competitive advantage. It examines HRM in dynamic and complex contexts and discusses practical ways of improving strategic HR planning in firms. The objective of this course is to give students the knowledge, understanding and key skills that are required by today's HR professionals and to enable students to effectively contribute to dynamic organizations. Students will also gain an understanding of key terms, theories/concepts and practices within the field of human resource management. Students shall learn to Identify and analyze the problems in the field of HRM and be able to provide innovative solutions. They shall be able to identify and appreciate the significance of ethical issues in HR practices and the management of people in the workplace.

**Unit-1:** Strategic HRM: Concept and Significance of SHRM –Traditional approach vs. strategic approaches to HRM–Strategic Role of HR sub-systems– Human Resource and the Resource-based View of the firm.

**Unit-2:** Understanding the relationship of HR strategy with corporate strategy and competitive strategy– Changes in HR policies and practices owing to the changes in business and its environment–Issues relating to design and redesign of Work System- HR Outsourcing.

**Unit-3:** Formulating and implementing Specific HR strategies: Resourcing, Training and Development, Performance Management, Reward, Employment relations etc.

**Unit-4:** Strategic HRM in the context of Organisational Effectiveness, Culture Management, Merger and Acquisition, Business Process Reengineering, Knowledge Management and Business Excellence.

**Unit-5:** Improving business performance through strategic HRM–High Performance Work Systems.

**Unit-6:** Measures of HR functions –Need to measure, ROI, approaches to measure –HR Accounting, HR Auditing–HR Score Card–HR cost monitoring, HR effectiveness index etc.

**Suggested Readings**

1. Armstrong, M, —Handbook of Strategic Human Resource Management – a guide to actionll, Crest Publications, New Delhi.
2. Dessler, Gary —Human Resource Managementll, Prentice – Hall India, New Delhi, 10th Edition.

3. Cascio, Wayne F —Managing Human resources – productivity, Quality of work Life, Profits, Tata– McGraw Hill (TMH) , New Delhi.
4. Holbeche, Linda, —Aligning Human Resources and Business Strategy, Butterworth Heinemann, New Delhi.
5. Schuler, R. S., and Jackson, S. E., —Strategic Human Resource Management, Blackwell Publishing.
6. Dreher, George F and Dougherby, Thomas W, —Human Resource Strategy – a behavioral perspective for the General Manager, Tata–McGraw Hill (TMH), New Delhi.
7. Christensen, Ralph —Roadmap to Strategic HR, Prentice–Hall of India, New Delhi.
8. Linda Holbeche, Aligning Human Resource and Business Strategy, Butterworth Heinemann

## **DSE/Human Resource: Labour Laws**

**Paper Code: PGMBDS15**

**Credit: Theory-3 + Tutorial-1**

**Contact hrs: 40**

### **Objectives:**

- To provide the students with practical legal Knowledge of general business law issues and topics to help become more informed, sensitive and effective business leaders.
- To elaborate with the importance and role of Industrial Labour Laws
- To understand the various Acts and its applications in the business organisations with terms and conditions of employment

**Unit 1: Legal Framework & Evolution of Labour Laws in India:** Genesis, Growth, Objectives, Significance and types, Principles of Labour Legislation, Forces Influencing Labour legislations in India, Indian Constitution and Labour Legislation,

**Unit 2: Laws Regulating Establishment:** Factories Act, 1948, Mines Act, 1952

**Unit 3: Laws Relating to Industrial Relations:** Industrial Disputes Act, 1947, Industrial Employment (Standing Orders) Act, 1946, Trade Unions Act, 1926.

**Unit 4: Laws Relating to Social Security:** Workmen’s Compensation Act, 1923, Employees’ State Insurance Act. 1948, Employees’ Provident Funds & Misc. Provisions Act, 1952, Payment of Gratuity Act, 1972.

**Unit-5 Other Important Legislations:** Contract Labour (Regulation and Abolition) Act 1986, The Inter- State Migrant Workmen (Regulation of employment and conditions of service) Act 1979, The Child Labour (Prohibition and Regulation) Act, 1986, The Building and other Construction workers (Regulation of employment and conditions of service) Act, 1986

### **Suggested Readings:**

1. C.B. Matoria, Satish Matoria, S.V. Gankar, Dynamics of Industrial Relations, Himalaya Publishing House, 2008
2. Industrial and Labour Laws by Savjeev Kumar, Bharat Law House Pvt. Ltd

3. B.D. Singh, Industrial Relations and Labour Laws, Excel Books, New Delhi, 2008
4. Industrial Jurisprudence by A M Sarma, Himalaya Publication House, New Delhi.
5. Padhi, P.K, Labor and Industrial Laws. Prentice Hall of India. 2010.
6. Malik.P.L., Handbook of Labour and Laws, Eastern Book company.

**Internship**  
**Paper Code: PGMBCC15**  
**Credit: 6**  
**Contact hrs: 60**

## **Year-5 Semester-10**

### **DSE/Finance: Financial Derivatives**

**Paper Code: PGMBDS16**

**Credit: Theory-3 + Tutorial-1**

**Contact hrs: 40**

Objective: This course aims at providing an in-depth understanding of financial derivatives in terms of concepts, structure, instruments and trading strategies for profit and risk management.

Unit – I: Introduction-Forward contracts, Futures contracts, Options and other derivatives

Unit – II: Forward and Futures – markets; use of futures for hedging; Risk Management Using Futures and Forwards; pricing- Cost of Carry Model; interest rate futures

Unit – III: Options – Markets; Payoffs; Risk Neutral Valuation; Binomial Option Pricing Model ; Black Scholes Option Pricing Model; Put Call Parity; Uses of Options; Option Strategies

Unit- IV: Other derivatives- Swaps, Warrants, Convertibles

Unit- V: Management of market risk – Stop loss; Delta hedging; Theta; Gamma; Vega; Rho; Scenario Analysis; Portfolio insurance, VaR

Unit – VI: Case Studies/ Projects/ Assignments

#### **Suggested Readings:**

1. Chance: Derivatives & Risk Management, Thomson Learning
2. Dufobsky & Miller: Derivatives Valuation and Risk Management, OUP
3. Hull: Options, Futures and Other Derivatives, Pearson Education/PHI
4. Kumar: Financial Derivatives, PHI
5. Stulz: Risk Management & Derivatives, Thomson Learning
6. Varma: Derivatives and Risk Management, Tata McGraw-Hill.

### **DSE/Finance: International Finance**

**Paper Code: PGMBDS17**

**Credit: Theory-3 + Tutorial-1**

**Contact hrs: 40**

#### **Objectives:**

- To introduce the environment of international finance and its implications on international business.
- To analyse the nature and functioning of foreign exchange markets, determination of exchange rates and interest rates and their forecasting.

- To define and measure foreign exchange risks and to identify risk management strategies.
- To explore the sources of long term finance and design financial strategies.
- To integrate the global developments with the changing business environment in India.

**Unit-I: International Dimensions of Financial Management :** The Emergence of the MNC, Nature of the MNC, Objectives of the Firm & Risk Management, Domestic Financial Management & International Financial Management.

**Unit-II: International Monetary System:** History of International Monetary System, Present Day Currency Regimes, Regime Choices for Emerging markets, Birth of EMU and EURO 4L

**Unit-III: Balance of Payments (BOP):** Principles of BOP Accounting, Components of BOP, Significance of ‘Deficit’ & ‘Surplus’ in BOP, India’s BOP and Economic Performance, Capital Mobility and Capital Account Convertibility.

**Unit-IV: The Foreign Exchange Market, Exchange Rate Determination, and Currency Derivatives:** The Foreign Exchange Market – Functions, Participants and Transactions – Exchange Rates and Quotations – Indian foreign Exchange Market, Foreign Currency Derivatives – Currency Options , Futures, Forwards, Swaps – Foreign Currency, Derivatives in India , International Parity Conditions – Purchasing Power Parity- Interest rate Parity, Foreign Exchange Rate Determination

**Unit-V: Foreign Exchange Exposure & Risk Management:** Two dimensions of Foreign Exchange Risk (viz. Exposure & Unanticipated change in Foreign Exchange Rates ), Types of exposure Measuring and Managing Economic Exposure, Transactions Exposure & Translation Exposure : (a) internal hedging strategies. (b) External or market based Hedging strategies. 10L

**Unit-VI: International Financial Markets :** International Banking & Money Market- International banking Services – Capital Adequacy Standards-International Money Markets, International Equity Sources - Global Equity Markets- Methods of Sourcing - Cross-listing in Secondary Markets- New Equity Issues, International Debt Sources- Debt Management and Funding Goals - International Debt Instruments- International Bank Loans - Euronotes- International Bond Market

**Unit-VII: Financial Management of MNCs :** Foreign Direct Investment and Cross- Border Acquisitions; International Capital structure and the cost of Capital- An Overview- Impacts of Internationalization on the Cost of Capital- Improving Market Liquidity- Overcoming Market Segmentation- Causes of Segmentation- International Diversification and the cost of capital- International Cost of Capital Models- The Theory of Optimal Financial Structure- Impact of Internationalization on Optimal Financial Structure - Financial Structure of Foreign Affiliates; Multinational Capital Budgeting- Capital Budgeting: An overview- Capital Budgeting for Foreign Projects - Two methods-Foreign Complexities- Parent vs project valuations; Multinational Cash Management- The Management of Multinational Cash Balances- Cash Management Systems in Practice- Transfer Pricing & Related Issues- Blocked Funds

### **Suggested Readings :**

1. Apte, PG : International Financial Management, Tata McGraw Hill.

2. Eiteman, Stonehill & Pandey: Multinational Business Finance, Pearson Education
3. Eun & Resnick: International Financial management, Tata McGraw-Hill Jeff Madura: International Corporate Finance, Cenage Learning
4. O' Brien: International Finance, OUP
5. Butler: Multinational Business Finance, Thomson Learning
6. Hull: Options, Futures and Other Derivatives, Pearson Education

**DSE/Finance: Tax Planning**  
**Paper Code: PGMBDS18**  
**Credit: Theory-3 + Tutorial-1**  
**Contact hrs: 40**

**Objective:** Taxation prepares the students for varied positions in the area of tax consultancy.

**Unit 1: Computation of Total Income and Tax Payable**

- a) Rate of tax applicable to different assesses (except corporate assessee)
- b) Computation of tax liability of an individual, Firm (excluding application of AMT)

**Unit 2: Tax Management**

**a) Provision for Filing of Return**

Date of filing of return, relevant forms of return, different types of returns, return by whom to be signed, PAN, TAN

**b) Assessment of Return**

Self assessment u/s140A, Summary assessment u/s 143(1), Scrutiny assessment u/s 143(3) and Best judgement assessment u/s 144.

**c) Advance Tax**

Who is liable to pay, due dates and computation of advance tax (excluding corporate assesses)

**d) Interest & Fees**

Section 234A, 234B, 234C, 234F (simple problems on interest and fees)

**e) TDS**

Provisions regarding TDS from salary, interest on securities, horse racing, lottery.

If any new legislations/provisions are enacted in place of the existing legislations/provisions, the syllabus will accordingly include such new legislations/provisions in place of existing legislations/provisions with effect from such date as prescribed by the UNIVERSITY. Similarly if any existing provision becomes redundant due to changes, it will be left out of the syllabus.

**Suggested Readings**

- Singhnia V.K., and Singhania K, Direct Tax Law and Practice, Taxmann
- Lal and Vashist, Direct Taxes, Pearson
- Ahuja and Gupta, Direct Taxes Law And Practice, Bharat
- Manoharan & Hari, Direct Tax Laws, Snow White
- Roy, S. K., Principles and Practice of Direct & Indirect Taxes, ABS



- Sengupta, C.H., Direct & Indirect Taxes, Dey Book Concern
- Datey V.S., Indirect Taxes Law And Practice, Taxmann

**DSE/Finance: Mergers, Acquisitions & Corporate Restructuring**  
**Paper Code: PGMBDS19**  
**Credit: Theory-3 + Tutorial-1**  
**Contact hrs: 40**

**Course Objectives:**

The primary objective of the course is to develop a comprehensive understanding of mergers and acquisitions (M&A) from the perspective of the corporate executive. This course will cover all major elements of the acquisition process including corporate strategy, valuation, due diligence, financing decisions, transaction structures, restructuring options, takeover defence and integration.

**Unit-1: Mergers**

Mergers in the nature of acquisitions and amalgamations. types of merger – motives behind mergers – theories of mergers – operating, financial and managerial synergy of mergers – value creation in horizontal, vertical and conglomerate mergers – internal and external change forces contributing to M & A activities

**Unit-2: Mergers& Acquisition**

A strategic perspective- industry life cycle and product life cycle analysis in M&A decision, strategic approaches to M&A- SWOT analysis, BCG matrix, Porter's Five forces model

**Unit-3: Corporate restructuring**

different methods of restructuring – joint ventures – sell off and spin off –divestitures – equity carve out – leveraged buy outs (LBO) – management buy outs – master limited partnerships – employee stock ownership plans (ESOP)

**Unit-4: Merger Process**

Merger Process: Dynamics of M&A process- identification of targets-negotiation-closing the deal. Five-stage model – due diligence (detailed discussion).Process of merger integration – organizational and human aspects – managerial challenges of M & A

**Unit-5: Valuation**

Valuation – valuation approaches – discounted cash flow valuation – relative valuation – valuing operating and financial synergy – valuing corporate control – valuing of LBO Methods of financing mergers – cash offer, share exchange ratio – mergers as a capital budgeting decision

**Unit-6: Accounting for amalgamation**

Pooling of interest method, purchase method – procedure laid down under Indian companies act of 2013.

**Unit-7: Takeovers**

Takeovers, types, hostile takeover approaches, Takeover defences – financial defensive measures – Coercive offers and defence – anti-takeover amendments – poison pill defence

## **Unit-8: Legal and regulatory frame work of M & A**

Provisions of company's act 2013, Indian Income Tax act 1961– SEBI takeover code, Provisions of Competition Act.

### **Suggested Readings:**

1. Mergers, Acquisitions, and Other Restructuring Activities, 7th edition, by Donald M. DePamphilis, Academic Press
2. Applied Mergers and Acquisitions, by Robert F. Bruner, University Edition, Wiley.
3. The Theory of Corporate Finance, Jean Tirole, Princeton University Press

### **DSE/Finance: Behavioural Finance**

**Paper Code: PGMBDS20**

**Credit: Theory-3 + Tutorial-1**

**Contact hrs: 40**

### **Objective:**

To help students appreciate the limitations of 'rational' models of investment decision making

To introduce students to an alternate framework for understanding price discovery in the markets

To help students identify persistent or systematic behavioral factors that influence investment behavior Topics

1. Classical Finance and Behavioral Finance
2. Heuristics and Biases in Human Decision making
3. A framework of decision making under risk
4. Real world applications in finance
5. Real world applications to public policy.
6. Investment Decision Cycle: Judgment under Uncertainty
7. Utility/ Preference Functions: Expected Utility Theory [EUT]
8. Brief History of Rational Thought: Pascal-Fermat to Friedman-Savage
9. Paradoxes (Allais and Others)
10. Prospect Theory
11. Information Screening Biases
12. Information Processing: Bayesian Decision Making, Heuristics and cognitive biases
13. Forecasting Biases
14. Emotion and Neuroscience
15. Group Behavior: Conformism, herding, fatal attractions
16. Investing Styles and Behavioral Finance

### **Suggested Readings:**

1. Nudge: Improving Decisions About Health, Wealth, and Happiness: Richard H. Thaler
2. Misbehaving: The Making of Behavioral Economics: Richard H. Thaler
3. Predictably Irrational: The Hidden Forces That Shape Our Decisions: Dan Ariely
4. The Little Book of Behavioral Investing: How Not to Be Your Own Worst Enemy: James Montier
5. Value Investing And Behavioral Finance: Insights Into Indian Stock Market Realities: Parag Parikh

**DSE/Marketing: Consumer Behaviour**  
**Paper Code: PGMBDS21**  
**Credit: Theory-3 + Tutorial-1**  
**Contact hrs: 40**

**Objective:** The course will apprise the students about the various behavioural aspects namely aspirations, motivations, perceptions, attitude formation etc. in consumer buying decision process.

**Unit-I:** Introduction to the study of Consumer Behaviour: Meaning & Definition of CB, Difference between consumer & Customer, Development of the Marketing Concept-The Marketing concept, Implementing the Marketing Concept, Segmentation, Targeting, Positioning, The Marketing Mix, Nature & Characteristics of Indian Consumers, Consumer Movement and Consumer Rights, Marketing Ethics and Social Responsibility, Social and Societal Marketing Concepts, Consumer Movement in India, Rights of the Consumer, Responsibilities of consumers in India, Benefits of consumerism

**Unit-II** : Role of Research in understanding consumer behaviour: Consumer Research: Consumer Research Paradigms (Qualitative & Quantitative Research Methods, Combining Qualitative and Quantitative Research Findings) The consumer research process - Developing research objectives, collecting secondary data, designing primary research, data analysis and reporting research findings. Input-Process-Output Model of Consumer Behaviour - Internal Influences: Motivation, Personality, Perception, Learning, Attitude, Communications, External Influences - Social Class, Culture, Reference Groups, Family Levels of Consumer Decision Making - Complex Decision Making or Extensive Problem Solving Model, Low Involvement Decision Making or Limited Problem Solving Model, Routinised Response Behaviour, Four views of consumer decision making (economic, passive, cognitive, emotional) Situational Influences- The Nature of Situational Influence (The communication Situation, The Purchase Situation, The usage situation, The disposition situation) Situational Characteristics and consumption behavior (Physical features, Social Surroundings, Temporal Perspectives, Task Definition, Antecedent States)

**Unit -III:** Individual Influences on Consumer Behavior: Motivation: Basics of Motivation, Needs, Goals, Positive & Negative Motivation, Rational Vs Emotional motives, Motivation Process, Arousal of motives, Selection of goals, Motivation Theories and Marketing Strategy Maslow's Hierarchy of Needs, Critical evaluation of marketing hierarchy and marketing applications, McGuire's Psychological Motives (Cognitive Preservation Motives, Cognitive Growth Motives, Affective Preservation Motives, Affective Growth Motives), Discovering Purchase Motives, Marketing Strategies Based on Multiple Motives, Marketing Strategies Based on Motivational Conflict Frustration & Strategies to overcome frustration  
Personality: Basics of Personality, Theories of Personality and Marketing Strategy (Freudian Theory, Neo-Freudian Theory, Trait Theory), Applications of Personality concepts in Marketing, Personality and understanding consumer diversity (Consumer Innovativeness and related personality traits, Cognitive personality factors, Consumer Materialism, Consumer Ethnocentrism), Brand Personality (Brand Personification, Gender, Geography, Color), Self and Self-Image (One or Multiple selves, The extended self, Altering the self) Perception: Basics of Perception & Marketing implications, Elements of Perception (Sensation, Absolute Threshold, Differential Threshold, Subliminal Perception), Dynamics of Perception (Perceptual Selection, Perceptual Interpretation, Perceptual Organization), Consumer Imagery, Product positioning and repositioning, Positioning of services, perceived price,

perceived quality, price/quality relationship, retail store image, manufacturer's image, Perceived Risk, Types of risk, How consumers' handle risk

**Unit-IV:** Individual Influences on Consumer Behavior: Learning Elements of Consumer Learning, Motivation, Cues, Response, Reinforcement, Marketing Applications of Behavioral Learning Theories, Classical Conditioning (Pavlovian Model, Neo-Pavlovian Model), Strategic Marketing Applications of Classical Conditioning), Instrumental Conditioning, Strategic Marketing Applications of Instrumental Conditioning, Modelling or Observational Learning, Marketing Applications of Cognitive Learning Theory, Information Processing (How Consumers store, retain and retrieve information, Sensory Store, Short-Term Store, Long-Term Store, Rehearsal and Encoding, Retention, Retrieval, Limited and Extensive Information Processing), Involvement Theory (Media Strategy, Central & Peripheral Route to Persuasion, Elaboration Likelihood Model, Measures of Involvement), Measures of Consumer Learning (Recognition and Recall Measures) Attitude: Basics of attitude, The nature of attitude, Models of attitude and Marketing Implication, (Tri-component Model of attitude, Multiattribute attitude models, Theory of trying to consume, Attitude towards the ad model), Attitude change strategies, Attitude change based on the tri-component model (Changing the Cognitive Component, Changing the Affective Component, Changing the Behavioral Component), Other attitude change strategies (Changing the basic motivational function, Associating the product with a specific group, event, or cause, Resolving two conflicting attitudes, Altering components of the multi-attribute model, Changing beliefs about competitors brands, The Elaboration Likelihood Model) Persuasive Communication Communications strategy, Target Audience, Media Strategy, Message strategies, Message structure and presentation

**Unit-V:** External Influences on Consumer Behavior: Social Class: Social Class Basics, What is Social Class? (Social class & Social status, The dynamics of status consumption, Features of Social Class, Five Social-Class Categories in India, The measurement of social class (Subjective Measures, Reputations Measures, Objective Measures), Social Class Mobility, Geodemographic Clustering, Social Stratification, Social class role and status differentiation and evaluation, Factors responsible for social stratification Culture and Subculture - Major Focus on Indian Perspective Culture: Basics, Meaning, Characteristics, Factors affecting culture, Role of customs, values and beliefs in Consumer Behaviour, The measurement of culture, Content analysis, Consumer fieldwork, Value measurement survey instruments, Subculture: Meaning, Subculture division and consumption pattern in India, Types of subcultures (Nationality subcultures, Religious sub cultures, geographic and regional subcultures, racial subcultures, age subcultures, sex as a subculture) Cross-cultural consumer analysis: Similarities and differences among people, the growing global middle class; Acculturation is a needed marketing viewpoint, applying research techniques Cross-cultural marketing strategy: Cross-cultural marketing problems in India, Strategies to overcome cross-cultural problems

**Unit-VI:** External Influences on Consumer Behaviour: Family, Reference Groups, Groups: Meaning and Nature of Groups, Types Family: The changing structure of family, Family decision making and consumption related roles, Key family consumption roles, Dynamics of husband-wife decision making, The expanding role of children in family decision making, The family life cycle & marketing strategy, Traditional family life cycle & marketing implications, Modified / non-traditional family life cycle & marketing implications Reference Groups: Understanding the power & benefits of reference groups, A broadened perspective on reference groups, Factors that affect reference group influence, Types of reference groups, Friendship groups, Shopping groups, Work groups, Virtual groups, Consumer-action groups,

Reference group appeals, Celebrities, the expert, the common man, the executive and employee spokesperson, Trade or spokes-characters, Other reference group appeals

**Unit-VII:** Consumer Influence and Diffusion of Innovations: Opinion Leadership: Dynamics of opinion leadership process, Motivation behind opinion leaders, The needs of opinion leaders and opinion receivers, Purchase Pals, Surrogate buyers vs. opinion leaders, Measurement of opinion leadership, Frequency and overlap of opinion leaderships, Market Mavens, Opinion Leadership & Marketing Strategy, Creation of Opinion Leaders Diffusion of Innovations: Diffusion Process (Innovation, Communication channels, Social System, Time) Adoption Process: Stages, categories of adopters Post Purchase Processes: Post Purchase Processes, Customer Satisfaction, and customer commitment: Post purchase dissonance, Product use and non-use, Disposition, Product disposition and marketing strategy, Purchase evaluation and customer satisfaction, The evaluation process, Dissatisfaction responses, Marketing strategies and dissatisfied customers, Customer satisfaction, repeat purchases and customer commitment, Repeat purchasers, committed customers and profits, Repeat purchasers, committed customers and marketing strategy

**Unit-VIII:** CRM & Online Decision Making Customer Relationship Management Meaning & Significance of CRM, Types of CRM (Operational, Collaborative, Analytical), Strategies for building relationship marketing, CRM Vs Customer retention, CRM Process-Benefits, CRM process for marketing organisations, brand switching behaviour, e-CRM, Meaning, Importance of e-CRM, Difference Between CRM & e-CRM On-line Decision Making: Meaning & Steps

**Unit-IX:** Case Studies/ Assignments/ Projects

**Suggested Readings:**

1. Consumer Behaviour- Leon Schiffman, Lesslie Lazar Kanuk-Pearson/PHI, 8/E
2. Consumer Behaviour- Hawkins, Best, Coney-TMH,9/e,2004
3. Consumer Behaviour in Indian Perspective – Suja Nair – Himalaya Publishers, 2004
4. Consumer Behaviour- Satish k Batra & S H H Kazmi, Excell Books
5. Customer Relationship Management- Peeru Ahamed & Sagadevan Vikas Publishing
6. Customer Behaviour – A Managerial Perspective – Sheth, Mittal-Thomson, 2/e,2004
7. CRM – Alok Kumar, Chhabi Sinha,7/e, Biztantra
8. Consumer Behaviour- Henry Assael, 6/e, Thomson

**DSE/Marketing: B2B Marketing**  
**Paper Code: PGMBDS22**  
**Credit: Theory-3 + Tutorial-1**  
**Contact hrs: 40**

**Objective:** Providing a learning platform for the next generation of managers in industrial companies. In this practitioner oriented and international B2B marketing curriculum, managers can find concepts and tools that help to take a more analytical and disciplined approach to sales and marketing of industrial goods.

**Unit-I:** Introduction: Nature, Scope, Characteristics and Significance of Industrial Marketing; Environmental Forces Affecting Industrial Marketing; Industrial Marketing Vs. Consumer Marketing; Structure and Significance of Industrial Marketing Organisation.

**Unit-II:** Industrial Buyer and Market Segmentation: Types and Characteristics of Industrial Buyers; Major Types of Industrial Buyers; Major Types of Industrial Buying Decisions; Stages in Industrial Buying Process; Participants in Industrial Buying Process; Industrial Market Segmentation – Concept and Bases; Market Segmentation Strategy for New Industrial Products.

**Unit-III:** Industrial Product and Pricing: Concept and Types of Industrial Products; Product Life Cycle; Product Portfolio Analysis; New Product Development Process; Causes of New Industrial Product Failures; Industrial Product Pricing – Objectives and Factors; Formulation of Pricing Strategy for Industrial Products; Pricing Methods.

**Unit-IV:** Industrial Distribution Channels and Promotion: Types of Industrial Distribution Channels; Push and Pull Strategy; Types of Industrial Middlemen; Developing Industrial Marketing Communication Programme; Industrial Marketing Promotion Mix – Personal Selling, Sales Promotion, Advertising and Publicity.

**Unit-V:** Marketing of Industrial Products in India: Marketing of Natural Raw Materials; Marketing of Component Parts and Process Materials; Marketing of Installations; Marketing of Accessory/Equipments; Marketing of Operating Supplies.

Suggested Readings:

1. Hawaldar, K. Krishna (2002). Industrial marketing, TATA McGraw-Hill Publishing Company Limited, New Delhi.
2. Milind T. Phadtare, (2008). Industrial marketing, Prentice Hall of India Pvt. Ltd, New Delhi.
3. Michael D Haultt and Thomas W Speh (2001). Industrial marketing management, The Dyden Press.
4. Vitale, Robert, Giglierano, Joseph, Pfoertsch, Waldemar (2011). Business to Business Marketing: Analysis and Practice, Pearson Education, New Delhi
5. Robert R. Reeder, Briety & Betty H. Reeder (2001). Industrial marketing, Prentice Hall of India Pvt. Ltd, New Delhi.

## **DSE/Marketing: International Marketing**

**Paper Code: PGMBDS23**

**Credit: Theory-3 + Tutorial-1**

**Contact hrs: 40**

**Objective:** Providing a learning platform for the next generation of managers in international markets. In this practitioner oriented and international marketing curriculum, managers can find concepts and tools that help to take a more analytical and disciplined approach to sales and marketing at international level.

**Unit-I** Introduction: Concept, Scope and Significance of International Marketing; International Marketing Vs. Domestic Marketing; Factors Affecting International Marketing Tasks; Stages of International Marketing Involvement; Multinational Corporations and their Role in International Marketing.

Unit-I Assessing International Market Opportunities: International Marketing Information System – Concept, Scope and Significance; Establishing Information System; International Marketing Research – Concept, Scope and Significance; Process of International Marketing Research; Collection of Primary and Secondary Data; Problems of Gathering Primary Data; International Marketing Research in Developing Countries.

Unit-III International Marketing Decisions : Market Selection and Entry Decisions; Product Strategy for International Markets – Standardization Vs. Adoption; Branding Decisions; Developing New Products for International Market; International Pricing – Concept, Significance, Factors and Methods; Counter-trade as a Pricing Tool – Types of Counter-trade Problems Involved in Counter-trading; Dumping.

Unit-IV International Distribution System : Channel of Distribution Structures; Distribution Patterns; International Channel of Distribution Alternatives; Factors Affecting Choice of Channels; Locating, Selecting and Motivating Channel Members; International Logistics; Foreign Freight Forwarder; International Advertising – Challenges Involved in International Advertising; Media Planning and Factors Considered in it; International Communication Process; International Advertising and Internet.

Unit-V International Organisation Structure and Control: Structures and Alternatives of Organisation Structure; Choice Criteria; Financial Requirements for International Marketing; Coordination and Control of International Marketing Operations; Cooperative International Marketing–Main Features, Objectives, Advantages and Limitations.

#### **Suggested Readings:**

1. Brady, Donald L. (2015). *Essentials of International Marketing*, *Routledge Taylor & Francis Group*, New York.
2. Cateora, Philip R. et al (2017). *International Marketing*, McGraw Hill Education, New Delhi.
3. Keegan and Green (2016). *Global Marketing*, *Pearson Education*, USA.
4. Czinkota, Michael R. (2012). *International Marketing*, *Cengage Learning*, USA.
5. Jain, Subhash C. (2001). *International Marketing Management*, *Thomson South-Western*, USA

### **DSE/Marketing: Strategic Marketing**

**Paper Code: PGMBDS24**

**Credit: Theory-3 + Tutorial-1**

**Contact hrs: 40**

**Objectives** The basic objective of this course is to develop skills for analyzing market competition and design appropriate competitive marketing strategies for higher market share.

**Unit-1:** Market Situation Analysis.

**Unit-2:** Analysis of Competitors Strategies and Estimating their Reaction Pattern and Competitive Position.

**Unit-3:** Market Leader Strategies – Expanding the total market, Protecting Market Share, Expanding Market Share.

**Unit-4:** Market Challenger Strategies

**Unit-5:** Market Follower Strategies and Market Nicher Strategies

**Unit-6:** Competitive strategies for emerging, declining and fragmented Industries.

**Unit-7:** Balancing Customer and Competitor Orientation.

**Unit-8:** Industry Segmentation and Competitive Advantage.

**Unit-9:** Product Differentiation and Brand Positioning.

**Unit-10:** Competitive Pricing

**Unit-11:** Competitive Advertising

**Unit-12:** Role of Sales Promotion in Competitive Marketing

### **Suggested Readings**

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

## **DSE/Marketing: Rural Marketing**

**Paper Code: PGMBDS25**

**Credit: Theory-3 + Tutorial-1**

**Contact hrs: 40**

**Objectives** The basic objective of this course is to explore the students to the rural market environment and the emerging challenges in the globalization of the economies.

Unit-1: **Introduction** – Definition scope of rural marketing, concepts, components of rural markets classification of rural markets, rural vs. urban markets

Unit-2: **Rural Marketing environment** – Population-occupation pattern –income generation location of rural population expenditure pattern literacy level land distribution land use pattern irrigation development programs infrastructure facilities rural credit institutions rural retail outlet print media in rural areas requirement problems in rural marketing rural demand rural market index.

Unit-3: Rural Marketing Research: Rural Consumer Behaviour, Rural Market Mapping Rural Market Index: Thompson index. Market research (with special reference to seeds, fertilizers, farm equipments, new techniques, agricultural output & other services.) Product and Service Marketing in Rural India: Rural Marketing Mix: Product Planning, New Product



Development for Rural Markets, Brand Management in Rural Market and communication media & message, `distribution channels,: Rural Retail Channel Management Marketing Strategies & Tactics with reference to rural markets: FMCGs, Consumer Durables, Services, Agricultural Inputs, Project Shakti of HUL, Project Haryali of Shri Ram Marketing of agricultural produce, Rural Artisans' Products, Rural Industry: Marketing of rural industry, cottage industry, artisan products. Cooperative Rural marketing & Processing societies.

Unit-4: **Marketing of agricultural input**- Consumable inputs, durable inputs, fertilizers product, price, distribution, promotion. SWOT analysis of fertilizer market agro chemicals product price distribution promotion SWOT analysis of agro chemicals market seeds cattle poultry aqua feeds tractors power tillers irrigation equipments other farm machinery

Unit-5: **Marketing of consumables and durables** – Product price distribution strategies product redesign modification needs.

Unit-6: **Marketing of agricultural Produce and cottage industry products** – Marketing of agricultural produce regulated markets formation of cooperative organizations contract farming agricultural exports zone (AEZ) marketing of rural / cottage industries artisan products

Unit-7: **Role of financial institutions in rural marketing** – Agricultural credit situation types of credit rural credit institutions NABARD commercial banks state cooperative banks (SCB) state cooperative agricultural and rural development banks (SCARDB) regional rural banks RRB local area banks flow of institutional credit to agriculture kisan credit card scheme impact on rural market

Unit-8: **Role of cooperative institutions in rural marketing** – Cooperatives as organizations structure of cooperative organizations types share of cooperatives in national economy impact of cooperatives on rural marketing

Unit-9: e-Rural Marketing: e-Choupal Model of ITC, IT for Sustainable Rural Development and E-Governance in rural market Corporate Sector in Agri-business: Cultivation, Processing & Retailing Organized Rural Retailing

### **Suggested Readings**

1. Rural Marketing.- R V Badi, N V Badi- HPH, 2/e, 2005
2. Rural Marketing. - T P Gopalaswamy- Vikas Publishing House
3. The Rural Marketing Text Book- Pradeep Kashyap, Siddhartha Rant- Biztantra 2005
4. Rural Marketing. - Habeeb Ur Rahaman- HPH, 1/e, 2004
5. Rural Marketing. - Text and cases- S.L. Gupta, Wisdom Publication
6. Rural Marketing. - Text and cases- U.C Mathur, Excel Books

## **DSE/Human Resource: Compensation and Benefits Management**

**Paper Code: PGMBDS26**

**Credit: Theory-3 + Tutorial-1**

**Contact hrs: 40**

**Objectives:** This course aims to clarify the principles and basic concepts of compensation management in organizations, including the role of human resources management in dealing with employees, and methods used to provide compensation. It also highlights the importance

of maintaining the capable education qualification, the value of developing their skills, and the significance of providing the appropriate atmosphere for them. Several important topics will be addressed in the class such as Compensation professionals' goals within a human resource department, Ways to strengthen the pay-for-performance link, Ways to strengthen the pay-for-performance link, etc.

### **Learning Objective**

**At the end of the course the students will be able to:**

- To learn basic compensation concepts and the context of compensation practice
- To illustrate different ways to strengthen the pay-for-performance link.
- To learn the concepts of Payment and employee benefits issues for contingent workers.
- To understand the legally required employee benefits.
- To learn some of the implications for strategic compensation and possible employer approaches to managing legally required benefits

Unit – I: Meaning and Concept of Wage and Salary – Concept, Nature, Scope, Objectives, Principles and importance of Wage and Salary Administration – Theories of Wage and Salary.

Unit – II: Employee Reward System: Concept, Components, Elements of Employee Reward Factors affecting the Rate of Pay – Process of Wage and Salary Determination, Wage and Salary Structure: Essentials of a sound wage and salary structure – Purpose – Types.

Unit – III: Machineries for Wages and Salary Fixation: Wage Laws in Wage Boards – Pay Commission – Adjudication – Collective Bargaining etc.

Unit – IV: Techniques for Fixation of Wage and Salary Levels: (Concept and Basic Elements only) Job Analysis – Job Description – Job Evaluation – Work Study.

Unit – V: Wage Payment System: Time Wage – Piece Wage – Balance Method; Wage Incentives: Meaning – Essentials of a sound incentive Plan – Types of Wage Incentive Plans – Indian Practices.

Unit – VI: Concept of Minimum wages, Fair Wages, Living Wages, Need Based Wages, Dearness Allowance, Fringe Benefits, Bonus and Executive Compensation.

Unit- VII: Legislation and Compensation: The Payment of Wages Act, 1936 – the minimum Wages Act, 1948 – the Equal Remuneration Act, 1976. Other Legislations: The payment of Bonus Act, 1965 – the Payment of Gratuity Act, 1971 – the Employee's Provident Funds and Miscellaneous Provisions Act, 1952.

Unit – VIII: Case Studies/ Projects/ Assignments

### **Suggested Readings:**

1. Employee Rewards: Michael Armstrong; Kogan Page.
2. Reward Management: A Handbook of Salary Administration; Armstrong and Murlis; Kogan Page.
3. Understanding Wage System: A. M. Sarma.
4. R. Henderson; Compensation Management – Rewarding Performance: R. Henderson; Prentice Hall Inc.

**DSE/Human Resource: International HRM**  
**Paper Code: PGMBDS27**  
**Credit: Theory-3 + Tutorial-1**  
**Contact hrs: 40**

Objective: The objective of this course is to develop a diagnostic and conceptual understanding of HRM in a broader, comparative and international perspective to deal with complex issues and manifold risks that have arisen due to increased globalization, growing presence of multinationals and increasing diversity of workforce demands. International HRM is the study of the management of human resources in an international context. This course focuses on the HR challenges which affect or influence the success of the entire enterprise, challenges that are often far beyond the scope of the traditional "personnel" function. Problems, challenges and decisions are analyzed from the point of view of the HR executive or GM who has scorecard responsibility at the organizational level. By focusing on policies, programs, and practices characteristic of organizational efforts to manage human assets worldwide, we will explore the critical impact that these have on the firm's success.

After completing this course students will be able to:

- Identify and Understand issues and practices pertaining to the major HRM functions within the context of a multinational environment
- Recognize and value cultural differences
- Describe the cultural differences
- Develop successful programs for international assignees (short term/long term)
- Become an expert with regard to issues and practices pertaining to major HRM functions
- Take ownership of their own career and its development
- Evaluate "best practices" across cultures

Unit- I: Introduction to cross cultural management: Significance of Culture for International Management. Culture dimensions, impact of cross culture on organizations, role of culture in Strategic Decision- Making, Influence of National Culture on Organizational Culture. Comparing Culture : Cultural and behavioral differences in different countries, various models for comparing cultural- Hofstede. GLOBE, Kluchohm & Stoodbeck

Unit-II: Shift in Culture: Culture as a factor in a people's Response to Change, significance of shift in Culture ,Economic Factors and Shifts in National Culture ,Foreign Intervention and influence on shifts in Local Cultures. Cross- Cultural Communication: Role of effective communication for international and cross- cultural management and in the field of international marketing, Cross – Cultural Verbal Non- Verbal communication across cultures, managing Culture –Specific Perception – Responding the Demographic Change.

Unit-III: Cross Cultural Human Resources Management – Staffing and Training for Global Operations Global Staffing Choices – Expatriates or Local Managers? Dynamics of Cross-Cultural leadership, managing and motivating multi culture Teams. Cross –cultural Negotiation & Decision making: Culture and Dispute, Resolution of Conflicts and Disputes in cross culture context, Negotiations across culture, Cross –culture Negotiation Process with two illustrations from multicultural context {India-Europe / India –US setting, for instance }

Unit-IV: Cross-culture ethics: Ethics values across cultures and Ethics dilemma, Overview of culture and management in Asia (India, China and Japan), US and Europe.

## Unit-V: Case Studies/ Projects/ Assignments

### **Suggested readings:**

1. International management: Managing Across Borders and Cultural, 4th Ed, "Deresky Helen," Prentice Hall India, ISBN: 81-2227-4
2. The Secret of a Winning Culture: Building High- Performance Teams, "Esen Drlarry, Rchildress John," Prentice Hall India, ISBN: 81-203-1713-0
3. Revitalize Your Corporate Culture : Powerful Ways to Transform You're Company Into A Hiongh- Performance Organisation, " Cashby Franklin", Prentice Hall India, ISBN: 81-203-1693-2

### **DSE/Human Resource: Team Dynamics at Work**

**Paper Code: PGMBDS28**

**Credit: Theory-3 + Tutorial-1**

**Contact hrs: 40**

### **Objectives:**

1. Define teams and discuss their benefits and limitations.
2. Explain why people are motivated to join teams.
3. Diagram the team effectiveness model.
4. Discuss how task characteristics, team size, and team composition influence team effectiveness.
5. Summarize the team development process.
6. Discuss how team norms develop and how they may be altered.
7. List the factors that influence team cohesion.
8. Will understand the fundamentals of team communication, negotiation skills and conflict resolution process
9. Will be able to apply team building as the effective organization development tool.

Team composition, formation, and development

Team Performance and Motivation-Team Conflict and Leadership

Team Decision Making, Discovering the interpersonal orientation through FIRO-B, Experiential learning methodologies

T- group sensitivity training, encounter groups, appreciative enquiry,

Discovering facets of interpersonal trust through Johari window,

Communication skills, Negotiation skills and strategies for team building,

Team morale, conflict resolution in teams, competitive vs collaborative behavior, developing collaboration.

**Suggested Readings:** To be updated

### **DSE/Human Resource: Human Resource Development**

**Paper Code: PGMBDS29**

**Credit: Theory-3 + Tutorial-1**

**Contact hrs: 40**

**Objective:** The course gives an overview of the need for HRD and HRD practices which can develop the human capital of an Organization and create an optimal HRD climate.

**Unit – I:** Concept, Scope and Significance of Human Resource Development – Definition – Need for Human Resource Development –HRD sub-system – HRD Process – Strategies of HRD: Organizational Development, Individual Development, Team Development – Functions of HRD Managers – Attributes of HRD Manager.

**Unit – II:** Training & Development: importance and needs for training – Training vs. Development – Training Needs Analysis - The Process of Training - Training Plan – Types of Training – Non-managerial & Managerial (Management Development) – Training Methods: on the job and off the job; Evaluation of training – Kirkpatrick’s model

**Unit – III:** Individual Development through Non-Training: Job Redesign Programme; Job Enlargement, Job Enrichment, Job Rotation, Suggestion Schemes, Counselling.

**Unit – IV:** Organisational Development: Concept – organizational analysis and methods of organizational development – OD as a part of HRD.

**Unit – V:** Career Development: Concept and Importance; Issues and Principles – Steps– Career Anchors – Career Development Cycles – Career Need Assessment and Opportunities – Succession Planning.

**Unit – VI:** Team Development Programmes – Methods and Schemes : Role of Staff and Line Managers in HRD, Quality Circle, Kaizen, Autonomous Small Group Activities.

***Suggested Readings:***

1. Werner, J. M. & Demimonde, R...L.; Human Resource Development ; Thomson – South Western
2. Armstrong, M.; A Handbook of Human Resource Management Practices; Kogan Page
3. Wendell, F., Bell, C. & Vohra, V; Organisation Development, Behavioral Science Interventions for Organisation Improvement, Prentice Hall.
4. Tripathi, P. C.; Human Resource Development; Sultan Chand.
5. Silvera, D.M.; the Human Resource Development: The Indian Experience; News India Publications, New Delhi.
6. Rao, T.V. & Pereira, D.F.; Recent Experiences in HRD; Oxford & IBH, New Delhi.
7. Rao, T.V.; Future of HRD; MacMillan India Ltd.

**DSE/Human Resource: Human Resource Metrics and Analytics**

**Paper Code: PGMBDS30**

**Credit: Theory-3 + Tutorial-1**

**Contact hrs: 40**

**Objective:** The modern business situation makes extensive use of computer programming, quantitative techniques and statistical analyses. The objective of the present course is to make student well acquainted with these tools and techniques. This course will make the student aware about the quantitative techniques which are used in various functions of human resource management. It will also enable the students to apply information technology HRM. After completing the course the student will develop a thorough understanding about the various tools and they will be able to use these tools successfully in executing HRM functions

Unit-I: Understanding HR indicators, metrics and data, Data collection, tracking, entry,

Unit-II: Assess IT requirements to meet HR needs, Relational databases and HR systems, Planning and implementing a new HRIS, Security and privacy considerations,

Unit-III: Statistical analysis for HR (regression analysis, measures of central tendency) Graphs, tables, spreadsheets, data manipulation (using Excel), Benchmarking and best practices,

Unit-IV: Staffing, Supply and demand forecasting,

Unit-V: Total compensation analyses, Cost justification–return on investment, Communicating recommendations, Markov Chain analysis

**Suggested Readings:**

1. Data-Driven HR: How to Use Analytics and Metrics to Drive Performance by Bernard Marr, Kogan Page
2. Human Resource Management: Concepts, Practices and New Paradigm by Amitabha Sengupta, Sage
3. Predictive HR Analytics by Martin R Edwards and Kirsten Edwards, Kogan page